Teleperformance
each interaction matters

# Universal registration document 2022

including the annual financial report


Simpler. Faster. Safer.

CONTENTS



*Elements constituting the annual financial report and the statement of non-financial performance are clearly identified in the contents with the* ***AFR*** *and* ***NFPS*** *pictograms.*

Teleperformance
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Simpler. Faster. Safer.

# 2022 Universal registration document

INCLUDING THE ANNUAL FINANCIAL REPORT

## Incorporation by reference :

In application of Article 19 of Regulation (EU) No. 2017/1129, the following documents are incorporated by reference in this universal registration document:

### 1. Regarding the financial year ended December 31st, 2021:

The management report, the consolidated financial statements, the Company financial statements and the corresponding statutory auditors' reports contained in the universal registration document filed with the AMF on February 28th, 2022 under the number D.22-0059 (https://www.teleperformance.com/media/pwdpryyd/telep_deu_2021_uk_mel_mention.pdf).

### 2. Regarding the financial year ended December 31st, 2020:

The management report, the consolidated financial statements, the Company financial statements and the corresponding statutory auditors' reports contained in the universal registration document filed with the AMF on February 26th, 2021 under the number D.21-0080 (https://www.teleperformance.com/media/qe2n5y44/teleperformance_deu_2020_uk-1.pdf).

The annual financial report included in the Universal Registration Document is a translation of the official version of the annual financial report which has been prepared in French, in format ESEF (European Single Electronic Format) and is available on the issuer's website.

AUTORITÉ DES MARCHÉS FINANCIERS
AMF

The universal registration document has been filed on February 27th, 2023 with the French financial markets authority (AMF) as the competent authority pursuant to Regulation (EU) No. 2017/1129, without prior approval in accordance with Article 9 of the Regulation. The universal registration document may be used for the purposes of an offer of financial securities to the public or the admission of financial securities to trading on a regulated market if it is accompanied by a securities note and if applicable, a summary and all amendments to the universal registration document. The entire documentation then constituted is approved by the AMF in accordance with Regulation (EU) No. 2017/1129.

# Teleperformance in 2022

## MISSION

**Teleperformance reduces friction between companies and their customers on the one hand, and between administrations and citizens on the other hand, through effective management of their daily interactions.**

## ACTIVITIES

Teleperformance is a global leader in outsourced digital integrated business services. It implements digital strategies to optimize and transform customer experience and business processes to make interactions "simpler, faster, safer". With 45 years of experience, the Group provides its clients high value-added, omnichannel and tailored solutions, according to a three-dimensional approach aimed at developing the Group's expertise in a broad portfolio of services, by client verticals and geographies. This distinctive "TP Cube" approach responds perfectly to the growing complexity of client demand all over the world.

### Main client verticals

- Governments
- Banking, financial services and insurance
- Travel & Hospitality, transportation
- Healthcare
- Retail, e-commerce
- Energy
- Social media, entertainment, gaming
- Technology
- Telecommunications

### Services offering: TP One Office

#### CUSTOMER EXPERIENCE

- Customer care
- Technical support
- Product/Services support
- Citizen services

#### BUSINESS SERVICES AND BACK-OFFICE

- Digital content management and Trust & Safety
- Financial & accounting processes and Human resources outsourcing
- Accounts receivables management
- Recruitment Process Outsourcing (RPO)
- Localization & Interpretation

#### SALES OPERATIONS

- Business to Business (B2B) sales
- Business to Consumer (B2C) sales
- Churn/retention
- Advertising sales
- Cloud sales

#### VERTICAL SPECIFIC SERVICES

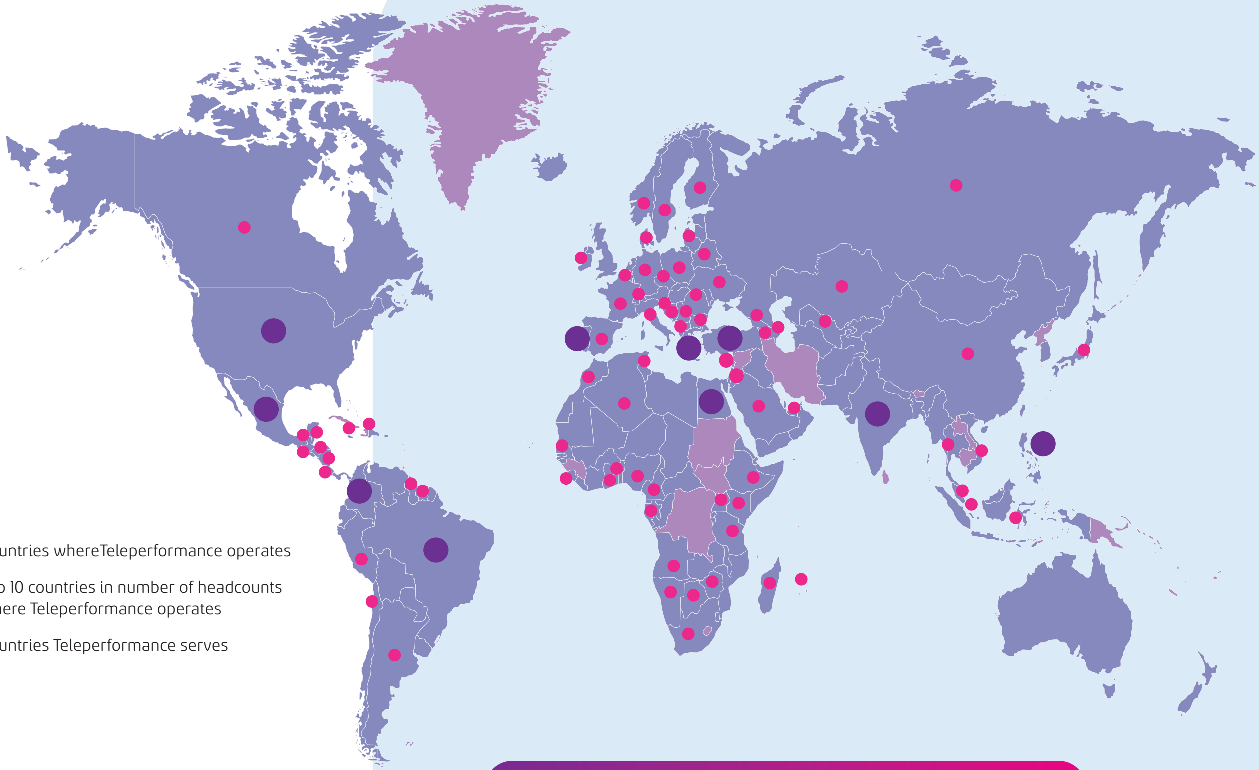
- Banking, financial services and insurance
- Travel & Hospitality, transportation
- Healthcare
- Social media, entertainment, gaming
- Retail, e-commerce
- Technology
- Telecommunications, utilities

#### DIGITAL SERVICES

- Data systems automation
- Business analytics
- Customer experience analytics
- Customer operations consulting & Operating model design
- Digital transformation implementation


### GEOGRAPHIES

- 91 countries
- 170 markets
- 300+ languages
- Global and flexible delivery model (smart & cloud shoring, TP Cloud Campus)



Countries whereTeleperformance operates

Top 10 countries in number of headcounts where Teleperformance operates

Countries Teleperformance serves

## GLOBAL LEADERSHIP

Operating in 91 countries, Teleperformance is a multicultural group with the largest geographical footprint in its core business market. The Group has nearly 1,200 clients with whom it generates a revenue of 8,154 million euros. During 2022, Teleperformance shore up its global footprint by expanding its activities in three new countries (Belgium, Belize and Mauritius) as well as deploying a hybrid service model combining work-from-home and on-site solutions all over the world. **The Group is committed to becoming an undisputed global leader in digital integrated business services solutions by 2025, with a revenue above €10 billion. This ambition is part of an integrated and sustainable growth, based on a long-term vision.**

## KEY FEATURES

Services offering is based on **strategic high-touch, high-tech levers** combining state-of-the-art technologies and emotional intelligence:

### *High Touch*

Putting people and empathy at the heart of the customer experience. Hire, train and retain the best talents. Develop a Great Place to Work® ecosystem.

### *High Tech*

Rely on best-in-class technology, automation, predictive models and the highest privacy and cybersecurity standards.

**410,000+** **employees**

**64** **countries certified by Great Place to Work® covering more than 97% of employees**

**~50%** **work-from-home employees**

**Activities in** **91** **countries**

**300+** **languages**

**170** **markets**

**Nearly** **1,200** **clients**

**Daniel Julien**
Chairman and Chief Executive Officer

# "2022 was a year of record results and robust growth"

**The year just ended was marked by two major challenges, both of which were successfully handled by the Group: first, achieving our annual growth targets against an uncertain post-Covid economic and geopolitical backdrop marked by the war in Ukraine, worldwide cost inflation, the closure of China and some slowdown in the technological sector, and second, regaining investor confidence undermined by the repeated unfounded press allegations regarding our ESG practices during the second half.**

**2022 was a year of record results and robust growth.** Revenue rose by almost +15% as reported to amply exceed €8 billion for the year. Recurring like-for-like growth stood at +12.5%*, while operating margin improved by 40 basis points, in line with the raised targets issued in late November last year. Teleperformance once again recorded sustained growth in net profit, with a +16% increase. In an uncertain economic and geopolitical environment, this solid performance reflects the appeal and resilience of our business model, which is built on our positioning as the preferred global partner helping to drive the digital transformation of many digital economy leaders and large corporations in a wide range of client industries, as well as government agencies around the world.

**The year also saw the acquisition of PSG Global Solutions, a leader in digital recruitment process outsourcing solutions in the United States.** This move fits seamlessly with our "TP Cube" growth strategy. It has enabled us to further strenghten our leadership in activities serving the US healthcare sector and our own digital recruitment practices. This represents a significant competitive advantage at a time of scare human resources and fast-changing recruitment and hiring practices.

**The Group's growth was not only robust, it was also responsible.** With more than 410,000 employees in 91 countries, half of whom are currently working from home, workplace well-being and the continuous application of ESG best practices are absolute priorities for Teleperformance. This commitment was recognized by our ranking this year as no. 11 of more than 10,000 companies assessed in Fortune Magazine's Top 25 Best Workplaces in partnership with Great Place to Work®.

**We therefore took very seriously the repeated and unfounded allegations in social and other media concerning our ESG practices,** which triggered a sudden plunge in our stock price last November 10.

** Excluding the impact of lower revenue from Covid support contracts.*

We quickly deployed an action and communication plan to restore the confidence of the entire financial community, which included:

- Announcing, on November 11, a €150 million share buyback program to protect the interests of our shareholders;
- In the United States, an external audit conducted by a world-class firm confirming that no legal or ethical violations had occurred in our content moderation activities;
- In Colombia, organizing a number of constructive meetings with the Colombian government leading to positive outcome, and commissioning an external audit by Bureau Veritas, which demonstrated that the Group's practices were fully compliant with the International Standard ISO 26000 –social responsibility– guidelines;
- Withdrawing from the highly egregious Trust & Safety content moderation segment, to attenuate the perception risks associated with those activities;
- Signing of a worldwide agreement with UNI Global Union.

**The action plan was pursued in early 2023 with the organization of the TP Open Doors site visits on January 17 and 24 for investors and analysts** in six countries on four continents. This unprecedented wide-ranging "transparency" initiative enabled investors to reach their own opinions after having "seen and touched" what is actually happening on the ground.

In late January 2023, the OECD National Contact Point acknowledged that its recommendations had been effectively applied, thereby ending its proceedings opened in 2020.

In addition, on February 1, the Group released the results of an independent, worldwide survey of its content moderation employees worldwide by the Korn Ferry organizational consulting firm. The highly satisfactory findings rank Teleperformance very high in employee well-being among a sample of 600 companies.

Finally, an audit on the people and processes was conducted in six countries with significant content moderation activities, by Bureau Veritas, the global leader in testing, inspection and certification. As was the case in Colombia in early December, the results of this audit published on February 13, 2023, demonstrated that the Group's pactices were fully compliant with the guidelines of the international standard ISO 26000 – social responsibility– guidelines.

**In 2023, Teleperformance will continue to grow its business at a sustained pace and increase its margins.** Over the year, it expects to deliver recurring like-for-like growth of around +10.0%* and a 20 basis-point improvement in margin. Well ahead of our roadmap, we are confirming our 2025 financial targets of at least €10 billion in revenue, excluding acquisitions, and a 16% EBITA margin.

"I would like to thank all our stakeholders, notably our employees, clients and our many shareholders for their support during a challenging 2022, from which we have emerged stronger. I also welcome the interest shown by new investors in the Group's robust and sustainable growth model, which remains unchanged."

## TELEPERFORMANCE VALUES

**The five Teleperformance values underpin our corporate culture and business model while assuring world-class services and solutions.**

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 I improve*

Fire | Commitment
*I am passionate and engaged*

# 2022 highlights

## PROMOTING SOCIAL DIALOGUE AND EMPLOYEE WELL-BEING

### A FIRM AND REACTIVE RESPONSE TO RESTORE INVESTOR TRUST IN THE GROUP'S ESG PRACTICES

Workplace well-being and the continuous application of ESG best practices are absolute priorities for Teleperformance. Facing the unfounded allegations in the media regarding working conditions of the Teleperformance's employees in the United States and Colombia, the Group immediately sought to restore trust in its relations with stakeholders. After launching a €150 million share buy-back program to protect its shareholders, the Group initiated constructive discussions with the Colombian government and organized an internal and external audit on compliance with Colombian laws and regulations.

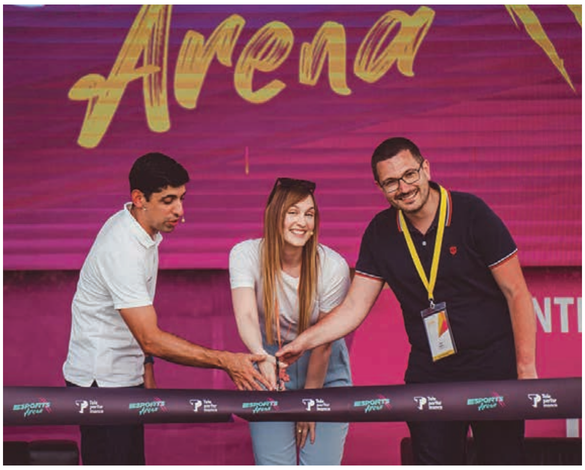
In this respect, in December 2022, Teleperformance Colombia's practices were validated by Bureau Veritas as being fully compliant with the International Standard ISO 26000 in the field of ESG. Teleperformance has obtained the same validation in six other countries with significant content moderation activities in February 2023. Encouraged by a large majority of shareholders and in consultation with its clients, the Group decided to withdraw from the highly egregious Trust & Safety content moderation segment, to attenuate the perception risks associated with those activities. Lastly, the signing of the global agreement between Teleperformance and the UNI Global Union international trade union federation ("UNI") was a key milestone. It aims to strengthen the parties' shared commitments in terms of employee rights.

### WORLD'S BEST WORKPLACES™

**For the second consecutive year, Teleperformance was ranked among the world's Top 25 Best Workplaces list drawn up by Fortune magazine and Great Place to Work®. Ranked 11th, its certification covers 64 countries and more than 97% of its employees.**

## TELEPERFORMANCE INNOVATES IN THE "METAVERSE", A NEW INTERACTION CHANNEL WITH STRONG POTENTIAL

In May 2022, Teleperformance organized a groundbreaking gaming and e-sports convention in Lisbon. The Group inaugurated the first Global E-sports Arena and launched its center of excellence on the metaverse. Building on its success, the event welcomed over 500 participants on-site and 80,000 online, illustrating the Group's ability to innovate across all interaction channels and placing it at the forefront of technological developments.




PSG Global Solutions

## REINFORCEMENT OF THE "SPECIALIZED SERVICES" BUSINESS WITH THE ACQUISITION OF PSG GLOBAL SOLUTIONS

In October 2022, Teleperformance announced the acquisition of PSG Global Solutions, a leading US provider of digital recruitement process outsourcing (RPO) solutions. Thanks to this acquisition, Teleperformance continues to strengthen its high value-added Specialized Services business, its leading position in the fast-growing US healthcare sector, and its digital recruitment practices.

## TELEPERFORMANCE HAS ENTERED INTO A PARTNERSHIP WITH ONE TREE PLANTED, TO PLANT 500,000 TREES ACROSS THE WORLD

ONETREEPLANTED


Teleperformance site in Lisbon, Portugal.

## SUCCESSFUL "TP OPEN DOORS" CAMPAIGN STRENGTHENING ITS PROXIMITY WITH THE FINANCIAL COMMUNITY

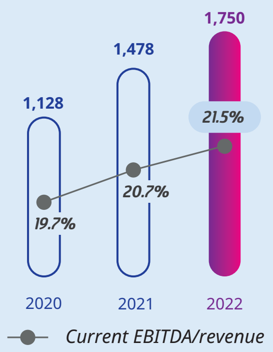
On January 17th and 24th, 2023, as part of the "TP Open Doors" tranparency campaign, over 60 analysts and investors visited Teleperformance locations in six countries on four continents representing over 40% of the Group workforce: Albania, Greece, Portugal, United States, Colombia and India. The operation was a resounding success, as illustrated by the numerous glowing testimonials sent in by all participants.

# A business model that creates value

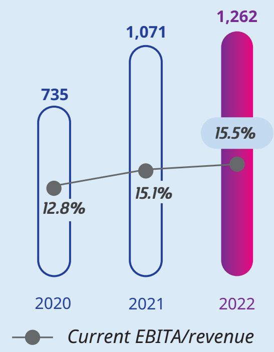
## SUSTAINED GROWTH AND PROFITABILITY

**Revenue**
*(€M)*

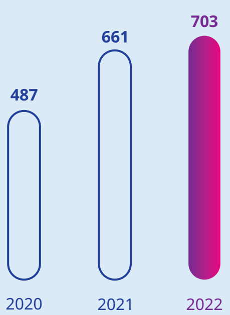

**Current EBITDA**
*(€M)*



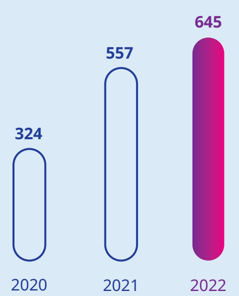

**Current EBITA**
*(€M)*



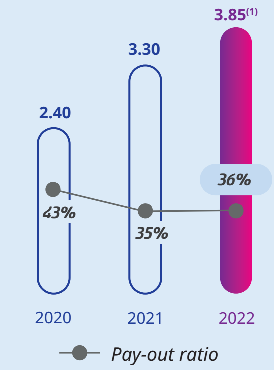

**Net free cash flow**
*(€M)*




**Net profit Group share**
*(€M)*



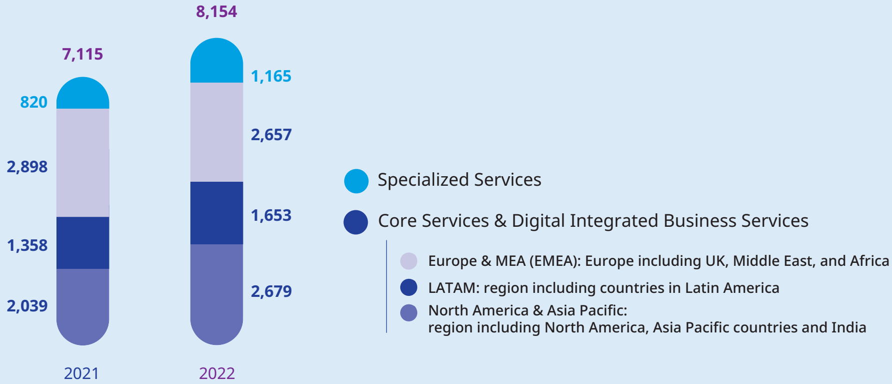

**Dividend per share**
*(€)*




*(1) Subject to shareholder's approval at the Annual General Meeting to be held on April 13, 2023.*

## A DIVERSIFIED PORTFOLIO OF ACTIVITIES

**Revenue breakdown by activity and region in 2022 vs 2021 (€M)**



## SUSTAINABLE AND RESPONSIBLE GROWTH

Teleperformance's business model is based on an integrated and sustainable growth. In addition to its financial objectives, the Group has made three strong commitments that structure its ESG strategy and meet the expectations of its main stakeholders.

## COMMITMENTS TO CREATE VALUE FOR ALL ITS MAIN STAKEHOLDERS...

**A preferred employer, strongly commited to its employees' well-being, safety and diversity**

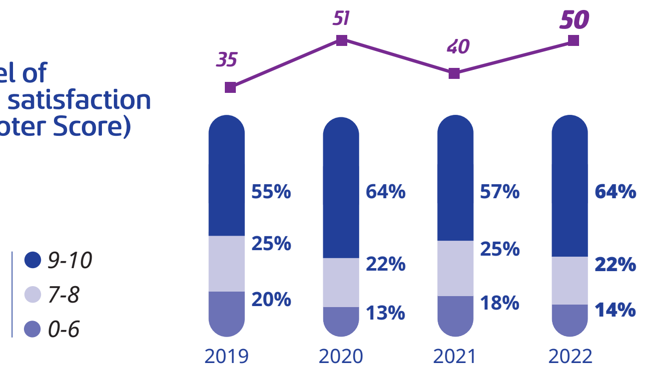
**A trusted partner, notably adopting the highest ethics standards**

**A citizen of the world, respectful of the environment, contributing to job creation and the local economy**

## ... AND MEASURED BY KEY PERFORMANCE INDICATORS:

The Net Promoter Score is a concept that allows to evaluate the probability that an employee will recommend his or her company. It is calculated by subtracting the percentage of detractors (employees assigning a satisfaction score of between 0 and 6) from the percentage of promoters (employees assigning a satisfaction score of 9 or 10).

### A high level of employee' satisfaction (Net Promoter Score)




### A working environment of excellence

| Great Place To Work® | 2022 |
|---|---|
| Teleperformance Group Trust Index Score(1) | 79 |
| Countries certified | 64 |
| % employees working at a GPTW company | 97.3% |
| National Best Workplaces Lists | 23 |
| Best Workplaces Regional Lists – Asia, Latin America, Europe | 3 |
| World's Best Workplace Ranking (Fortune) | 11 |

*(1) The Trust Index Score measures the degree of employee satisfaction.*

### Share of women in headcount

**30%** of the Management Committee

**48%** in management positions(2)

**54%** in total headcount

*(2) All employees excluding agents and supervisors.*

### A Force of Good

**- 49%** carbon footprint tonne per employee (Scopes 1 and 2) vs 2019 and - 9% vs. 2021

**28%** use of renewable energy

**€11M** in donations in cash in any kind(3)

*(3) Raised for NGOs, as part of the Citizen of the World program.*

# Teleperformance Management Committee

A seasoned and agile team to lead the transformation of the Group, composed of all the members of the Executive Committee and the main key operational and functional managers.

## 8
**MEMBERS OF THE EXECUTIVE COMMITTEE**

Daniel Julien
Chairman and Chief Executive Officer

Olivier Rigaudy
Deputy Chief Executive Officer and Group Chief Financial Officer

Miranda Collard
Group Chief Client Officer

Éric Dupuy
President of Global Business Development

Agustin Grisanti
Group Chief Operating Officer

Scott Klein
President of Specialized Services

Leigh Ryan
Chief Legal and Compliance Officer

Bhupender Singh
President of Transformation

\+

## 25
**GROUP KEY MANAGERS**

**Human capital, research and development, security, technologies, operations, transformation, business development, marketing, finance**

**30%** are women

**13** nationalities

**53 years** old on average

**12 years** average seniority in the Group

# Teleperformance Board of Directors

## An expert, diversified and independent Board of Directors to set the Group's strategic objectives.


**16**
**DIRECTORS**

1. **Daniel Julien** (C)
2. **Emily Abrera** (I)
3. **Alain Boulet** (I)
4. **Bernard Canetti**
5. **Pauline Ginestié** (I)
6. **Jean Guez** (✱)
7. **Shelly Gupta** (I)
8. **Véronique de Jocas** (■)
9. **Wai Ping Leung** (I)
10. **Evangelos Papadopoulos** (■)
11. **Robert Paszczak** (✱)
12. **Christobel Selecky** (✱) (I)
13. **Angela Maria Sierra-Moreno** (✱) (I)
14. **Patrick Thomas** (L) (I)
15. **Carole Toniutti** (I)
16. **Stephen Winningham** (✱)

(C) Chairman and CEO
(L) Lead independent director
(I) Independent director
(✱) Terms of office expiring in 2023
(■) Director representing the employees

### CHANGES IN THE BOARD OF DIRECTORS

In order to continue the evolution of its composition, the Board of Directors, at its meeting of February 16, 2023, decided to submit to the General Meeting of Shareholders of April 13, 2023 the renewals of Christobel Selecky, Angela Maria Sierra-Moreno and Jean Guez. To accompany this evolution, Robert Paszczak and Stephen Winningham have indicated their decision not to seek re-election as directors of the company. The board has therefore decided to propose the appointment of Varun Bery** and Bhupender Singh** to replace them. These proposed appointments and renewals will complement and strengthen the expertise and skills already present on the Board and will enable the company to maintain a high level of independence and gender diversity.

**1** lead independent director

**2** directors representing the employees

**64%** are independent members*

**50%** are women*

**63%** are non-French director

** Excluding directors representing the employees.*
*** See section 4.1.2.1. Composition of the Board of Directors.*

1

# Presentation of the Group and its results

# 1.1 OVERVIEW OF THE GROUP

## 1.1.1 Major stages of the Group's development

**1978**
12 employees

**2000**
13,000 employees

### 1978-1995
### Building Teleperformance's European leadership

**1978** Teleperformance was founded in Paris by Daniel Julien, currently Group Chairman and Chief Executive Officer. Initially, the Company's principal activity consisted of providing telemarketing services to French clients operating mainly in the media, financial services and insurance industries.

**1986** The Company became French market leader and began to expand globally by opening subsidiaries in Belgium and Italy.

**1988** The Company continued to expand in Europe, with new subsidiaries opened in Spain, Germany, Sweden and the UK.

**1989** Daniel Julien and Jacques Berrebi joined forces at the head of Rochefortaise de Communication, parent company of Teleperformance International listed on the Paris Bourse. 10 years later, Rochefortaise Communication and Teleperformance International merged to form SR Teleperformance. This company was renamed Teleperformance in 2006.

**1990** Teleperformance set up its first outsourced customer service centers and carried out its first customer satisfaction surveys.

**1993** Teleperformance opened its first contact center in the US.

**1995** Teleperformance became European market leader and continued to strengthen its market share over the following years with new subsidiaries in Switzerland, Norway, Greece, Finland, the Netherlands and Denmark.

### 1996-2007
### Building Teleperformance's world leadership

**1996** Teleperformance gained a foothold in Asia with the opening of contact centers in the Philippines, followed by Singapore.

**1998** Teleperformance began operations in Latin America by acquiring companies in Brazil and Argentina. Four years later, Teleperformance continued its growth through the acquisition of a company in Mexico.

**2003** The Group shifted its operations focus back on contact centers, gradually selling off its marketing services and health communication operations. In the same year, Teleperformance became the No. 2 global customer experience management provider.

**2004** The Group continued to expand by moving into Eastern Europe: Poland, Czech Republic and Slovakia, and two years later, Russia.

**2007** The Group became the world leader in outsourced customer experience management thanks to the rapid growth of its international operations, both organically and through acquisitions.

**2010**
125,000 employees

**2022**
More than 410,000 employees

## 2008-2015
## Consolidating world leadership

**2008** Teleperformance acquired The Answer Group, a big US technical support provider in the telecommunications, Internet access, cable TV, specialized retail and original equipment manufacturer (OEM) markets.

**2010** Teleperformance significantly bolstered its UK presence by acquiring beCogent, primarily operating in the retail, financial services, telecoms and ISP markets. Meanwhile, Teleperformance pursued expansion in Latin America: after acquiring Colombia-based Teledatos in 2009, a subsidiary was set up in Costa Rica.

**2011** Teleperformance adopted a Board of Directors structure; Daniel Julien became Chairman and CEO.

**2013** The Board of Directors separated the roles of Chairman and Chief Executive Officer, appointing Daniel Julien as Chairman and Paulo César Salles Vasques as CEO.

**2014** Teleperformance shored up its North American market share by acquiring Aegis USA Inc., a leading manager of US outsourced contact centers.

**2015** In addition, the Group consolidated its global leadership by adopting the legal form of a European company and the name Teleperformance SE.

## Since 2016
## Towards an undisputed global leadership in digital integrated business services solutions

**2016** Teleperformance launched a new Specialized Services range provided by LanguageLine Solutions LLC, a US-based over-the-phone and video interpretation solutions leader, which it acquired in 2016 together with the TLScontact visa application and accounts receivable management (AllianceOne) business.

**2017** Following the resignation of Paulo César Salles Vasques as Group Chief Executive Officer, the Board of Directors appointed Daniel Julien as Group Chairman and Chief Executive Officer.

**2018** Teleperformance created a new range of solutions: Teleperformance D.I.B.S. (Digital Integrated Business Services), which primarily covers the operations of Intelenet and Praxidia.

**2020** In response to the Covid-19 global health crisis, Teleperformance deployed work-from-home solutions on a massive scale and helped 16 governments to tackle Covid-19.

The Group's management structure continues to be strengthened. Agustin Grisanti has been appointed Group Chief Operating Officer.

Teleperformance joined the CAC 40, the primary index of the Paris Stock Exchange.

**2021** Teleperformance strengthened its Specialized Services business with the acquisition of Health Advocate, a US company specializing in digital business solutions and services for consumer healthcare management, and Senture a major provider of business process outsourcing (BPO) services to government agencies in the United States.

**2022** Teleperformance continued to strengthen its high-value added Specialized Services business with the acquisition of PSG Global Solutions, a leader in digital recruitment process outsourcing ("RPO") in the United States.

For the second year in a row, Teleperformance was recognized as one of the World's 25 Best Workplaces™, an exclusive distinction awarded to leading employers worldwide by Great Place to Work® and Fortune magazine. It reflects the group's CSR performance, which has enabled it to join, in September 2022, the CAC 40 ESG index, the Paris stock exchange's benchmark index for CSR.

## 1.1.2 Group business activities

### A global leader in outsourced digital integrated business services

Founded in 1978 by Daniel Julien, Teleperformance is a global leader in outsourced digital integrated business services. It is the preferred partner of market leading multinationals undergoing rapid expansion, as well as government agencies for the implementation of digital strategies to optimize and transform their customer experience and business processes.

With over 410,000 employees in 91 countries managing programs in over 300 languages and dialects in 170 markets and multiple client sectors, the Group is committed to being an employer of choice for its employees. The development of these activities integrates the highest standards in terms of working conditions (3.3.4 *Working conditions*) and adopts new forms of work organization. In 2022, around 50% of employees worked from home, most of them using the Cloud Campus integrated digital remote working solution.

Teleperformance operations comprise **two main activities:**

- **Core Services & D.I.B.S. (Digital Integrated Business Services):**
  - customer care and citizen services;
  - technical support;
  - sales services;
  - business services and back-office operations, including digital content management, administrative services and content moderation and related services (Trust & Safety);
  - vertical specific services: banking, financial services and insurance, travel & hospitality, healthcare, social media, entertainment and gaming, retail and e-commerce, technology, telecommunications and the public sector;
  - digital transformation solutions *(TP Digital, formerly T.A.P.™)*: data automation, business analytics, customer experience analysis, business process knowledge services and digital transformation implementation.
- **Specialized Services:**
  - online interpreting (LanguageLine Solutions);
  - visa application management and consulate services (TLScontact);
  - accounts receivable management (AllianceOne);
  - online healthcare advisory and assistance services (Health Advocate);
  - advisory and assistance services for hiring processes (PSG Global Solutions).

The service offering includes many D.I.B.S. (Digital Integrated Business Services) solutions, development of which was stepped up in 2018 with the acquisition of Intelenet. These solutions comprise digital solutions and high value-added BPO (Business Process Outsourcing) services, as well as the Group's knowledge services.

The majority of the D.I.B.S. solutions cover integrated services and dedicated support services. By combining experience and know-how in business-critical processing services, D.I.B.S. comprise a range of integrated digital transformation solutions spanning the entire customer experience value chain.

Teleperformance defines itself as a high-touch, high-tech business, reflecting the two pillars of its value-enhancing business model: a human touch and technology. The Group offers companies around the world its know-how in human resource management, management of dedicated customer experience infrastructures, and high-performance technology ensuring quality, security and reliability.

Specialized Services include niche, high value-added businesses. They have been considerably strengthened over the past two years via the acquisition of Health Advocate, a US company that provides its corporate clients with an online assistance platform destined for their employees to help them, in particular, in managing their health insurance and daily well-being, in June 2021 and PSG Global Solutions, a leading US provider of digital solutions in recruitment process outsourcing (RPO), in October 2022. With this acquisition, the Group continues to strengthen its leading position in the dynamic US healthcare vertical and its digital recruitment practices.

### 1.1.2.1 Core Services & D.I.B.S.

#### 2022 key figures

| | Business scope | Revenue *(in millions of euros) (% of total Group revenue)* | Total headcount at Dec. 31st, 2022 | Number of countries of operation | Key client sectors |
|---|---|---|---|---|---|
| **Core Services & D.I.B.S.** | | **6,989 (86%)** | **393,648** | **57** | **All sectors** |
| **Regions** | North America & Asia Pacific | 2,679 (33%) | 173,581 | 9 | All sectors |
| | LATAM | 1,653 (20%) | 120,201 | 14 | All sectors |
| | Europe & MEA (EMEA) | 2,657 (33%) | 99,866 | 37 | All sectors |

**Core Services & D.I.B.S.** cover a broad service offering primarily comprising customer and citizen care services, technical support, customer acquisition (sales), business services, back-office operations, content moderation and digital transformation solutions.

Core Services & D.I.B.S. break down into three broad geographic regions:

- North America & Asia Pacific;
- LATAM;
- Europe & MEA (EMEA).

On October 1st, 2022, Teleperformance introduces a new geographic organization aligned with the structure of its markets (see section 1.2.3.1 *Consolidated revenue*).

Core Services & D.I.B.S. provide an integrated omnichannel offering including management of all channels used by consumers or people to contact firms and government agencies, whether by voice (i.e. phone, video and face-to-face) or non-voice (i.e. chat/messaging, email and social media) services. These integrated services are backed by global quality standards and state-of-the-art IT systems.

A large portion of the Group's Core Services & D.I.B.S. business involves handling incoming "voice" interactions (calls), primarily from consumers and users seeking to get in contact with companies or government agencies.

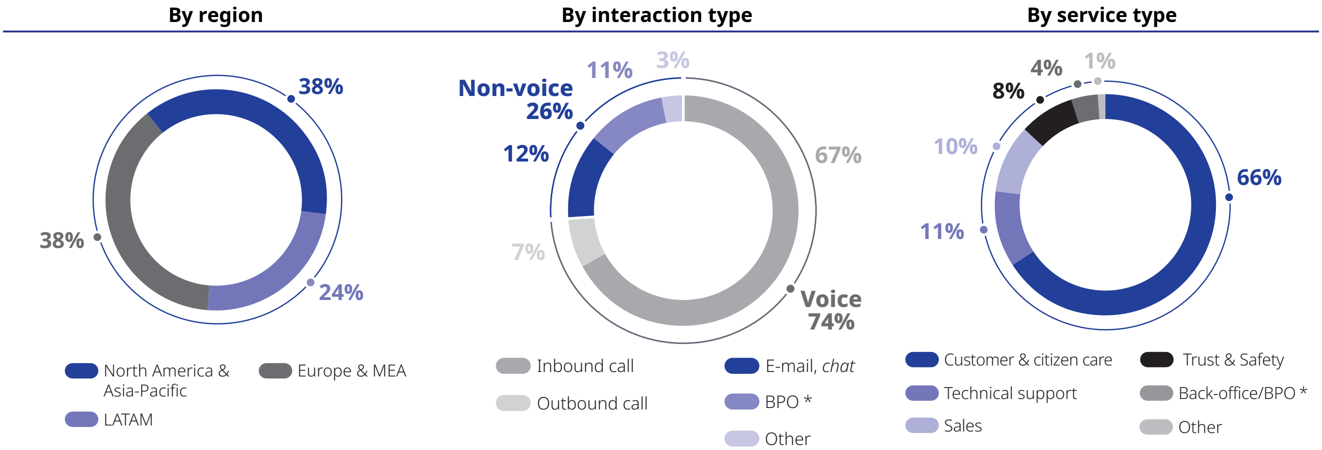
Outbound call handling, which represents a minor portion of the "voice" interaction business accounting for 7% of revenue in 2022, stable compared with 2021, primarily relates to customer acquisition services.

The long-term downward trend in "voice" revenue is due to growing digitalization of interactions. This trend intensified in 2022 after being particularly impacted in 2020 and 2021 by the health crisis and widespread lockdowns. The "voice" business declined in 2022 to 74% of total revenue, *vs* 78% in 2021, in favor of "non-voice" activities such as business process outsourcing (BPO), knowledge services and messaging and email solutions, as well as content moderation, which recorded sharp growth. The contribution of "non-voice" activities to revenue therefore increased from 22% in 2021 to 26% in 2022.

The Group draws on its global network to serve a large number of markets through a hybrid production model combining work-from-home solutions and onshore, multilingual, nearshore and offshore operating centers.

Due to the health crisis in 2020, the Group extended its operational offering to include work-from-home solutions. This model covered around 50% of the Group's workforce by the end of 2022. Cloud Campus solution, an integrated cloud work-from-home and remote management solution, is deployed Group-wide in 57 countries, with the support of 23 management centers tasked with the training, coordination and supervision of equipped agents.

#### Breakdown of Core Services & D.I.B.S. revenue (2022)




* BPO: Business Process Outsourcing.

## Details of main service type

| Service type | Description of services and solutions |
|---|---|
| **Customer and citizen care** | Customer care services in all types of sector and for all types of client sales model (business to business or B2B, business to consumer or B2C, Direct to Consumer) and interaction channels:<br>• Handling of incoming contact requests<br>• Claims handling, billing assistance, payment requests and dispute resolution<br>• Pro-active steps to boost customer care, such as welcome offers, satisfaction questionnaires and contract renewal reminders<br>• Integrated omnichannel support services (audio, video, digital, social media)<br>• Solutions combining artificial intelligence (technologies) and advisor emotional intelligence |
| **Technical support** | Product, service and application support services in all types of client sector and for all types of client sales model (B2B, B2C, Direct to Consumer) and interaction channels:<br>• Handling of incoming contact requests<br>• Solution for answering general questions about product installation (hardware, software and network), monitoring and any technical repair requests from the client's in-house teams or in direct interaction with users<br>• Teleperformance provides several levels of support:<br>  • Level 1 – solutions to standard problems and basic questions;<br>  • Level 2 – resolving complex problems by phone, online or on site;<br>  • Level 3 – high-level assistance for one-off and critical cases. |
| **Customer acquisition (sales)/ customer loyalty management** | • Business to business (B2B) or business to consumer (B2C)<br>• Customer loyalty/retention measures<br>• Design and execution of cross-selling and up-selling programs<br>• Surveys and programs to attract customers<br>• Development of predictive purchasing models for existing clients based on factors such as solvency and propensity to consume<br>• Sales training and coaching |
| **Business services and back-office operations** | The integration of back-office services with front-office operations (contact center advisors) results in a comprehensive "One office" service offering enabling enhanced and more efficient customer experience management and an optimized sales approach. Teleperformance's back-office services are deployed in a variety of areas:<br>• Dedicated processes for every client segment such as car insurance claims handling, healthcare billing management, financial fraud claims handling and video game user support<br>• Customer account management, order processing, customer billing, refund management and accounts receivable management<br>• Data security risk prevention and fraud detection processes |
| **Content moderation and related services (Trust & Safety)** | • Content moderation solutions to protect a company's online reputation, identify dangerous or inappropriate content in compliance with client policy (especially social media platforms) and reduce online threats<br>• Online advertising moderation, user authentication, fraud response and transaction control solutions |
| **Knowledge services (TP Digital*)** | • Operational organization consulting including customer service design, business process optimization and creation of dedicated operating models to help clients deploy large-scale transformation programs<br>• Advanced analytics systems that draw on customer engagement data to provide business insights through predictive modeling and machine learning processes<br>• Digital productivity optimization solutions that use a range of technologies, such as optical character recognition (OCR), robotic and cognitive automation, cloud computing and turnkey SaaS solutions |

* *Ex-T.A.P.™. (Technology, Analytics, Process).*

### 1.1.2.2 Specialized Services

**2022 key figures**

| | Business scope | Total headcount at Dec. 31st, 2022 | Number of countries of operation | Main client sectors |
|---|---|---|---|---|
| **Specialized Services** | | **19,024** | **63** | **All sectors** |
| **Main companies** | LanguageLine Solutions (LLS) | 7,181* | 28 | Healthcare<br>Governments<br>Financial services<br>Telecom |
| | TLScontact | 1,773 | 48 ** | Governments |
| | AllianceOne (ARM) | 5,438 | 8 | Financial services<br>Governments<br>Telecom<br>Retail and e-commerce |
| | Health Advocate | 699 | 1 | Healthcare |
| | PSG Global Solutions | 3,933 | 2 | Healthcare<br>Travel & Hospitality |

* *Excluding external interpreters under LLS contracts.*
** *TLScontact visa application centers.*

2022 Specialized Services revenue amounted to €1,165 million and accounted for 14% of total Group revenue. The Group does not disclose revenue by company.

Specialized Services include niche, high value-added businesses, in financial and strategic fit with Core Services & D.I.B.S. After the 2021 acquisition of Health Advocate, a US-based company which provides digital integrated solutions in the US consumer healthcare management sector, these activities were further strengthened in 2022 by the acquisition of PSG Global Solutions, a leading US supplier of digital solutions in recruitment process outsourcing (RPO).

#### LanguageLine Solutions (LLS)

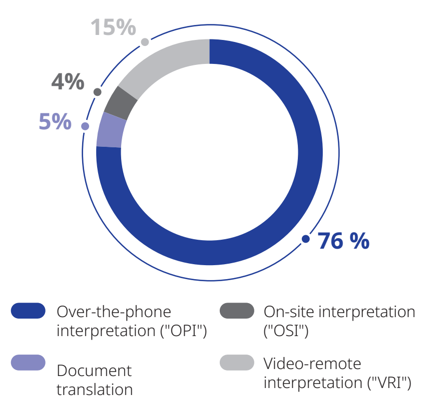
Founded in 1982 and based in Monterey, California, LanguageLine Solutions was acquired by Teleperformance in September 2016. The company is the leading provider of remote interpreting solutions in North America, serving a range of companies and institutions in the healthcare, insurance, financial services, telecommunications and public sectors. The LLS acquisition has consolidated the Group's global leadership in the high value-added services sector while boosting revenue and earnings.

LLS provides essential services to a wide range of clients in sectors where Teleperformance already has a strong foothold *via* its Core Services & D.I.B.S. business. In 2022, LLS delivered services in over 380 languages and dialects to 30,000 clients in the United States, Canada and the UK, backed by an efficient, top-class network of 31,000 employed and freelance interpreters.

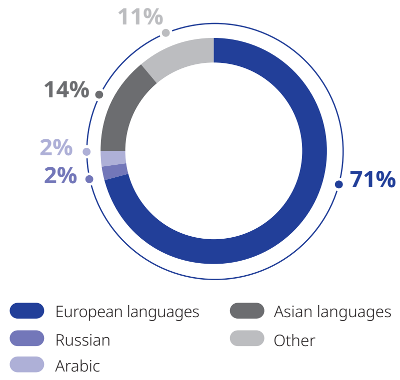
**Details of main service type**

| Service type | Description of services and solutions |
|---|---|
| **On-demand interpreting (“OPI” over-the-phone and “VRI” video remote interpreting)** | • 24/7 fast access to top-class phone interpreters (OPI) and video interpreters (VRI) covering over 240 languages and two sign languages |
| **On-site interpreting (OSI)** | • In-person interpretation at client location<br>• Recommended for more complex interactions regarding confidential or sensitive matters<br>• Specially suited for groups and young children |
| **Translation and localization** | • Written and digital translation and localization services in over 380 languages |
| **Other services** | • Language proficiency tests<br>• Interpreter training and skills assessments<br>• Specific training and equipment related to linguistic services |

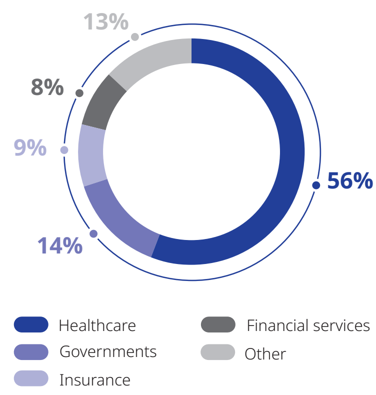
### Breakdown of LanguageLine Solutions revenue by language service type (2022)




### Breakdown of LanguageLine Solutions workforce by language (2022)




### Breakdown of LanguageLine Solutions revenue by client sector (2022)




## Synergies with other Teleperformance Group business lines: development of the offshore business

The first synergies between Teleperformance's Core Services & D.I.B.S. and LanguageLine Solutions were developed in the hiring process from 2017 onwards. In 2022, over 3,900 Teleperformance interpreters served the North American offshore market. This shoring model has developed rapidly over the last five years and is a key driver of the global expansion of LanguageLine Solutions' interpreting services.

The development of the partner network, which includes the Teleperformance Group, makes it possible to hire a large number of interpreters in any language within a short space of time.

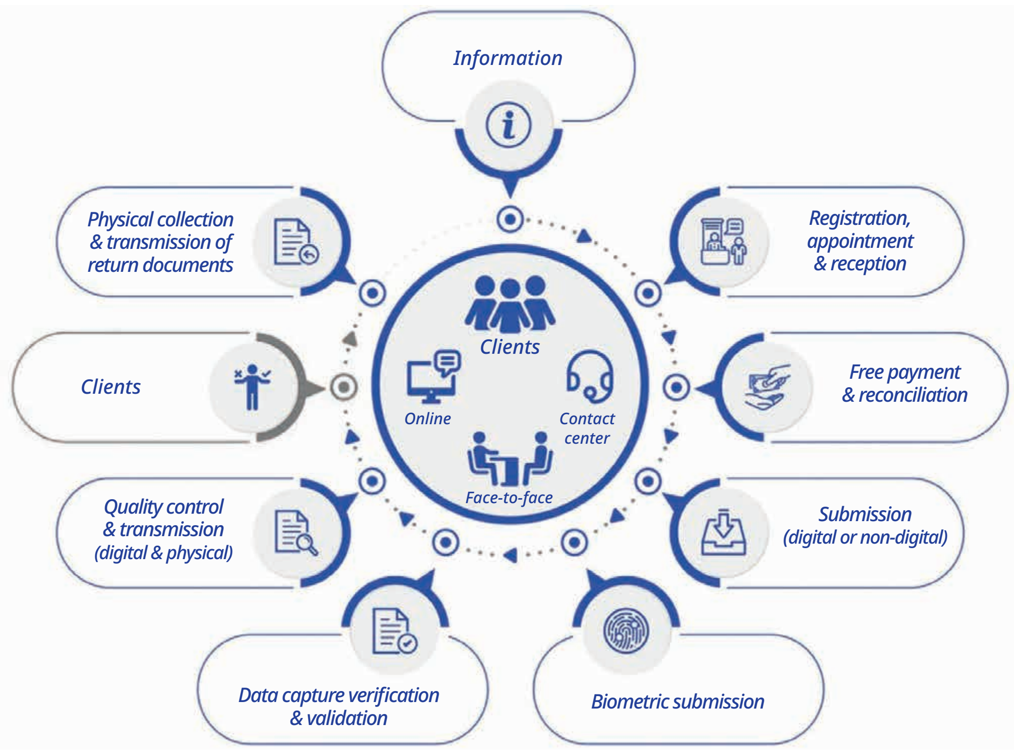
This network provides a solid foundation for LanguageLine Solutions, enabling it to adapt its offering to the demand and accommodate future growth.

Teleperformance aims to progressively develop the LLS business on all its markets and generate synergies between the company and the other Group's businesses.

## TLScontact

TLScontact is a major player in the global outsourced visa application management and consulate services market. Its business involves assisting government clients in processing visa applications submitted by persons wishing to travel to a country requiring such a document as securely, efficiently and quickly as possible.

### Description of the visa issuance procedure



The company opened its first visa application center in Beijing in 2007, on behalf of the French embassy. It joined Teleperformance's global network in 2010 in order to step up its expansion.

Its revenue has been multiplied by nearly 50 since its creation in 2009. Its success is driven by cutting-edge technology, which is primarily based on:

- biometrics and digitalization techniques, for data security;
- its ability to comply with standards and certificates required by its markets, TLScontact being the first company in its sector to obtain the new global ISO/IEC 27701 – Privacy Information Management System certification in 2021, thereby expanding its current global ISO 27001 certification; and
- strong demand from governments for solutions that meet their obligations in terms of budget cuts and help promote tourism in their countries.

The company operates from nearly 150 locations (visa application centers and mobile staff) throughout Europe, the Middle East, Asia and Africa, handling close to four million visa applications a year (pre-Covid) for 13 governments:

- in the Schengen area: France, Switzerland, Italy, Germany, Hungary, the Netherlands, Belgium, Poland and Portugal;
- in Commonwealth countries: UK;
- and in other countries with specific needs: Israel, Cyprus and Morocco.

In 2022, TLS implemented a new contract for outsourced German visa application management in North and East Africa and the Middle East. As part of the rollout, a new visa application center was opened at Hurghada, Egypt, as well as three other centers in Saudi Arabia. This first physical operation in Saudi Arabia offers new opportunities for further expansion in this market.

In total, the new contract with Germany resulted in the opening of eight new visa centers for Germany in 2022.

Due to the war, the Polish authorities agreed to postpone commencement of the contract won by TLScontact for the provision of visa services in Ukraine. Despite the challenging situation, the first visa application center was successfully opened in September 2022, with the possibility of opening more in the country when circumstances permit.

In 2022, TLScontact integrated the visa application management services for Hungary at its seven existing centers in South-East Asia, the Middle East and Africa. This major rollout is a first for the company in Hungary.

Re-procurement processes began for the two largest TLScontact clients in 2022, the United Kingdom and France. These procurements represent a significant opportunity to increase market share through the expansion of existing operations into new countries and regions.

TLScontact has a robust and unique business model. While it enters into long-term contracts with governments, it is usually individual applicants who pay for TLScontact services in addition to visa costs and so they expect top quality application handling service. As a "one-stop shop" for visa applicants, TLScontact is able to offer them a range of high value-added products and services (travel insurance policies, VIP or fast track processing, *etc.*).

The outsourcing market continues to evolve with new government clients signing up, won over by the value-added solution, and TLScontact in particular in view of the strong productivity gains that the company offers.

The return of tourists in 2022, after a two-year slowdown due to Covid, has resulted in a strong recovery in TLScontact's business that is expected to continue into 2023, with travel returning to pre-pandemic levels.

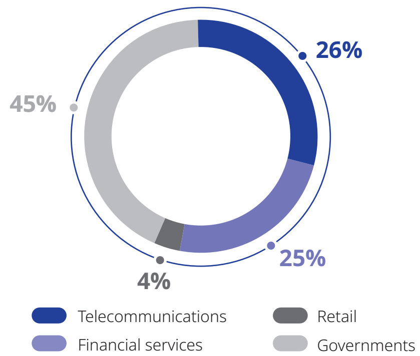
Over the long term, the company's growth trajectory is positive. It is based on the continued development of tourism from Asia, as well as the company's ability to leverage its visa application business expertise, its client portfolio and its global network integrated with that of the Teleperformance Group. TLScontact is therefore well placed to expand into other markets relating to the issuance of secure identity documents, such as residence permits and driving licenses.

## AllianceOne Receivables Management

AllianceOne Receivables Management ("AllianceOne") is a major player on the North American outsourced accounts receivable management market. The firm offers a comprehensive range of debt collection services and contact center solutions designed to meet the needs of clients, primarily in the North American market. The company employs over 5,400 people at 12 locations in the United States, Canada and in countries where it conducts nearshore and offshore activities (Jamaica, Costa Rica, Mexico, El Salvador and India). More than 30% of front-office employees work from home. In the United States, this figure is 65%.

Major brands are aware that their debt collection strategies have a significant impact on customer perception and loyalty. This common observation with customer care services enables AllianceOne to develop its debt collection operations in coordination with the Group's other businesses. The company serves existing Teleperformance customer care clients, primarily covering the telecommunications, financial services (credit cards, bank loans), retail and e-commerce (consumer credit cards) and public sector (taxes, customs duties, healthcare) sectors.

**Breakdown of revenue by client business sector (2022)**




## Health Advocate

Health Advocate is a leader in consumer health management business services and digital solutions integration. It is a US-based, consumer-focused health platform for the employer market. Founded in 2001 and headquartered in Plymouth Meeting, Pennsylvania, it is utilizing human touch, data-driven health insights, and technology to simplify and personalize the healthcare experience for members.

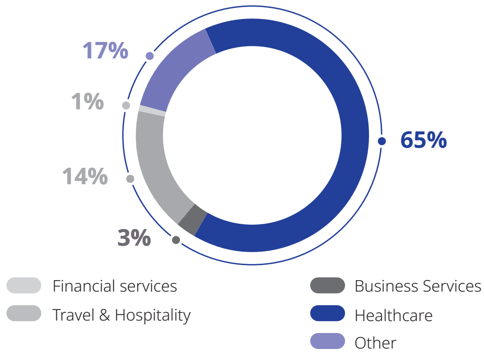
Health Advocate provides two families of integrated solutions:

- navigation and advocacy: telephonic and digital navigation solutions supporting consumers with the help they need to better understand the features and benefits of their healthcare plans, so they can make better clinical and administrative healthcare decisions; and
- health and well-being: a complete suite of health and well-being solutions spanning wellness and engagement, behavioral health and chronic care management. These solutions are designed to keep its client company's employees healthier, happier and more productive.

### PSG Global Solutions

Founded in 2008 and headquartered in Marina del Rey, California, PSG Global Solutions is a leader in digital recruitment process outsourcing ("RPO"). It offers solutions for key aspects of recruiting and recruiting support processes. To this end, it draws on the expertise of its employees and uses a state-of-the-art proprietary technology platform (Compass).

**Breakdown of revenue by client business sector (2022)**




PSG's unique comprehensive solution suite, supporting its clients' hiring activities, is composed of three business lines:

- recruiting: providing dedicated specialists for sourcing, screening and vetting candidates to be interviewed by its clients' recruiting teams;
- recruiting support: delivering a broad range of administrative support covering pre-recruiting, recruiting and post-recruiting workstreams, including credentialing, clinical referencing, onboarding, payroll and billing; it helps clients focus on core value-added decisions; and
- full cycle RPO: offering a comprehensive solution from job posting to candidate onboarding, outsourcing the entire function for clients.

## 1.1.3 Group markets

### 1.1.3.1 Core Services & D.I.B.S. markets

Since 2018, Teleperformance has stepped up its digital transformation. The development of digital integrated solutions has contributed significantly to the Group's expansion. This covers not only outsourced customer experience management, but also BPO activities in the broadest sense (business services and content moderation) and knowledge services (TP Digital, formerly T.A.P.™) - see section 1.1.2. *Group business activities*.

The total market for business services (or BPO) with its high technological content (automation and artificial intelligence) covered by Teleperformance was worth US$ 450 billion in 2022 according to Group estimates. This market is worth four to six times more than the Group's core market in customer experience management, where it is the worldwide leader.

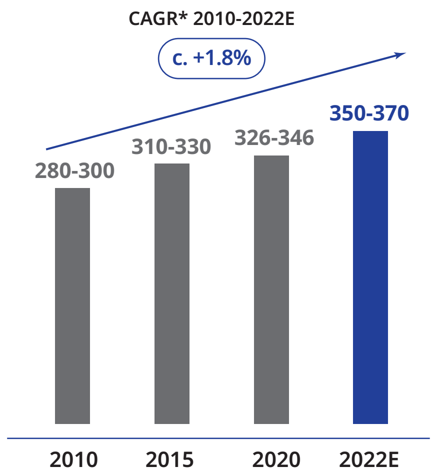
#### 1.1.3.1.1 Customer experience management market

According to Everest, the size of the global customer experience management market, both insourced and outsourced, was worth around US$350-370 billion in 2022, up by an annual average of around +2% from US$280-300 billion in 2010. Market growth was driven by an ongoing increase in the number of omnichannel interactions between consumers and brands on the one hand, and between citizens and government agencies on the other hand, mainly due to:

- rapid adoption of mobile devices such as smartphones and tablets, allowing consumers/users to instantly connect with brands and get immediate answers;
- a surge in non-voice interaction channels (email, social media, messaging and chat) which generate double-digit annual growth. Phone calls nonetheless remain the main channel, albeit with slower growth;
- ongoing expansion of new online services designed to assist consumers and citizens in their daily lives, such as IoT and cloud services or the metaverse, which are creating new needs in a number of client sectors such as retail, e-commerce and leisure.

The customer experience management market mainly comprises customer care, technical support and customer acquisition (sales).

**Customer experience management global market size and trends (2010-2022E)** *(in billions of US dollars)*




*Source: Everest (2022).*

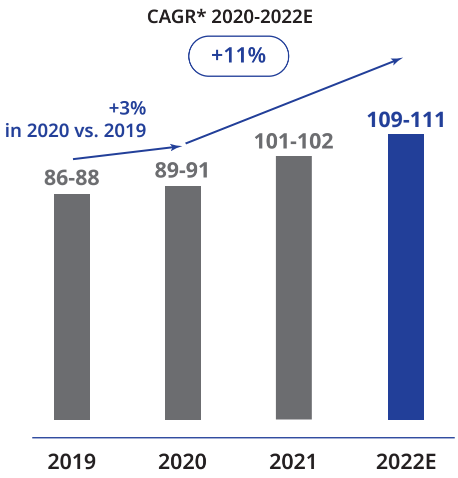
* *Compounded annual growth rate.*

According to Everest estimates, outsourced customer experience management represented a worldwide market worth around US$109-111 billion in 2022, corresponding to an outsourcing rate of 31%. Although the rate remains relatively low, it has grown steadily since 2010 (22%). This development is due to the ability of companies specializing in outsourcing to improve the quality of companies' customer experience and meet new, more complex and more integrated client needs: digital, omnichannel, multilingual, hybrid environment (combining remote and on-site working), tight in terms of human resources, demanding in terms of ESG practices, and exposed to security risks affecting people, data and systems.

The health crisis has affected the in-house model (non-outsourced). The challenges faced by customer relationship management in this new complex environment and the weakened cost structures of many companies have led to an acceleration in the development of outsourced solutions. The tight post-crisis labor market and employees' attraction to remote working may also have constituted an opportunity for market-leading groups able to attract the best people. According to Everest, the outsourced market grew by an unprecedented annual rate of around +11% between 2020 and 2022E.

Growth is expected to remain on track in the outsourced market in 2023, mainly driven by ongoing rapid development of the digital economy, the digital transformation of many companies and use of outsourcing to gain flexibility and reduce costs amid an uncertain economy and geopolitical environment.

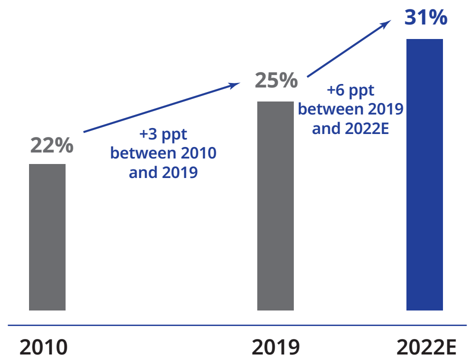
**Size and evolution of the outsourced customer experience management market (2019-2022E)** *(in billions of US dollars)*




*Source: Everest (2022).*

* *Compounded annual growth rate.*

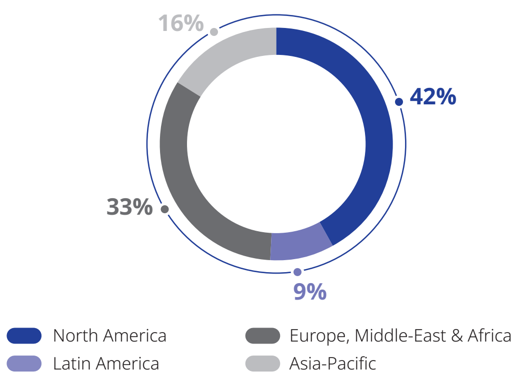
**Change in customer experience management world market outsourcing rate (2010-2022E)** *(%)*




*Source: Everest (2022).*

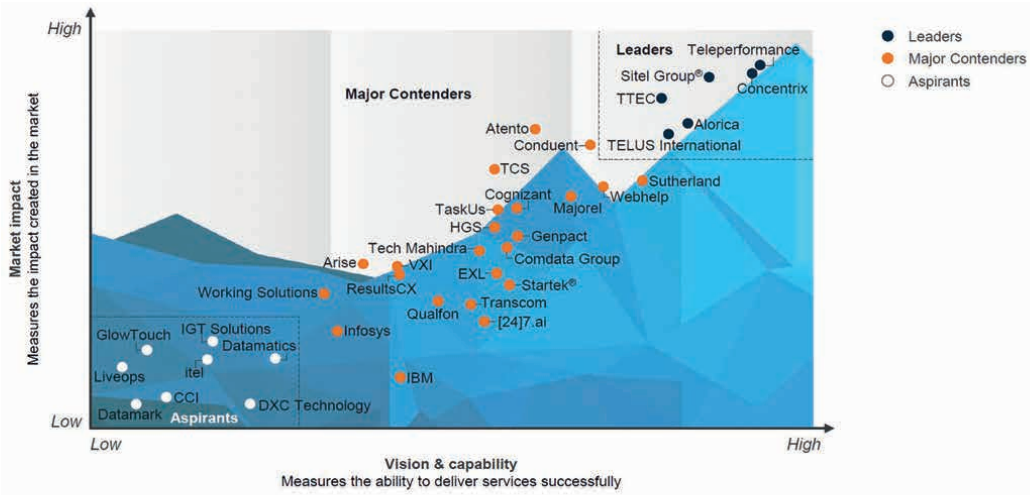
The North America region is the biggest market in terms of outsourced customer experience management. It represented 42% of the global market in 2021. The outsourcing rate is 40% according to Frost & Sullivan. In particular, growth in the region was driven by major investments in the digital transformation of brands. The development of digital solutions in outsourced customer experience management is intensive. According to Everest, these solutions have grown by nearly +40% compared to 2020. Everest consulting firm recognized Teleperformance as leader in the US market via its PEAK Matrix 2022®. This is a testament to the Group's expertise in the digital arena.

**Regional breakdown of the outsourced customer experience management market in 2021** *(%)*




*Source: Everest (2022).*

## PEAK Matrix 2022® assessment of US outsourced customer experience management companies




*Source: Everest (2022).*

Telecommunications and financial services are the most significant client sectors in the outsourced customer experience management market. In 2021, many client sectors grew rapidly, in particular government agencies (over +20%), technology (over +15%), e-commerce (over +10%) and travel (over +10%). These sectors are expected to continue offering the most positive growth prospects, in addition to the financial services and healthcare sectors.

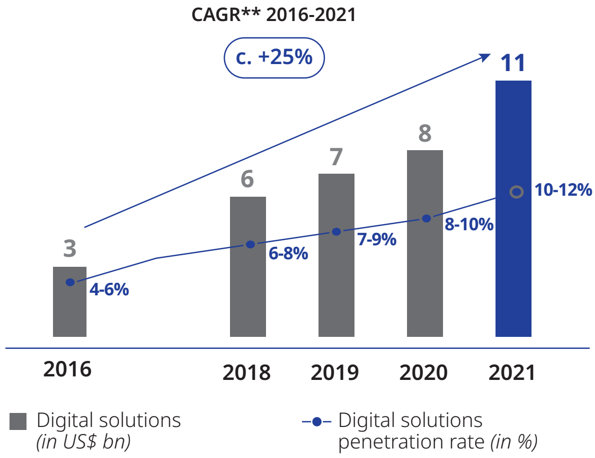
The growth of the outsourced market is being driven by the rapid development of digital solutions based on machine learning, automated solutions, chatbots and artificial intelligence.

From 2016 to 2021, Everest estimated the average growth rate of these digital solutions at around +25% per year, compared to +4% for the "traditional" market (management of phone interactions for example). In 2021, these solutions posted growth of over +35%.

In 2021 digital solutions represented 10-12% of the outsourced customer experience market, up from 4-6% in 2016.

Many companies have launched and stepped up their digital transformation to address the many challenges raised by the health crisis. The adoption of digital solutions has thus accelerated from 2020. Automation, predictive models (analytics) and chatbot solutions are improving the quality and seamlessness of the customer experience while addressing the problem of weakened corporate cost structures.

## Digital solutions share* of outsourced customer experience management market (2016-2021)



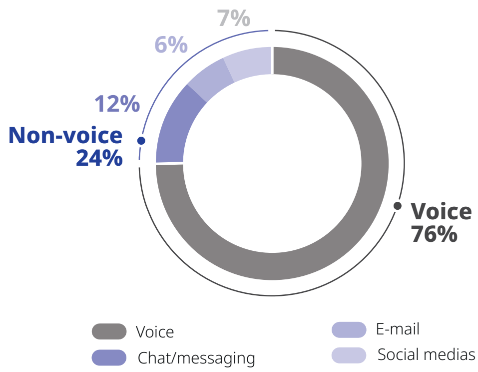

*Source: Everest (2022).*

* *Automated data learning systems, robotic solutions, chatbots, messaging and artificial intelligence.*

** *Compounded annual growth rate.*

The proportion of voice interactions in the outsourced customer experience management market is still predominant. This proportion continues to fall due to a slower growth rate than "non-voice" channels, albeit still buoyant (over +10% growth in 2021, a year marked by the provision of vaccination campaign assistance to governments). An increasing number of consumers are interacting with major brands through non-voice channels. Chat/messaging and social media solutions are generally seen as faster and more user-friendly, particularly by younger generations. Both solutions registered growth of over +20% in 2021. The rollout of new mobile and social media channels is expected to continue to support growth across all "non-voice" channels.

**Breakdown of outsourced customer experience management market by interaction channel (2021)** *(%)*



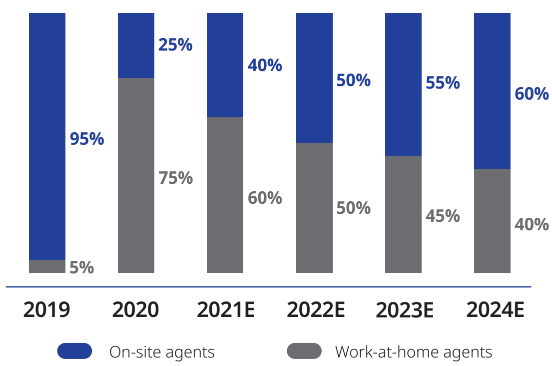

*Source: Everest (2022).*

## Development of the work-from-home model

The outsourced market is also benefiting from increasing integration of the work-from-home model within customer experience management programs. This trend developed very quickly in order to manage the risk of supply shortages during the health crisis. Everest estimates that the work-from-home model accounted for 75% of the offer in 2020 and 60% in 2021, compared to very low levels before the health crisis (5% in 2019).

The remote customer experience management value chain includes employee recruitment, training and engagement, as well as data and system security. The performance levels achieved in these areas during the health crisis helped reassure many companies using the work-from-home model. Many of them are now looking to retain this model in the medium term. The market is likely to move towards a hybrid solution combining work-from-home and on-site agents. Everest estimates that the work-from-home model will account for 40% of the total market by 2024. Over the long term, Teleperformance is aiming for an employee work-from-home rate of about 50%, which it achieved at the end of 2022.

**Change in breakdown of on-site and WAH agents on the outsourced customer experience management market (2019-2024E)** *(%)*




*Source: Everest (2021).*

## 1.1.3.1.2 The BPO (or "business services") market

The acceleration of Teleperformance's digital transformation first launched in 2018 has resulted in the expansion of its scope of operation and target market to include Business Process Outsourcing as a whole.

BPO market growth is driven by the needs of two categories of client: "disruptive" players and "disrupted" companies. The first are "digital" companies that develop online activities, such as GAMA (Google Amazon Meta Apple), often multinationals, which require support from companies with expertise in omnichannel integrated customer experience management worldwide. They aim at reducing the "frictions" of the real world. The second belong to the traditional economic environment (legacy). They seek to optimize their operating costs by implementing automated end-to-end solutions, and to increase their competitiveness in response to competition from digital players.

### Digitalization of the environment

The global BPO (or "business services") market covers integrated business process outsourcing services specific to each sector (healthcare, banking, travel agencies, etc.) and dedicated to support functions (customer experience, human resources, finance and accounting, etc.), corresponding to all Teleperformance Core Services & D.I.B.S. activities.

According to internal Teleperformance estimates, the market was worth US$450 billion in 2022. Hence, the BPO market is worth four to six times more than the outsourced customer experience management market. In 2022, global BPO market growth was over +5% according to Group estimates.

The rapid growth of this market is mainly driven by new process automation needs among businesses and governments, whose demand for global end-to-end digital transformation solutions is growing every day.

This trend was underpinned by the boom in client interactions (see above) as well as the Covid-19 health crisis: improving quality, offering flexible solutions (work-from-home) and enhancing business process efficiency are increasingly important considerations.

In recent years, the business services market has been boosted by the boom in social media, creating new needs among the major players in this sector. The new content moderation services (Trust & Safety), which rely on integrated back-office digital solutions, are a perfect example of this.

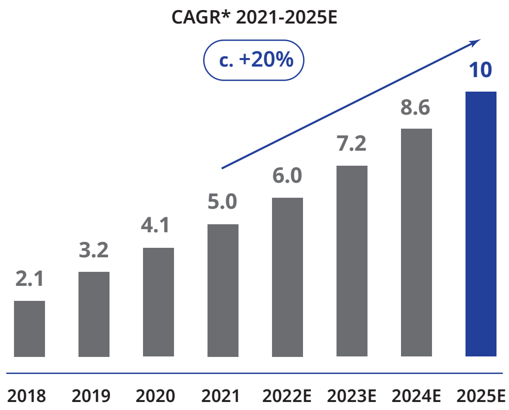
### Content moderation market (Trust & Safety)

Content moderation (Trust & Safety) is an essential social service that helps protect Internet users. It aims to make online platforms safe and remove content that violates applicable regulations and/or laws in the countries concerned. The recent boom in content moderation solutions for major social media companies is a perfect example of Teleperformance's expanding market. The Group has accordingly developed an integrated digital offering requiring technological mastery and expertise in back-office services and customer experience management using a high-touch, high-tech approach (see section 1.1.4 *Group strategy*).

Everest estimated this market to be worth around €5 billion in 2021. Its rapid growth rate is estimated to hit nearly +20% per year between 2021 and 2025E. This is backed by an explosion in the volume of content published on the Internet. According to data generated by Statista statistics institute, the time spent by users viewing and listening to live streamed content on mobile applications such as Facebook, Twitter and Spotify increased +22% per year between 2018 and 2022E.

Trust & Safety services cover a fast-growing segment of the BPO market expected to break the €10 billion barrier by 2025E.

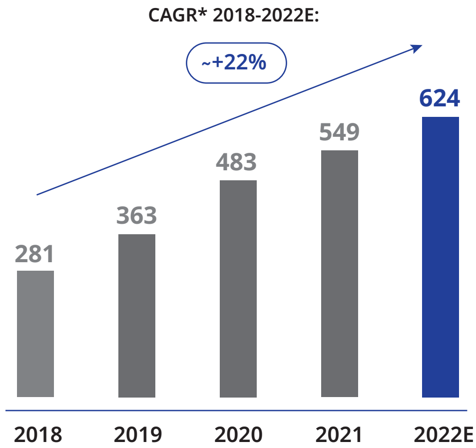
### Size and evolution of the global content moderation market (2018-2025E) *(€ billions)*




*Source: Everest (2022).*

* *Compounded annual growth rate.*

### Time spent on live content streaming mobile applications (2018-2022E) *(billions of hours)*

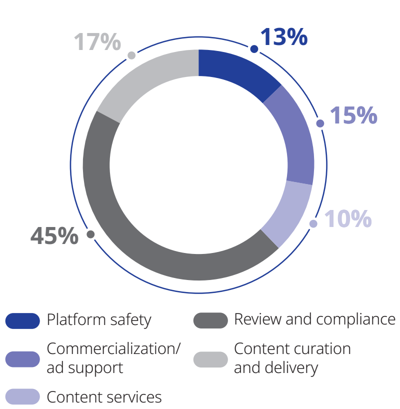



*Source: Everest (2022); Statista.*

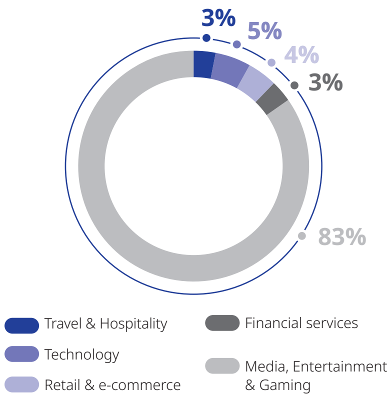
* *Compounded annual growth rate.*

The main activity of the content moderation market is content review and compliance. Social media, entertainment and online gaming remain the predominant segment (83%). However, the segment declined in 2021 versus 2020 due to the rapid rise of other sectors, particularly technology and financial services.

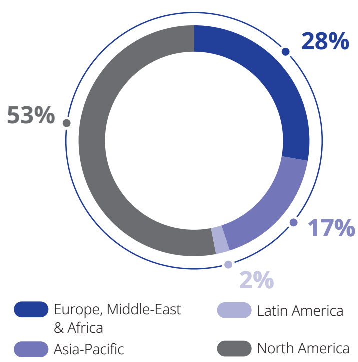
### Breakdown of content moderation market by service line (2021) *(%)*




### Breakdown of content moderation market by client sector (2021) *(%)*




### Regional breakdown of content moderation market (2021) *(%)*



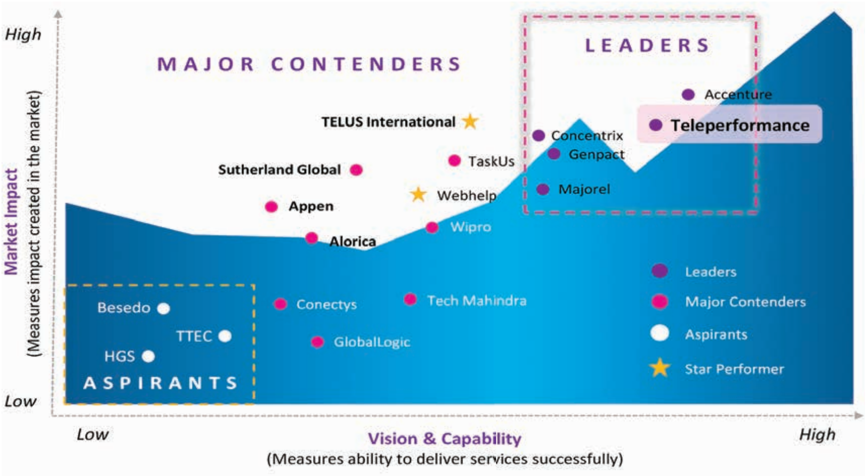

*Source: Everest (2022).*

Everest has ranked Teleperformance as one of the five world leaders of the content moderation market. This reflects the effectiveness of the Group's commitment to ESG. In fact, Everest has identified ESG as one of the key success factors in this market, as large online platforms require exemplary practices from their partners.

This recognition is also based on:

- Teleperformance's ongoing investment in expanding its capacities in the area of *Trust & Safety* in order to constantly generate more value for clients;
- in-depth knowledge of the sector, better technological expertise than the competition and a solid framework for monitoring and managing content moderator well-being;
- global coverage of operations and a production model combining onshore, nearshore and offshore facilities covering a huge range of languages;
- expertise in predictive models and a dedicated regulatory watch unit;
- strong commitment to moderator well-being and expertise in digital transformation consulting.

**PEAK Matrix 2022® assessment of content moderation actors**



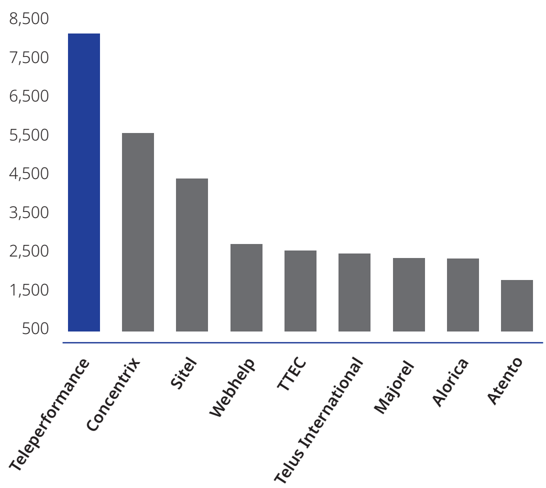

*Source: Everest (2022).*

## 1.1.3.2 Core Services & D.I.B.S. competitive environment

### 1.1.3.2.1 Direct competitors in outsourced customer experience management

Teleperformance is the world leader in outsourced customer experience management, a market that remains highly fragmented.

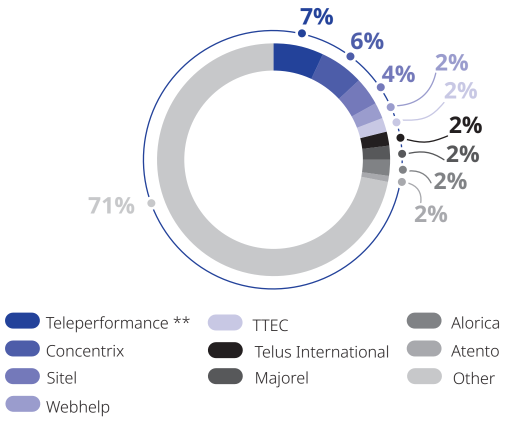
**Ranking of the top outsourced customer experience management market firms worldwide by revenue (2021 reported and estimated data)** *(in millions of US$)*




*Source: Group and corporate estimates*

With €6.3 billion revenue from Core Services & D.I.B.S. in 2021, Teleperformance's share of the global market is 7%.

**Market share of the top market players worldwide in outsourced customer experience management (2021 reported and estimated data*)** *(in %)*




*Source: Group and corporate estimates*

* *Using Everest's 2021 estimates for the size of the global market.*

** *Teleperformance Core Services & D.I.B.S. business.*

The customer experience management market is characterized by an often global demand (covering several markets) from large multinational groups but managed according to a local approach linked to the specifics of each market. It is also omnichannel and increasingly digital and complex, especially in terms of data security and automation. It is also marked by the emergence of alternative solutions from "Tech" newcomers, offering disruptive technologies such as artificial intelligence and automation.

In this fast-changing, demanding environment, the sector's ongoing trend towards consolidation is expected to continue over the coming years, with:

- acquiring companies seeking both critical mass and new expertise, technologies and business lines, so they can develop global Digital Integrated Business Services offering the highest potential for profitable growth;
- financially distressed companies and/or those lacking a robust strategy, which have been hard hit by the economic impact of the health crisis and lack the resources to compete or grow without support from an operational or financial partner.

### Main merger and acquisition transactions completed by Teleperformance's main competitors in 2022

| | Target | | | | | Strategy | | |
|---|---|---|---|---|---|---|---|---|
| **Competitor** | **Name** | **Country** | **Headcount** | **Value** | **Announcement date** | **Geographic expansion** | **Sector expertise** | **Value-added services** |
| Telus International | Willowtree | USA | c. 1,000 | €1,128m | October 2022 | | ✓ | ✓ |
| TTEC | Faneuil | USA | N/A | N/A | April 2022 | | ✓ | |
| EXL | Inbound Media Group | USA | N/A | N/A | July 2022 | | ✓ | ✓ |
| Firstsource | American Recovery Services Incorporated | USA | c. 270 | N/A | May 2022 | ✓ | ✓ | ✓ |
| Accenture | Blackcomb | USA | N/A | N/A | October 2022 | | ✓ | |
| | Beacon | USA | c. 60 | N/A | September 2022 | | ✓ | |
| | Romp | Indonesia | c. 150 | N/A | September 2022 | | ✓ | |
| | Solvera | Canada | c. 450 | N/A | July 2022 | ✓ | | ✓ |
| Concentrix | KeepAppy | Ireland | N/A | N/A | June 2022 | | ✓ | |
| | Service Source | USA | N/A | US$131m | May 2022 | | | ✓ |
| Cognizant | Onesource | USA | c. 400 | N/A | November 2022 | | ✓ | |
| | Austincsi | USA | N/A | N/A | November 2022 | | ✓ | |
| Majorel | Finda Sense | Spain | 320 | N/A | September 2022 | ✓ | | ✓ |
| | Alembo | Suriname | 300 | N/A | June 2022 | ✓ | | ✓ |
| | IST | Egypt | 270 | N/A | March 2022 | ✓ | ✓ | ✓ |
| | Mayen | Turkey | 4,000 | N/A | January 2022 | ✓ | ✓ | |
| WNS | Vuram | India | 900 | US$165m | July 2022 | | | ✓ |
| Tech Mahindra | Thirdware | USA | N/A | US$42m | March 2022 | | ✓ | |
| | Com Tec Co IT | Cyprus | 700 | US$310m | January 2022 | ✓ | ✓ | ✓ |
| TaskUs | Heloo | Croatia | N/A | N/A | April 2022 | ✓ | ✓ | |
| Sutherland | Augment CXM | USA | N/A | N/A | September 2022 | | ✓ | |
| Genpact | Hoodoo | USA | N/A | N/A | January 2022 | | ✓ | |

*Source: companies.*

Teleperformance's global positioning, services, diverse client base, reputation, long-standing expertise in a wide range of client sectors and vision/capacity for innovation give it a big lead over most direct US and regional competitors, in terms of both revenue growth and/or earnings growth.

### Ranking of the global top 10 market firms by number of operating countries (2022E)

| # | Competitors | Country |
|---|---|---|
| 1 | Teleperformance | 91 |
| 2 | Webhelp | 60+ |
| 3 | Concentrix | 40 |
| - | Sitel | 40 |
| 5 | Majorel | 44 |
| 6 | Telus International | 28 |
| - | Transcom | 25 |
| 8 | Comdata | 24 |
| 9 | TTEC | 20 |
| 10 | Alorica | 17 |

*Source: Group and corporate estimates*

### 1.1.3.2.2 Competition extended to consulting and IT service companies in the BPO market

Given the growing complexity of the outsourced customer experience management markets and the changing needs of increasingly integrated customers (digital and automated end-to-end solutions), Teleperformance's competitive environment is broadening and diversifying.

The boundaries of this competitive environment are becoming increasingly blurred (see section 1.3.3 *Group markets*). New firms are emerging in the customer experience management market, including technology service companies and information technology outsourcers (ITO), Business Process Outsourcing consulting firms and back-office service specialists (BPO).

Multidisciplinary players are positioning themselves as global business services partners. These new competitors stand out from most traditional customer experience management players due to their strong focus on high value-enhancing services rather than labor cost arbitrage.

### An expanding competitive environment: examples

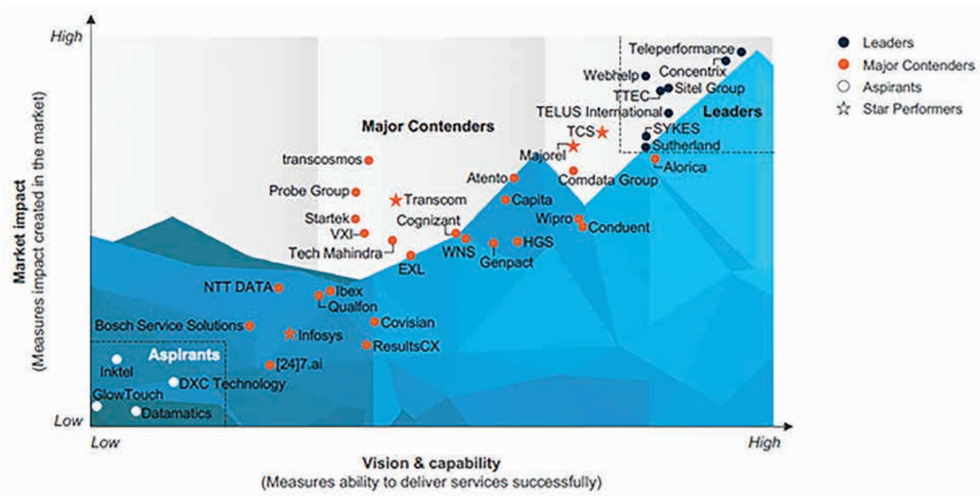
| Main direct competitors (CCO) | ITO/BPO companies* | Consulting firms |
|---|---|---|
| Atento | Cognizant | Accenture |
| Concentrix | EXL | Cap Gemini |
| Sitel | Genpact | |
| Majorel | Infosys | |
| Telus International | Tata Consultancy Services | |
| TTEC | Wipro | |
| Webhelp | WNS | |
| ...see below | | |

* Information Technology Outsourcing/Business Process Outsourcing.

Teleperformance is the market leader in business process outsourcing applied to the customer experience. Its solutions include the automation of customer experience management, artificial intelligence to improve the customer experience, and business process optimization consulting.

This overlapping of the various BPO markets is reflected in Everest consulting firm's analysis of customer experience management companies in its PEAK Matrix 2021®.

### PEAK Matrix 2021® assessment of outsourced customer experience management companies




*Source: Everest (2021).*

Everest regularly assesses the strategic positioning of companies operating in the outsourced customer experience management market. Teleperformance was recognized in 2021 as a leader in the PEAK Matrix 2021®, acknowledging the success of its digital transformation, strong organic growth, and investments in promoting its global expertise and innovative, digital solutions.

Suppliers of turnkey technological solutions (Software as a Service/ Cloud as a Service/Workflow management/CRM, etc.) in omnichannel and automated systems, and using artificial intelligence generally do not compete with Teleperformance. They more often take on roles as expert partners, involved in the development of integrated global digital, omnichannel, multilingual and multi-market offerings.

Teleperformance takes a pragmatic approach to its partnerships based either on Group initiative, where suitable proprietary solutions are not available, or on client specifications (see 1.1.4.3.3 *High-tech drivers: differentiating technological solutions serving people*).

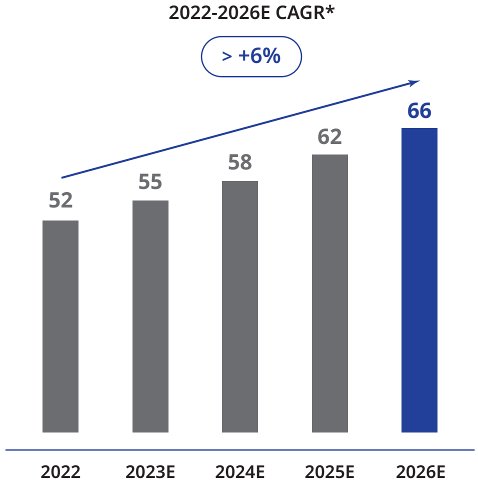
## 1.1.3.3 Specialized Services market and competition

### 1.1.3.3.1 Online interpretation services

The language services market includes translation and localization services (written) and interpreting (spoken). Recent studies estimated this market at over US$52 billion in 2022, with translation accounting for 65% and on-site and online interpreting services nearly 13%. The market is estimated to grow to nearly US$66 billion in 2026, representing annual estimated average growth of +6% between 2022 and 2026.

The global health crisis has significantly reduced demand for on-site interpreting, in favor of virtual interpreting technologies (VIT). These technologies have benefited significantly from social distancing measures and the rapid spread of work-from-home.

**Size and evolution of language services market (2022-2026E)** *(in billions of US dollars)*



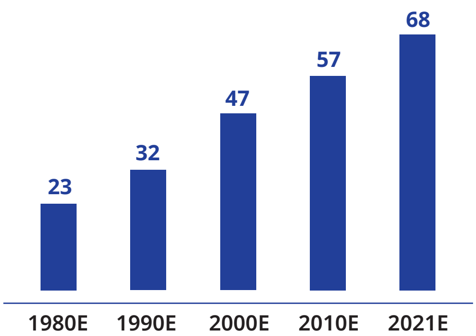

*Source: Common Sense Advisory.*
* *Compounded annual growth rate.*

The outlook for growth in the online interpreting market is primarily driven by the following factors:

- growing use of virtual interpreting technologies;
- latest technologies and functionalities enabling a broader application of language solutions;
- corporate focusing on their core business, leading to them outsourcing interpreting services;
- growing regulatory requirements in key sectors (healthcare, financial services, etc.), which continue to generate client demand; and
- changing demographics in the United States.

Today, in the United States, 68 million residents speak a language other than English at home, i.e. 22% of the total population. This comprises more than 350 different languages and dialects. By 2065, 90% of US population growth is expected to be driven by immigration.

**Increase in US residents who speak a language other than English at home** *(in millions of people)*




*Source: US Census Bureau – National Population Projections and Language Spoken at Home.*

There are also 11.5 million deaf or hard of hearing people in the country, who also need support when communicating with government agencies and major brands.

Operating primarily in North America, LanguageLine Solutions is the North American market leader in online, phone and video interpreting solutions. Its clients include many companies and institutions in the healthcare, insurance, financial services and telecommunications sectors and government agencies and authorities.

In the global on-demand interpreting market, LanguageLine Solutions revenue are almost four times higher than its closest competitor and higher than the next nine competitors combined, according to the 2021 Nimdzi Interpreting Index.

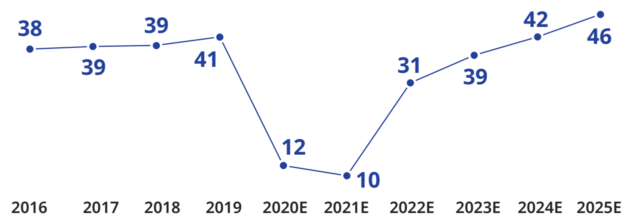
### 1.1.3.3.2 Visa application management services

The visa application service market in which TLScontact operates has been significantly impacted since 2020 by the Covid-19 pandemic which severely curtailed international travel. TLScontact primarily serves governments in the Schengen area and the United Kingdom (UKVI). Before the health crisis, the Schengen area and the English-speaking countries in the FCC (Five Countries Conference), including Australia, Canada, New Zealand, UK and USA, represented a market of around 41 million visa applications per year, i.e. a value of over €1 billion.

The growth outlook for the outsourced visa application management market is difficult to predict, as it depends on the level of global traveler flows, which is highly sensitive to external shocks such as health and geopolitical crises. Travel was also affected in 2022 by China closing its borders and the war in Ukraine. However, data published by leading global bodies, including the World Tourism Organization (UNWTO), the World Economic Forum and the International Air Travel Association (IATA), suggests that the number of passengers in air transport is expected to continue to recover in 2023, from the low point reached during the health crisis in 2021, but will remain slightly below pre-crisis levels in 2019.

Therefore, the upturn in the number of visa applications is expected to continue during 2023. This will depend in particular on how quickly Chinese travelers return, and how the war in Ukraine develops. IATA estimates for the outsourced visa application management market are conservative, indicating that it is not expected to return to pre-pandemic levels until 2024. Teleperformance had already returned to its pre-pandemic business levels by 2022.

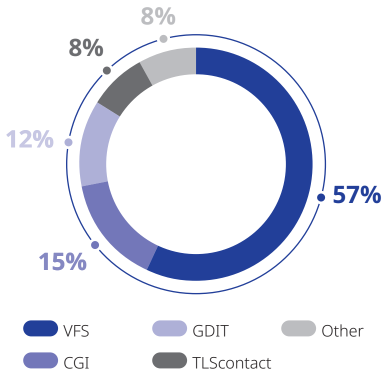
**Change in number of visa applications for the Schengen zone and English-speaking countries (2016-2025E)**
*(in millions of applications)*




*Source: TLScontact estimates.*

TLScontact is a major player in the world outsourced visa application management market, with a share of just under 10% in the market serving governments in the Schengen zone and English-speaking countries in the FCC zone combined in 2019. Its main direct competitor is VFS, global leader with a 57% market share. Other competitors with a similar size to TLScontact include regional operators serving the North American market.

**Market share of key players in the world outsourced visa application management market (2019 data)** *(in %)*




*Source: Group and corporate estimates*

The market for ancillary services related to visa applications is expected to remain strong, including services to enhance travelers' safety and protection against infection.

Digital innovations are also expected to streamline visa application management procedures and increase user satisfaction over the coming years. Governments, which have always been slow to adopt digital processes and innovate in terms of biometric technology, have seen the impacts of this lack of action during the health crisis. They are now seeking to protect themselves further against the risk of visa application center closures, by deploying more automated and digitized services.

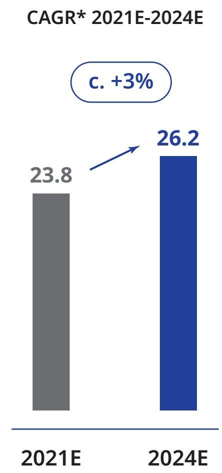
Thanks to the Teleperformance Group's expertise in digital transformation, TLScontact is well positioned to take advantage of these opportunities.

The changing geopolitical and economic context in certain regions also presents a number of development opportunities for TLScontact, given the significant travel and migration it generates. This is the case for example with Brexit and a number of regional conflicts. However, the deployment of outsourcing solutions is a process that requires time and effective government co-ordination, to ensure the right structures are in place.

### 1.1.3.3.3 Accounts receivable management services

Kaulkin & Ginsberg estimated the global outsourced accounts receivable management market (AllianceOne business) at US$23.8 billion in 2021. The compounded annual growth rate (CAGR) is expected at about +3% between 2021 and 2024.

**Global outsourced accounts receivable management market trends (2021E-2024E)** *(in billions of US dollars)*




*Source: Kaulkin & Ginsberg (2021).*
* *Compounded annual growth rate.*

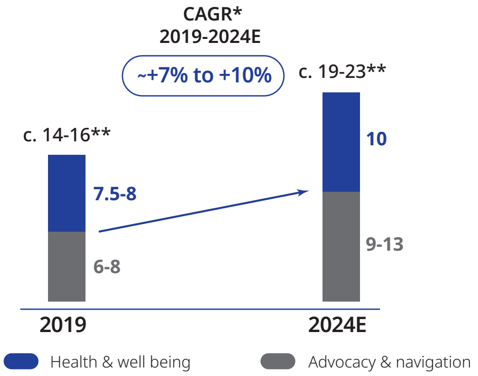
### 1.1.3.3.4 Consumer healthcare support services in the United States

The US market for consumer healthcare support services (Health Advocate business) was estimated at around US$15 billion in 2019 by McKinsey & Company, growing at a rate of 7-10% per year between 2019 and 2024. This market is driven by the complexity and inefficiency of the US healthcare sector, in addition to high rates of chronic disease, the rapid increase in mental health problems and drug addiction.

It breaks down into two segments:

- advocay and navigation: clinical and administrative decision-making support services during the user healthcare experience across all communication channels (voice and digital). This market, with an estimated value of between US$6-8 billion in 2019, has an estimated annual growth rate of +8-10% between 2019 and 2024;
- health and well-being: a complete suite of solutions in the areas of employee well-being, employee engagement, behavioral health and chronic care management. The rapid development of this segment has been driven in particular by companies' increasing investments in employee well-being to improve their health, self-fulfillment and efficiency. The size of this market was estimated at US$8 billion in 2019. Its annual growth rate is expected to range between +5% and +6% between 2019 and 2024.

**Size and evolution of the consumer healthcare support market in the United States (2019)** *(in billions of US dollars)*

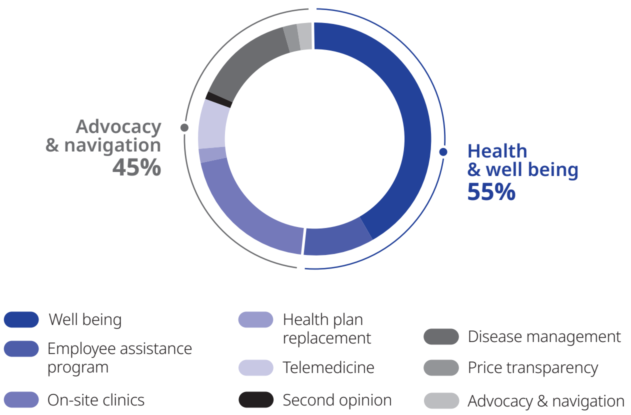



*Source: McKinsey & Company.*

* *Compounded annual growth rate.*

** *Including, in particular, the market in medical care provided by employers (on-site clinics), a sub-market of the advisory and assistance market segment targeted by Health Advocate (currently not present)*

**Breakdown of the US consumer healthcare support market by subsegment (2019)** *(%)*




*Source: McKinsey & Company.*

### 1.1.3.3.5 Recruitment process outsourcing (RPO) services

According to L.E.K., the US RPO market (business operated by PSG Global Solutions acquired by Teleperformance in October 2022) is estimated at around US$3.4 billion, with expected annual growth of +12% between 2021 and 2026E.

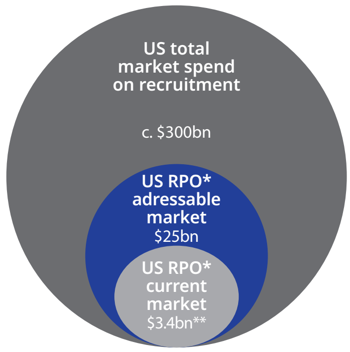
This momentum is primarily driven by a mismatch in labor market supply and demand, high seasonality of demand, increased recruitment costs for companies, increasing employee turnover, and the added value of RPO solutions. At the moment, RPO solutions have a relatively small market share: the firm estimates that only 20% of companies are currently using RPO solutions.

The market breaks down into two segments:

- partial recruitment process outsourcing, including recruitment (searching, selection and verification of the profile of candidates to be interviewed by the client's recruiting teams) and recruitment support services (administrative solutions in the areas of pre-recruitment, recruitment and post-recruitment, including accreditation, SEO, induction, payroll and invoicing, enabling clients to focus on key value-added decisions);
- outsourcing of all hiring processes, from job offer publication through to induction.

PSG Global Solutions a leading US provider of "partial cycle" recruitment process outsourcing services.

**Size of US recruitment process outsourcing services market (2021)**




*Source: L.E.K. (2022).*

* *Recruitment Process Outsourcing*

** *Of which 20% is partial cycle RPO*

## 1.1.4 Group strategy

### 1.1.4.1 History of transformation

Over the last few years, Teleperformance has successfully transformed itself. Today, by anticipating and adapting to major changes in the global business services market, the Group has stepped up its digital transformation via the Intelenet acquisition and late 2018 launch of D.I.B.S. (Digital Integrated Business Services), enabling it to expand its services offering.

It has also diversified its activities and revenue streams from high value-added services, and has strengthened the verticalization of its offering by client sector and by region. This strategy has enabled the Group to generate strong business growth and improved profit margins over the long term.

## 2000-2022 milestones in the evolution of the global business services* market

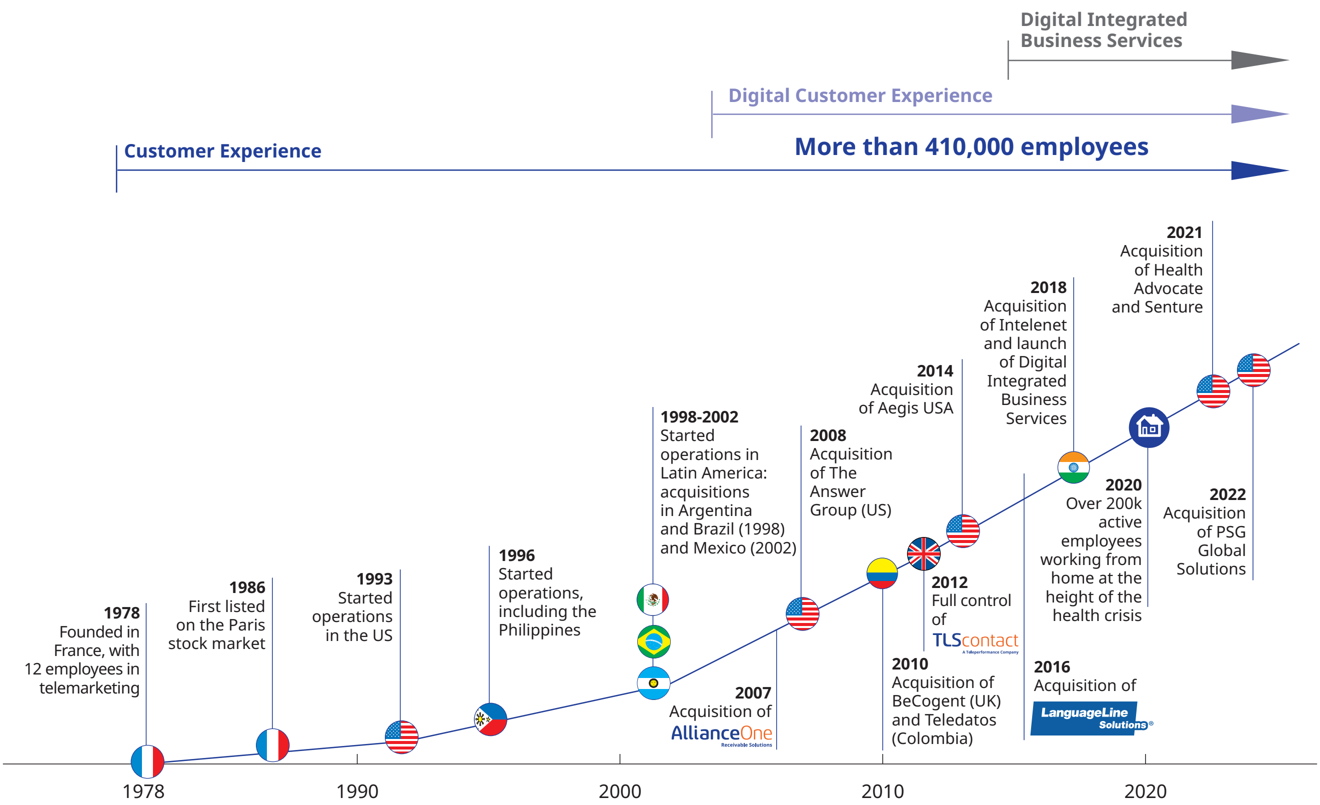
**Late 1990s – Early 2000s**
- Dominated by in-house shared services
- Largely labor cost arbitrage based value proposition
- Simple transactional activities such as basic customer Service and transctional sales
- Access to client systems via Citrix

**Early 2000s – 2015**
- Rapid growth of 3rd party IT-enabled service providers
- Use of Lean Six Sigma to drive operational efficiencies
- Data Analytics and Insights based value addition
- Increasing complexity of outsourced services - slivers of vertical and horizontal back office services
- Emergence of cloud and mobile technologies

**Since 2015**
- Era of Digital Transformation, with Digital disruption driving accelerated pace of change
- Graduation to Integrated Business Services outsourcing
- Emergence of new service lines to support the digital companies
- Flexible asset-light models like WAHA
- Modular, collaborative, secure and scalable technology architecture

* *Business Process Outsourcing (BPO).*

## 1990-2022 milestones in Teleperformance's transformation




The acquisition in 2018 of Intelenet, a key player in high value-added business process outsourcing (BPO) based in India, made it possible to step up the Group's transformation into a leading global group in digitally integrated business services, thereby taking advantage of the Group's changing market environment.

As of the acquisition date, the company had over 110 blue-chip clients, mainly in English-speaking countries, India and the Middle East, served by 60,000 employees located mainly in India, the Philippines, the United Arab Emirates, Poland and Guatemala.

This acquisition strengthened Teleperformance's positioning in the financial services, insurance, tourism, e-commerce, e-services and healthcare sectors.

Teleperformance's extended and integrated offering has helped Group clients boost their revenue, optimize the quality of their operations and reduce operating costs, while improving customer satisfaction:

- the company delivers proprietary solutions designed by multi-skilled consultants including specialist engineers and expert business and procedure consultants;
- digital integration underpinned by robotic process automation (OCR, RPA);
- operational excellence.

The Intelenet acquisition was strategic for Teleperformance for three reasons:

- high value-added integrated solutions and expertise in corporate digital transformation have significantly strengthened its offering;
- Intelenet's leading position in India has also helped consolidate the Group's presence on this growing market;
- its expertise in a wide range of sectors has enabled the Group to continue diversifying its global client base.

This acquisition was a major step towards the successful implementation of Teleperformance's medium-term strategic plan, with the launch of D.I.B.S. (Digital Integrated Business Services).

**Its strategy of expanding its portfolio of solutions by sector and by region was illustrated by the acquisition of Health Advocate in June 2021.** This acquisition of a US company specializing in digitally integrated business solutions and services for consumer healthcare management enables Teleperformance to significantly strengthen its value-enhancing Specialized Services in the key US healthcare sector.

**In October 2022, Teleperformance acquired PSG Global Solutions**, a leading US provider of digital solutions in the field of recruitment process outsourcing (RPO). This acquisition strengthened Teleperformance's leading position in the buoyant US healthcare market and expertise in digital hiring processes.

## 1.1.4.2 Medium-term strategic plan and objectives: step up value-enhancing transformation

### 1.1.4.2.1 Medium-term transformation strategy through internal and external growth

**The Group's target for 2025 is to become an undisputed global leader in digital integrated business services solutions. To achieve this goal, the Group is developing a value-creating business model based on a high-touch, high-tech approach.** This approach combines expertise in human capital management with investment in technologies aimed at optimizing operating process and client satisfaction. The Group's business model enables it to generate long-term, profitable and sustainable organic growth and integrates a strategy of targeted acquisitions in high value-added services.

#### A favorable environment

Teleperformance's transformation underpins its medium-term strategic plan (2022-2025) to seize opportunities on a high-growth market by tapping into four decades of experience. It is also based on the trust and reputation built up among a broad range of blue-chip multinational companies and government agencies.

- **Acceleration of the digitalization of the Group's environment,** resulting in continued strong growth in interactions and the rapid development of new business sectors (content moderation, online subscription sales and services, message-based sales and payment solutions, development of the metaverse as a new interaction channel between brands and consumers, etc.) linked in particular to the expansion of social media and new consumer trends and spending habits. Digitalization was stepped up from 2020 due to the health crisis, with the implementation of lockdown and travel restriction policies worldwide.
- **The customer experience management market still offers major outsourcing potential** – 69% of services are still managed in-house by companies and government agencies (according to Everest). New country-specific requirements in each client sector relating to work-from-home arrangements, omnichannel security and technologies required to optimize customer satisfaction are strengthening barriers to entry and driving outsourcing.
- **Expansion of the Teleperformance target market,** in light of the Group's goal to become an undisputed global leader in digital integrated business services solutions; the global BPO market is worth four to six times more than the outsourced customer experience management market, which is Teleperformance's core business.

#### An enhanced digital transformation and verticalization strategy driving strong like-for-like growth

The outsourced market continues to offer attractive growth opportunities in many parts of the world and presents definite consolidation potential. This positive trend is bolstered by an increasingly complex and digitalized environment, with steady growth in client interactions.

To seize all the opportunities of a fast-growing and constantly changing market (more digitalized and integrated services), the Group is strengthening its global organizational structure by key client verticals (global sector expertise), backed by operations in 91 countries, product experts and architects, and key support functions.

**The Group's positioning is defined as a cube ("TP Cube") comprising three dimensions that reflect a three-pronged approach: "service range/client verticals/geographies"**, aiming to develop business with existing clients ("farming") and win new clients ("hunting"). It involves global coordination between regional sales teams and in conjunction with operational and expert teams (a "Pack" approach).


- **Development of the "TP One Office" integrated offer combining the following services:** customer services (front office), business services and back-office operations, sales operations, vertical specific services and digital services (see section *Teleperformance in 2022 – Description of activities*).
- **Strengthened verticalization** through the deployment of solutions, processes and specific client and regional expertise.
- **Consolidation of leading position and international model through expansion into new high-potential regions**, markets and locations, particularly in Asia and Africa over the coming years.

**The strategy's rollout is based on distinctive high-touch, high-tech expertise combining technology with emotional intelligence.**

### A strategy including targeted acquisitions

**The external growth strategy is designed to step up the Group's digital transformation and increase its verticalization by client.**

The Group specifically keeps an eye out for all opportunities in high-value services that would shore up its business, revenue and earnings.

The Group's acquisitions strategy primarily targets medium-sized companies offering a robust business and financial model and synergies with the Group's client base, operations and business activity.

| Acquisition | Date | Revenue at time of acquisition | Acquisition price (EV) | Headcount | Business |
|---|---|---|---|---|---|
| PSG Global Solutions | October 27th, 2022 | US$75 million (2022) | US$303 million | 4,000 | Recruitment process outsourcing in the United States (Specialized Services) |
| Senture | December 28th, 2021 | US$195 million (2021) | US$411 million | 4,500 | Outsourced customer experience management for United States government agencies |
| Health Advocate | June 22nd, 2021 | US$140 million (2021) | US$693 million | 700 | Consumer healthcare support services in the United States (Specialized Services) |
| Intelenet | October 4th, 2018 | US$449 million (2018) | US$1,000 million | 55,000 | Outsourced customer experience management and BPO (digital integrated solutions) provider based in India |
| LanguageLine Solutions | September 19th, 2016 | US$388 million (2015) | US$1,538 million | 8,000 | Remote interpreting services in the United States (Specialized Services) |

The acquisition of LanguageLine Solutions in September 2016 reflected the Group's strategic decision to develop high value-added Specialized Services.

With the acquisition of Intelenet in October 2018, Teleperformance has stepped up the digital transformation of its Core Services & D.I.B.S. business (see below).

The June 2021 acquisition of Health Advocate, a US-based healthcare plan management specialist, significantly strengthened the Group's Specialized Services business. It also strengthens the Group's position as a comprehensive business service provider in the United States healthcare sector.

In December 2021, the Group acquired Senture, a major provider of business process outsourcing (BPO) services to government agencies in the United States. This acquisition strengthened Teleperformance's offering of citizen experience delivery services already established in the United States, UK, Continental Europe, Middle East, Asia and Africa, as well as the Group's financial profile.

In October 2022, Teleperformance acquired PSG Global Solutions, a leading US provider of digital solutions in the field of recruitment process outsourcing (RPO). This acquisition strengthened Teleperformance's leading position in the buoyant US healthcare market and expertise in digital hiring processes.

These acquisitions are consistent with Teleperformance's "TP Cube" strategy of specialization by client verticals and by country.

## 1.1.4.2.2 Outlook

### 2023 financial objectives

Teleperformance expects 2023 to be another year of sustained, profitable growth:

- recurring like-for-like revenue growth of around +10% (excluding Covid support contracts);
- a more than €200 million decline in the contribution from Covid support contracts;
- like-for-like revenue growth above +7%;
- a 20-basis point increase in EBITA margin before non-recurring items, to 15.7%;
- further targeted acquisitions capable of creating value and strenghtening the Group's business model.

### 2025 financial objectives

Teleperformance is committed to becoming an undisputed global leader in digital integrated business services solutions by 2025. The Group confirms that it is ahead of schedule in meeting its financial targets:

- revenue above €10 billion at constant scope of consolidation;
- EBITA margin before non-recurring items of 16%.

Acquisitions will contribute €1 billion to €2 billion in additional revenue by 2025.

## 1.1.4.3 Teleperformance's strategic strengths for achieving its targets

### 1.1.4.3.1 45 years managing the customer experience: global and multicultural leadership

#### A broad geographical and linguistic scope

Teleperformance is a partner of choice on the major multinationals and government agencies market and a highly reputed global employer.

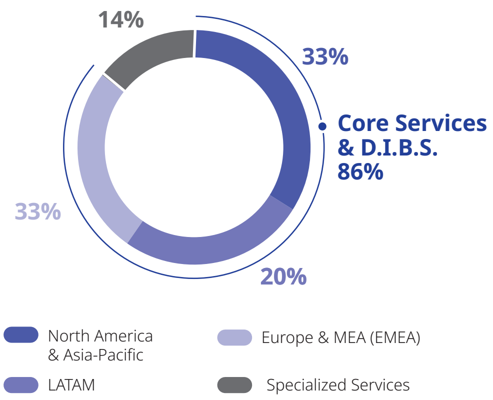
With operations in 91 countries, the Group covers 170 markets in over 300 languages and dialects on behalf of nearly 1,200 clients, mainly major multinationals operating in various sectors, and government agencies.

This global presence and these capabilities are a real asset for multinational groups seeking the same standards of quality, safety and efficiency in the rapid rollout of complex, integrated, global solutions worldwide, whatever the market. These global accounts represent around 50% of the Group's Core Services & D.I.B.S. revenue.

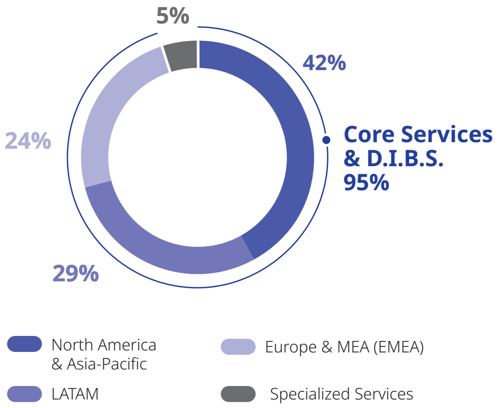
The Group has a stable and buoyant corporate client base around the world. The revenue breakdown per region and the Group's total workforce in Core Services & D.I.B.S. reflect its world market leadership in its core business.

A breakdown of the Group's operations by region and by business activity is presented in section 1.1.6.2 *Operational organization chart*.

**Breakdown of revenue by business and region (2022)**




**Breakdown of total workforce at December 31st, 2022 by business and region**




**Total workforce of the Group's top 10 countries at December 31st, 2022**

| Country | Total headcount |
|---|---:|
| India | 77,822 |
| Philippines | 58,894 |
| Colombia | 42,637 |
| United States | 33,766 |
| Brazil | 23,323 |
| Mexico | 23,224 |
| Portugal | 14,056 |
| Greece | 11,405 |
| Egypt | 9,739 |
| Turkey | 8,248 |

#### A global offering of operational "smartshoring" solutions

Backed by a global integrated onshore, nearshore and offshore network of operations in 37 countries, Teleperformance offers a unique range of smartshoring solutions worldwide in all languages, tailored to all clients needs and constraints. The Group also delivers work-from-home solutions.

**Breakdown of Core Services & D.I.B.S. revenue by program type**

| *(in % of total revenue)* | 2022 | 2021 | 2020 |
|---|---:|---:|---:|
| Nearshore/offshore/multilingual | 52% | 48% | 47% |
| Onshore | 48% | 52% | 53% |

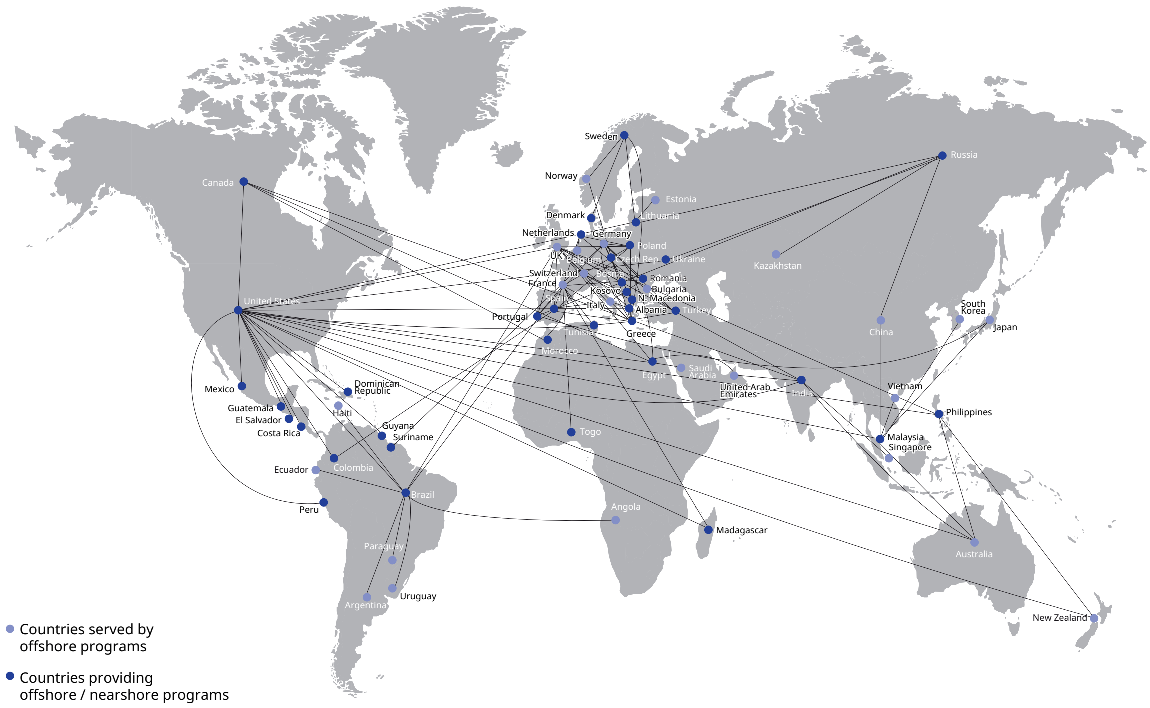
#### Onshore, offshore and nearshore solutions

The offshore/nearshore service is defined as the ability to serve a market from sites located in another country, using the language of the served country. Teleperformance's offshore/nearshore solutions mainly serve the North American market from Mexico (nearshore) the Philippines and India (offshore), in English and Spanish, and some European markets (nearshore solutions).

## Benefits offered by program type

| Onshore | Nearshore | Offshore |
|---|---|---|
| • No cultural differences | • Geographic proximity | • Cost-effective operations |
| • Same language and time zone | • Cultural proximity | • Highly skilled advisors |
| • Proximity of operations | • Easier travel | • Select locations with the closest cultural affinity to the market served |
| • Same regulations | • Less expensive communications | |

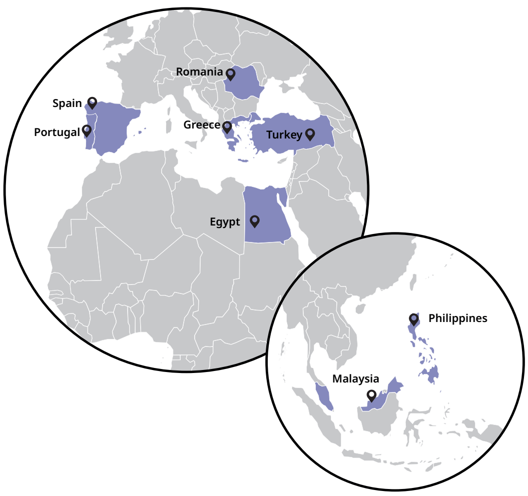
## Map of offshore/nearshore Group locations and main markets covered




## Multilingual hubs

Teleperformance also operates multilingual hubs delivering optimal customer experience management omnichannel solutions to major multinationals. These hubs house staff from around the world, who work together on Pan-European, Pan-African and Pan-Asian multilingual programs.

A genuinely differentiating factor, Teleperformance's multilingual offering is assured by eight centers serving nearly 160 markets in over 65 languages and dialects located in Portugal, Spain, Greece, Romania, Turkey, Egypt, Malaysia and the Philippines. Criteria applied to selecting these locations are very exacting. Hubs should be set up in appealing, stable cities with an educated, multicultural population.




**Solution features:**

- Operational accountability centralized in strategic locations best suited to providing an efficient and quality service
- Consolidated data management, standardized and consistent omnichannel and multilingual processes involving multiple markets
- Nimble human ressources practices during start-up phase and in an emergency
- Cost efficiency thanks to labor arbitrage and smart shoring strategy offering an optimized balance between talent location, quality and price
- Plug and play for new languages and new markets

## The multilingual Cloud Campus solution

Following the health crisis, the Group adapted and continued to develop its multilingual offering. By capitalizing on the success of its multilingual hubs, the Group used the Cloud Campus solution to offer a virtual operational model using cloud technology and centralized management of advisors regardless of their location.

The possibilities of this solution are therefore limitless. As a result of the health crisis, working from home has become a globally accepted and increasingly standardized method of working. In this context, the Cloud Campus solution clearly responds to client requirements by offering an unparalleled ability to find the best talent all over the world, as well as centralized management through a single point of contact (SPOC). The SPOC is much like a resource supervision Hub center and is the client's main point of contact.

### Principle:

- the Hub Center (SPOC) manages the network of advisors, who are based in multiple locations;
- the Hub Center (SPOC) is responsible for the overall management of the service and the relationship with the client; to deliver part of this service, it relies on operational resources located in various countries;
- teams in countries where talent pools are located are responsible for hiring and managing advisors on behalf of the Hub Center (SPOC). The organization thus put in place must meet the needs of each client;
- The Hub Center (SPOC) can also be called a supervision center, because it centralizes operational management and support functions (audit quality, management of activity flows, reporting, IT & security, customer account management).

### Benefits for Teleperformance:

- the Hub Center (SPOC) is located in an environment benefiting from a framework and high performance standards, a strong client proximity, a good reputation in terms of excellence and multilingual know-how. This solid base makes it possible to leverage the operational capacity of delivery countries;
- the Group is leveraging its clients' acceptance of a remote management model as a production solution (Cloud Campus);
- the model offers the additional ability to attract talent and deal with business volumes seasonality variations;
- cross-pollination of best practices between the Teleperformance country network (delivery countries experience best-in-class standards provided by the Hub Center);
- the model brings agility to deal with cost and price pressure and is efficient for the Group in terms of cost.

### Benefits for the client:

- this multilingual solution is powerful and effective, underpinned by centralized, integrated and standardized management;
- the Hub Center (SPOC) approach offers a simplified management model for clients ("effortless partnership management");
- customer development strategies are made smoother thanks to the unparalleled opportunity to access talent pools anywhere in the world. This solution also offers increased recruitment flexibility thanks to a connected network offering access to an expanded talent pool, and a high quality management framework guaranteed by the Hub Center (SPOC);
- exploring new sourcing locations with lower risk thanks to seasoned management with vertical experience and/or in managing multi-market approaches.

## The Cloud Campus solution: a virtual campus using cloud technology

### Protecting employees during the pandemic

Work-from-home was one of the primary solutions adopted by Teleperformance to overcome the global Covid-19 crisis. This crisis significantly disrupted economic activity worldwide and prompted governments to impose strict health requirements in order to protect the population, including compliance with hygiene standards, social distancing and lockdowns. Under these circumstances, businesses were forced to rapidly rethink the way they operated. Work-from-home arrangements were initially rolled out by the Group a few weeks after the first lockdowns, particularly in China, in compliance with safety standards and certifications.

The Group's agile handling of this unprecedented crisis included deploying over 200,000 home workstations in less than two months at the height of the crisis. This transformation not only protected employees and their jobs, but also strengthened the Group's development model by ensuring business continuity for new and existing clients. 90% of clients accepted this new operating model, which was set up in record time.

Before the health crisis, fewer than 10,000 Teleperformance employees were working remotely. At the end of 2022, this model covered around 50% of the workforce.

### Work-from-home as a sustainable and value-creating business model: global deployment of the Cloud Campus solution

The Cloud Campus solution should be seen as an upgrade of legacy work-from-home arrangements.

Before the Cloud Campus solution, the Teleperformance WFH (work-from-home) solution combined highly skilled and efficient teams, a flexible organizational structure, cutting-edge communications technology and the highest data security standards in the industry.

Seeking to optimize the remote customer experience management solution in certain sectors, such as e-commerce, government agencies, telecoms and healthcare, in 2019 prior to the health crisis Teleperformance launched the Cloud Campus solution combining a production platform and motivational environment where teams can meet, get involved, interact and have fun within a structured management and governance framework.

The solution offers a variety of features, including "virtual" hiring, training, development, coaching, team building, client interaction, quality control, management and an environment that encourages employee well-being and social interaction. The video solution provides employees with entertainment, learning and networking opportunities as part of the new Teleperformance "campus life".

The Cloud Campus solution has also upgraded the former work-from-home model by offering unparalleled process flexibility, with no obstacles to accessing top talent anywhere in the world.

This value-enhancing offering for clients is based on high quality support to ensure business continuity, improved advisor performance, enhanced data security, unparalleled global flexibility and the ability to interact at any time with Teleperformance's dedicated teams.

The Cloud Campus solution provides a standard for ensuring that all of the Group's remote operations are the same everywhere in the world.

**Solution features:**

- access to geographically diverse workforce;
- access to a cost-effective service delivery solution;
- increased flexibility in the recruitment process and in reacting to seasonal volume spikes;
- a resilient model that eliminates business interruptions during a crisis;
- improved employee engagement leading to improved employee satisfaction and, in turn, greater client satisfaction;
- increased employee diversity, equity and inclusion;
- environmentally friendly, by reducing carbon emissions (sustainable model).

**The differences between the Cloud Campus solution and traditional work-from-home arrangements may be analyzed on four levels:**

- sourcing a broader talent pool;
- efficient, high-tech operational environment;
- team well-being and engagement;
- security and compliance.

| Level | Themes | Traditional work-from-home | Cloud Campus solution |
|---|---|---|---|
| **Sourcing a broader talent pool** | Job posting | Local | Overview of all positions on offer<br>General refer-a-friend program |
| | Sourcing | In a country, and mainly attached to office locations | Unserved areas by the Group's offices<br>In multiple countries<br>Cost-effective services delivery |
| | Recruitment interview | By phone | By video |
| | Key criteria | Internet connection | Internet connection, home working environment, ability to work as a team |
| | Contract signing | Paper | Electronic signature |
| **Efficient, high-tech operational environment;** | Logistics and asset delivery | On-site pickup (mainly) | Standards and indicators for end-to-end asset life cycle management and cost optimization |
| | Equipment | Mostly provided by Teleperformance | Hybrid solution with enhanced use of agent's personal equipment |
| | Employee technical abilities | Varied | Virtual enrollment and self-service platform for checking |
| | Training experience | Identical to the on-site model; partly face-to-face | Usage of simulation and gamification solutions offering a fun and engaging approach to e-learning |
| | Skills suited to remote employees | Learning paths similar to those of on-site employees | Customized training plans to prepare employees for remote work |
| | Content availability | Classic | Online learning path |
| | Operational hub | Impersonal management | Proximity; real-time connection; centralization |
| | Collaborative digital tools | Varied | Same for all teams, including workshops and online support, as well as security protocols |
| | Digital tools | Limited offer | Qualified right mix of tools to assist and ensure high service quality addressing specific needs |
| **Team well-being and engagement** | Induction | Induction day | Welcome kit<br>Training to prepare employees for remote work |
| | Voice of the employee | Yearly employee satisfaction survey not including remote work elements | Regular and real-time employee satisfaction measurement of the work-at-home fundamentals (preparation, training, other relevant process touchpoints) |
| | Collaboration | No video, or only for managers | Video a core component of the assignment and campus life |
| | Commitment | No specific activity | Remote engagement plan (Passion 4U), application (My TP) |
| | Employee well-being | Standard support from Human Resources | Well-being and mental health support programs |
| | HR technical support | By phone and through the supervisor | Online tutorials, omnichannel (including video) |
| **Security and compliance** | Service quality | Reduced control, availability of FAQs | Home equipment connection monitoring, additional controls to remotely assess interaction quality<br>Specific compliance framework |
| | Delivery of the solution (Cloud Campus solution) | Reduced control, provision of FAQ | Specific Cloud Campus solution (work-at-home) certification framework and governance |
| | Security | Global Information Security Policies (GISPs) | Real-time fraud detection tools<br>Enhanced fraud prevention capabilities<br>Geolocation checks |

Teleperformance continues to innovate in order to become the "employer of choice" for work-from-home solutions. For example, within the framework of its continuous innovation strategy, in late 2021 the Group launched its first Cloud Campus Store in Croatia. In July 2022, it opened its doors in Shkodër, Albania. Cloud Campus Store is a one-stop shop that galvanizes recruitment, supports employees, strengthens ties with the brand, facilitates training and provides assistance to advisors working from home at locations where the Group has no offices.

In 2022, Teleperformance inaugurated several centers across the globe to strengthen its 'just-in-time' delivery processes for onboarding remote employees and to optimize asset lifecycle management. One of the major centers opened in North Lauderdale (Florida, United States), following logistics industry standards, supports all the states with hiring demand across the United States.

In 2022, Teleperformance was awarded the gold medal by Contact Center World for the best global work-from-home solution.

Building on its global work-from-home experience, the Group has developed know-how that is of interest to other organizations seeking to switch to remote work in the long term, and in need of effective support. As such, in December 2022, Teleperformance won its first work-at-home consulting project.

As of December 31st, 2022, the Cloud Campus solution represented around 40% of Group operations in 57 countries and numbered 23 Hub Centers (SPOC) dedicated with managing, training and driving the network of advisors using this solution in many different regions. The remaining 10% of employees working from home (work-from-home rate around 50%) correspond to solutions in "business continuity plan" mode equivalent to teleworking of unconfirmed duration.

The Group aims to develop the next generation of talent management solutions, from the hiring phase to performance management, induction, training and employee engagement initiatives. In co-operation with its clients, it identifies the most appropriate solution for their needs and those of the Group.

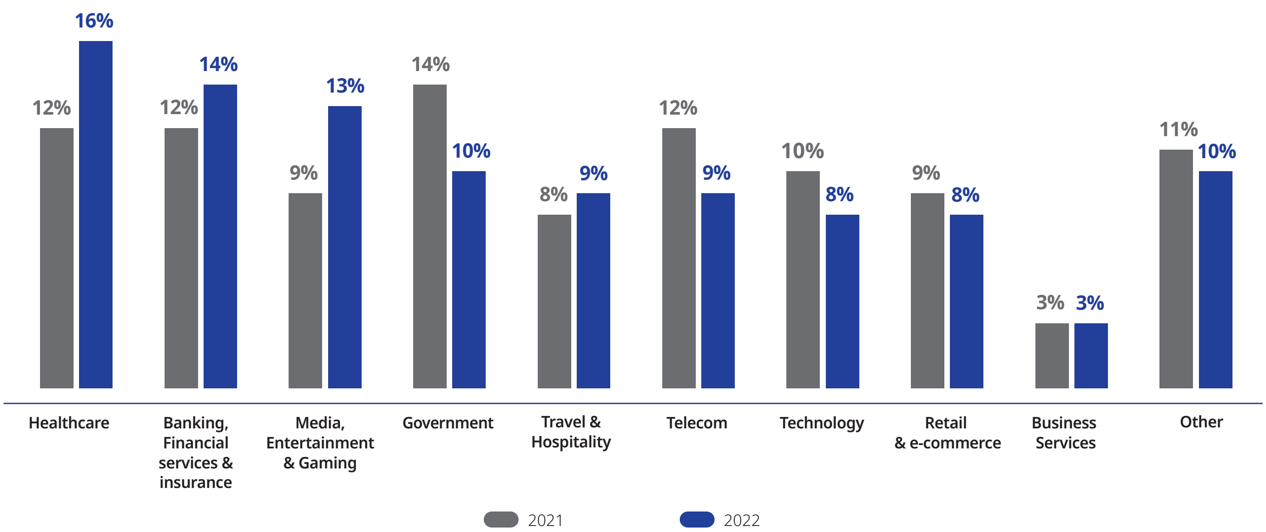
### 1.1.4.3.2 45 years managing the customer experience: a diversified client portfolio

With close to 1,200 clients (excluding those of LanguageLine Solutions, Health Advocate and PSG), Teleperformance has the most diversified portfolio in the industry. This subsidiary, LanguageLine Solutions, US market leader in over-the-phone interpreting services, has further boosted diversity by bringing an additional 30,000 (including many individual) clients.

Teleperformance develops offers that meet the specific needs of every business sector. The Group is particularly well positioned in the healthcare, e-commerce, telecommunications, banking, financial services and insurance, technology, government agency, travel and hospitality sectors.

Diversification continued in 2022 driven by strong momentum in highly digitalized sectors such as healthcare, financial services, media entertainment and gaming.

**Breakdown of revenue by client business sector in 2022 vs 2021**




**The Group's business portfolio is more diversified than that of the market.** For example, the telecommunications sector accounted for just 9% of Group revenue in 2022, compared to around 30% for the market as a whole.

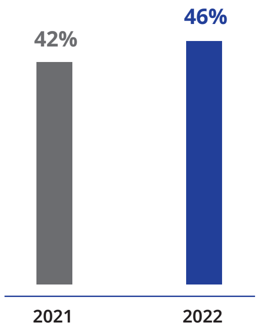
An analysis of changes in contributions per sector in 2022 vs 2021 shows four trends:

- strong growth among the most digitalized sectors: media, entertainment and gaming, financial services and insurance;
- growth in healthcare, a sector with strong demand for outsourcing in the United States, and travel, which has recovered strongly since the lifting of cross-border travel restrictions in 2022;
- decline in the government agency sector following the termination of government Covid assistance contracts in 2022;
- a slight decline in the telecommunications and technologies sector faced with a more challenging environment.

The Teleperformance offering is perfectly adapted to the increasingly digital client environment. The contribution of new economy players covers a wide range of sectors.

The growing complexity of specific client needs calls for expert operational and sales resources for each sector. Teleperformance is stepping up the verticalization of its offering and global organization in order to strengthen its positioning, by acquiring talent and companies in key sectors such as government agencies and healthcare in the United States.

**Contribution of digital economy players to Core Services & D.I.B.S. revenue**




The digital economy players included in the calculation of revenue breakdown are those that have taken advantage of new technologies, the Internet and innovations to produce, sell and distribute goods and services. This includes the collaborative economy, the streaming economy, on-demand services, cloud computing, data management and artificial intelligence.

The most prominent sectors in this "e-services" environment include retail and e-commerce, leisure, travel agencies, hotels and transport, consumer goods and social media.

In 2022, the digital economy accounted for 46% of total Core Services & D.I.B.S. revenue, up from 42% in 2021. This significantly contributed to the Group's strong revenue growth worldwide. It is a reflection of the Group's ability to meet the new customer experience requirements of digital economy players. This trend continued in 2022, after having stepped up in 2021 due to the pandemic. The development of work-from-home and travel restrictions in 2020 and 2021 confirmed the shift in consumer spending habits and encouraged digital economy players to develop their online activities.

Despite Teleperformance's status as the partner of choice for a large number of leading multinationals in their industries, no single client accounts for over 5% of revenue, excluding the LanguageLine Solutions, Health Advocate and PSG Global Solutions businesses. The client retention rate is under control at around 95%, reflecting an average client relationship with the Group of around 13 years.

**Client portfolio concentration rate** *(in % of total revenue*)*

| | 2022 | 2021 | 2020 |
|---|---|---|---|
| Top client | 5% | 6% | 6% |
| Top 5 | 17% | 20% | 15% |
| Top 10 | 27% | 30% | 25% |
| Top 20 | 38% | 41% | 38% |
| Top 50 | 55% | 58% | 56% |
| Top 100 | 69% | 71% | 69% |

* *Excluding LanguageLine Solutions, Health Advocate and PSG Global Solutions revenue, given the specificity of their businesses and client portfolios. These companies, Group subsidiaries since September 2016 (LanguageLine Solutions), July 2021 (Health Advocate) and November 2022 (PSG Global Solutions), were not included in the concentration rate calculation.*

Moreover, thanks to its unique global positioning, the Group earns around 50% of its revenue with global accounts served in more than two markets.

### 1.1.4.3.3 High-tech drivers: differentiating technology solutions serving human beings

The Group develops and acquires technology to deliver cutting-edge services as a major player in digital transformations.

The Group continues to streamline the architecture of systems and technological standards. The Group uses a wide range of proprietary technical tools and solutions, tested and scalable, mainly in customer relationship management, operations, human resources and data security. The main solutions and tools are described per field below.

#### An integrated global IT and telecommunications network

Teleperformance delivers client services underpinned by a complex high-tech platform tapping into several data technologies covering state-of-the-art connection systems, computer hardware and software.

Teleperformance's global network provides secure connectivity between contact centers, work-from-home agents, including the Cloud Campus remote management solution, and the Group's clients, regardless of local infrastructure.

#### A comprehensive range of high-tech tools combining Teleperformance's proprietary digital solutions with those provided by the best third-party experts on the market per area of expertise

**World-class solutions in three fields:**

- Technology products & services;
- Data analytics;
- Process consulting.

### TP Digital (formerly T.A.P.™): a driver of internal and external transformation

| | | | | |
|---|---|---|---|---|
| **Technology** | • High Tech solutions such as RPA & AI, chatbots, Omni-channel CX<br>• High Touch Solutions for AI-based coaching, gamification, simulation | TP unify<br>TP voice2messaging<br>TP video assistant | TP writeless<br>Automation Anywhere<br>centrical | Khoros<br>UiPath<br>twilio |
| **Analytics** | • Customer interaction analytics<br>• Predictive modelling<br>• Recommendation engines<br>• Dynamic dashboards/reporting | TP interact<br>TP recommender<br>TP dialog | python<br>R<br>Power BI | CallMiner<br>nexidia<br>tableau |
| **Process excellence** | • Customer Journey mapping<br>• Lean Six Sigma<br>• Design thinking<br>• "All Ideas Matter" practice | Design Thinking<br>All Ideas Matter<br>Lean 6 Sigma | TOPS<br>BEST<br>IDEO | COPC<br>MURAL |

| *Examples of solutions* | **Description of services and solutions** |
|---|---|
| **TP recommender**<br>(Predictive models or Analytics) | "TP recommender" is a solution developed using predictive models (analytics), which enables clients to boost their sales performance through automated, personalized prediction of consumer behavior. It analyzes consumers' buying and paying habits in order to recommend alternative products when their first choice is no longer available. AI-based machine learning makes it possible to offer increasingly relevant choices to consumers. TP recommender applies to all business to business (B2B) and business to consumer (B2C) client segments and to all interaction channels that keep data records (voice, chat, email, back office, social media, etc.). |
| **TP Protect**<br>(Technology) | TP Protect is Teleperformance's patented technology that provides a holistic operational security ecosystem for employees and managers to perform in alignment with compliance and IT requirements. It is a unique platform that integrates the best of both worlds; Customer Safeguarding & IT Productivity Management experience and features to deliver a New Cloud Ecosystem that works towards security, fraud prevention and business efficiency regardless of the employee's location. |
| **StoryfAI**<br>(Technology) | StoryfAI is an AI-powered, automated translation and interpretation application that connects brands with customers – allowing agents to operate securely and effortlessly using multilingual and automated capabilities that increase their performance and ensures precise responses. It uses advanced machine translation and voice to text processing capabilities. This proven and effective technology can automate more than 100 languages and reduce handle times by 30%. |

## The TP Digital teams

Following the integration of Intelenet in late 2018, the Group has formed a worldwide "Technology, Analytics, Process" (T.A.P.™) unit composed of expert engineers and analysts, who support the Group's operations and sales teams and are tasked with rolling out high value-added digital transformation solutions worldwide. Fields of expertise include predictive models, automation, artificial intelligence and business process knowledge services.

Since 2022, T.A.P.™ has evolved into TP Digital, a model geared to high value-added services. TP Digital has nearly 2,000 architects able to meet client needs with consummate agility and responsiveness in order to optimize client satisfaction while keeping operating costs under control. Over 15,000 robots have been deployed to date among Group's clients by TP Digital teams globally.

### Case study: Advisory assignment to reduce repeated calls

CONSULTING

## About the Client

Client is a Cloud-based provider of integrated digital human capital and business solutions, with proprietary AI and business analytics. It provides worldwide services across retirement benefits, consulting and payroll

## BACKGROUND

Client receives around 21million calls annually from its top 150+ customers spread across 15 different industries however 20% of those are repeat calls that increase the operational cost

## OPPORTUNITY

- High propensity for repeat calls;
- Higher cost per call;
- CSAT (customer satisfaction) scores were inversely proportional to increased propensity of Repeat calls;
- Low digital footprint, human-intensive tasks and the need for self-service channels.

## SOLUTION APPROACH & SUMMARY

- **Baselining and prioritization** of top 5 accounts which contributed to more than 75% repeat calls;
- **Repeat call propensity analysis** using analytics suggested an inverse correlation between CSAT (customer satisfaction) score and increasing propensity of Repeat calls;
- **Hypothesis formulation using conditional probability** on customer behaviours indicated likelihood of repeat calls;
- **Detailed journey mapping**, Deep-dive assessment and Opportunity identification for top six primary topics;
- **Solution segmentation across key TAP levers** and interaction value (Eliminate, Automate & Optimize);
- **Solution prototyping** and real-world process simulations and assessment findings;
- **Transformation roadmap for agile sequencing** of solution interventions & ROI computation;
- Suggested **workflow automation using RPA (robotic process automation)** to perform standard & repetitive tasks like timesheet reconciliation, and payslip extraction;
- Identified opportunities for using email, voice and chatbots for **Digital alerts on case updates;**
- **Simulation** tools for real-time customer guidance;
- **Voice-to-Messaging deflection** of generic queries to digital channels.

## POTENTIAL IMPACT

**$8.4M**
Net savings on operational expenditure

**18%**
Reduction in cost per call ($12 to $9.8)

**50%**
Reduction in completion time of in-flight overlapping projects

**15%**
Reduction in repeat call propensity (Impacted +5% CSAT)

### Case study: From voice to text

TECHNOLOGY

## About the Client

Client is the central passport authority and agency of a European country

### BUSINESS CHALLENGES

- **Huge surge in call volumes** from passport applicants in 2022 as over 5 million citizens delayed applying for passports during COVID-19 travel restrictions
- The agency expected a **six times forecasted levels** of calls and **c.9.5 million passport applications** in 2022
  - Key challenges included:
    - **- Long wait times;**
    - **- IVR capacity forced disconnects;**
    - **- Repeat contacts;**
    - **- Customer frustration;**
    - **- Employee dissatisfaction;**
    - **- Poor media coverage.**

### SOLUTION APPROACH & SUMMARY

- Analyzed CX data to **identify call drivers** that can be better contained on a digital channel;
- Built and deployed a **Voice-to-Messaging (V2M) solution** to deflect calls to automated messaging;
- Deployed technology solutions for **IVR (Interactive Voice Response) mapping,** in partnership with **Twilio;**
- Targeted contact drivers enable transition from Voice to SMS through IVR reconfiguration – it could handle and triage customer statuses, **passing to customer services only when certain triggers are met;**
- When passed to SMS Services, the system manages the queue and assignment of SMS tasks to available agents, **driving efficiencies.**

### POTENTIAL IMPACT STATEMENT

**€4.1M**
client benefit for 2022

**>55%**
deflection rate for applicants looking for status updates

**<10%**
of deflected contacts routed to an agent

**+35%**
increase in SLA (service level agreement)

**> > > SOLUTION DESIGNED, DEVELOPED AND DEPLOYED WITHIN TWO WEEKS**

## Cybersecurity

### Group strategy

Like many large business to business and business to consumer firms, Teleperformance operates in an increasingly high-risk IT security environment marked by a surge in cyber attacks on IT systems of large companies and government agencies.

In response, in 2019 the Group completed Project Eagle, a cybersecurity investment program designed to promote the adoption of best practices defined by the NIST (National Institute of Standards and Technology) set up by the U.S. Department of Commerce in 2014. In order to adjust to new threat actor tactics, the Group initiated a follow on program, Project Eagle Talon, to focus on aligning to the Zero Trust model.

Teleperformance has established a unit and procedures that aim to ensure complete control over cybersecurity risks (covering prevention, real-time detection and timely response actions), thereby becoming a "cyber-resilient" business partner for its clients.

This program is entirely in line with the Group's high-touch, high-tech approach. It involves a high-tech aspect including an IT environment supported by latest tech and a human and procedural aspect including building a genuine corporate culture, regular internal and external audits and ad hoc training base on new threat activity.

Investments in technology mainly concern the overhaul of the information systems network ensuring greater protection of elevated privileges and reduction in IT service delivery risk. This program includes modernizing and standardizing global access controls and identity management, which significantly improve cyber attack detection and response capabilities around the world.

### 2022 changes

Cybersecurity threats continue to increase in all sectors and a few of Teleperformance clients and competitors suffered major damage as a result of ransomware attacks and data breaches. Project Eagle, which was completed in 2022, has enabled Teleperformance to continue to reduce cyber risk by continuously improving its information system security technologies. The Global Security Operation Center (GSOC) is now fully operational. It now provides continuous 24/7/365 monitoring and assistance to the global IT Department infrastructure. In 2022, there were no major data security incidents with an impact on revenue.

While the global IT teams are deploying a "Cloud First" strategy, the Teleperformance cybersecurity team ensures that the Group's global information system security and privacy standards and policies are aligned with sector best practices and provide "security guardrails" for cloud deployment and the performance of services. The rollout of VDI (Virtual Desktop Infrastructure) helps to manage data security risk in both remote and on-site mode. These technologies will facilitate incident resolution and the implementation of workstation security locks.

In October 2022, Teleperformance conducted its second Cybersecurity Awareness Month offering targeted and fun training on information system security. Interest in this training scheme increased 85% versus the previous edition, with 185,000 employees trained. Each month, 130,000 phishing emails are sent as part of the training program to test Teleperformance employees' resistance to intrusion tactics. The click rate among Teleperformance employees was 7.0%, 22% lower than the industry average for a major company, thereby demonstrating the strength of the Group's security culture.

### 1.1.4.3.4 High-touch drivers: employee management and procedures

## Employee management: emotional intelligence and workplace environment

The Group constantly strives for excellence in the service it delivers to its clients. This goal is achieved through a quality human resource strategy (high-touch). In fact, the Group manages a genuine global "army" of over 410,000 people serving clients.

Teleperformance makes its employees the focus of its business. The Group is committed to being an employer of choice in its market, an essential prerequisite in creating value for all stakeholders. This is an essential prerequisite in creating value for all stakeholders: a happy employee is the first step towards ensuring end-user satisfaction and therefore satisfying Teleperformance's clients.

To this end, the Group deploys a number of initiatives and tools in the areas of hiring, professional training and development, human rights, diversity and inclusion, well-being and occupational safety to monitor progress and the achievement of this goal (see sections 3.3.1 *Employee engagement* and 3.3.3 *Stages of an employee's career*). As a responsible company, Teleperformance considers it a duty to monitor employee fulfillment closely. As such, programs and procedures were designed to stimulate human IQ (intellectual quotient) and EQ (emotional quotient).

## Employee protection and well-being: a top priority

In response to the global health crisis and as a continuation of the efforts made in 2021, Teleperformance maintained the level of service provided to its clients and an optimal level of employee protection for both on-site and remote workers. Work-from-home arrangements were established on a long-term basis for many employees in order to meet government requirements in response to the health crisis. Accordingly, as of December 31st, 2022, around 50% of Teleperformance employees were working from home, allowing them to protect themselves while eliminating the risks of spreading the Covid-19 virus at the workplace.

In addition, the Group maintained strict health and safety standards at its facilities in order to handle the various waves of the pandemic under the best possible conditions. In some cases, the Group's health and safety measures may go beyond those imposed locally by governments.

Ensuring the quality of the workplace environment underpins Teleperformance's high-touch strategy, above all in a crisis. The merits of its approach to employee well-being is often recognized by independent entities that specialize in this field. As of December 31st, 2022, Teleperformance was recognized in 64 countries representing more than 97% of the Group's global workforce as a top employer by independent experts such as Great Place to Work®.

Teleperformance's high-touch strategy aims to improve employee satisfaction and set itself apart as a company focused on the future (see section 3.3 *A preferred employer in its market*).

## Training and procedures for optimizing working methods

Employee training is at the heart of Teleperformance's HR strategy, given that its business relies on a considerable need for staff. It makes it possible to deliver the best possible service to clients, and promote employees from within our ranks. The Group is making significant investments in this area. This policy is based on a number of training and employee development programs offered to all employees from the moment they are hired and throughout their career with the Company.

The Group has developed specific on- and off-site training programs for all employees. These training programs cover a wide range of subjects, including Teleperformance corporate culture, individual functions and client programs the Company wishes to support, career development, compliance and data security.

### Development of the Six Sigma culture within the Group

As part of the Group's transformation, Lean Six Sigma training programs continue to be rolled out globally, focusing on process improvement and efficiency gains. In 2022, the Green Belt program was launched and the Yellow Belt program was fine-tuned to make content more accessible to all.

### Reinforcement of training and implementation of new human ressources management procedures

The Group aims to encourage employees' professional fulfillment within a working environment that promotes performance and fosters skills development. Teleperformance has introduced a set of measures to help employees and drive their professional development. Indeed, with around 50% of its employees still working from home, engagement remains a key factor for Teleperformance (see section 3.3.3.2 *Employee training*).

In 2022, mental health and well-being was a specific focus for the Group, leading to the introduction of global mental health training in addition to local initiatives.

**Teleperformance encourages internal promotion. In 2022, the Group posted an internal promotion rate of 63%**, meaning that almost two-thirds of supervisory, managerial and directors positions are filled internally. It offers regular employee performance monitoring. Each employee has been set quantitative and qualitative objectives, and all employees receive regular performance reviews, at least once a year, to establish their career paths.

#### *JUMP!*

Exclusively designed for Teleperformance employees, the JUMP! program was initially introduced to encourage promotion from agent to supervisor and supervisor to manager. The program has undergone a number of changes since then and has been supplemented by other programs designed to prepare individuals for their future role. The program is designed to:

- promote career development within the Group;
- identify high-potential employees and prepare them for management positions;
- encourage leadership at every level of the business;
- encourage internal promotion.

This program is based on a dual training program offering both technical and behavioral training, as well as personal development plans. Despite the pandemic, the continuation of programs such as JUMP! has been vital to the continued development of the talent pool. It is now offered both in-person and on the MyTP online platform.

**In 2022, over 4,400 employees took part in the JUMP! program and 11,500 people completed a self-guided program preparing them to enter the program in the future.**

### Programs for high-potential managers

In 2022, Teleperformance provided all employees holding at least director status with *LinkedIn Learning* licenses to offer new self-learning opportunities as well as courses on key topics such as diversity, equity and inclusion. Over the course of the year, 5,153 hours were spent on the platform, and the main topics covered included the creation of an inclusive work environment, unconscious bias, diversity, inclusion and belonging, and dealing with micro-aggressions as an employee.

Teleperformance University, the in-house university for high-potential executives aiming to become future Group executive directors and senior managers, was redesigned with a view to relaunch in April 2023. It will remain the main initiative for developing the leaders of tomorrow.

Group managers and high-potential employees receive regular training on the Group's strategic guidelines and transformation, such as the week-long virtual seminar held in September 2022.

## Employee loyalty

As Teleperformance's employees are its main asset, it is essential for the Group to foster loyalty. Its stimulating, diverse and inclusive work environment and numerous training and engagement programs are all resources the Group deploys to encourage employee retention in a sector with a structurally high turnover rate.

Teleperformance's attrition rate is below the average for its sector, with regional variations and significant differences between roles (see section 3.3.2.3 *Change in total headcount in 2022 by type of employment contract*). To this end, the Group has developed measures targeted to each key stage of the employee pathway:

- continuous improvement of the hiring process to better identify people likely to thrive in their role (see section 3.3.3.1 *Attracting and hiring new talent*);
- ongoing employee listening, including satisfaction surveys after each key career stage (after hiring, induction, first months, etc.);
- creation of a retention team tasked with conducting interviews with departing employees to understand the reasons, identify solutions and retain talent where possible (see section 3.3.3.5 *Staff loyalty and retention*).

## Quality management procedures

The success of the high-touch model also requires dedicated operational management procedures, which make it possible to define quality standards, assess compliance and guarantee global consistency within a working environment that complies strictly with personal safety and data security requirements. Global consistency and quality of service are among the essential benefits the Group offers to its clients.

The Group's subsidiaries are implementing:

- the **Company's internal standards**: TOPS *(Teleperformance Operational Processes and Standards)* and BEST *(Baseline Enterprise Standard for Teleperformance).* These standards are structured on a PDCA cycle of continuous improvement. The PDCA (Plan, Do, Check, Act) cycle is a continuous loop of planning, deployment, controls and actions. It provides a simple and effective approach for problem-solving and change management and is useful for testing improvement measures on a small scale before updating procedures and working methods;
- **business standards** such as **COPC** *(Customer Operations Performance Centers)* and the NF *Service Centre* customer care standard;
- **international management standards such as ISO 9001.**

### Examples of operations management procedures

| Procedure | Objectives |
|---|---|
| **TOPS**<br><br>*(Teleperformance Operational Processes and Standards)* | **TOPS** is an operational performance and people management process which ensures that operational teams provide global results on a daily, weekly and monthly basis for each client and each project.<br><br>The TOPS process allows managers to dedicate the majority of their working time to their teams. It was designed by the Group to manage its operations in a standardized and personalized manner and has been deployed in all Group subsidiaries. The process is backed by the Group's integrated software suite for service management (CCMS – see next section).<br><br>Benefits:<br>• identifying whether a performance issue stems from exceptional cases, problems with the process or a combination of both is essential for coordinating any performance improvement plan;<br>• while the supervisor is planning the day's work, he or she develops the ability to manage time and priorities effectively;<br>• allows proactive and immediate feedback from ACM (assistant contact center manager) to supervisor to address and resolve process issues.<br>TOPS includes internal requirements that serve as the basis for compliance with point 2.2 *Process capacity* of the CSP COPC-2000® standard. |
| **BEST**<br><br>*(Baseline Enterprise Standard for Teleperformance)* | **BEST** processes are **quality standard manuals** to ensure top service quality, high performance and proactive management of existing and future programs.<br>• **BEST R&S** (Recruitment and Selection) is the recruitment excellence process, which guarantees high-performance recruiting teams through increased efficiency, an improved recruitment profile that meets the company's needs and improved future employee satisfaction by finding the "best matches" between available candidates and positions.<br>Benefits:<br>  • relevant forecasts and a WFM *(Work Flow Management)* capacity planning system, BEST WFM, ensure that recruitment managers have the required data on future staffing volumes in order to create a strategy and prioritize and meet all of the client's internal needs;<br>  • the recruitment teams validate the candidates' requisite professional skills (minimum knowledge and skills) to fulfil their mission;<br>  • by measuring and monitoring performance, we correctly identify slowdown factors in the process and enable recruitment managers to make decisions based on concrete information.<br>• **BEST T&D** (Training and Development) provides a clear training standard to enhance the efficiency of training and create consistency throughout the world. BEST T&D applies to all types of training, including learning and development.<br>Benefits:<br>  • identifying training needs is a priority of Training and Development Department teams. This is the first of a series of steps to design an effective and efficient training and development program and to ensure that we address performance and behavior gaps through our initiatives;<br>  • MyTP Learning content ensures the homogeneity of new recruits' experiences at each subsidiary, which allows for consistency of results and information;<br>  • induction ("nesting") is planned and organized for categories of new employees. Nesting prepares employees for their new position, helps trainers identify knowledge gaps and strengthens employee confidence.<br>• The **BEST Quality** process provides a clear, structured and transparent approach to implementing and managing quality worldwide. It makes it possible to use process analysis and thus improve client satisfaction while encouraging team development.<br>Benefits:<br>  • regular quality monitoring is essential for identifying employees' needs, so that they can develop their skills, improve performance and transform their passion into excellence;<br>  • follow-up forms are used to effectively measure the required program criteria;<br>  • through the implementation of a quality control sampling plan, the rules on quantity, frequency and sampling for monitoring transactions are defined in a precised program. In addition to focusing on an appropriate sample size, this plan is used to evaluate the staffing needs. |

| Procedure | Objectives |
|---|---|
| | • **BEST WFM** (Work Flow Management) was created to establish the employee management standards and procedures to be followed by all Teleperformance subsidiaries. Through BEST WFM, resources are optimized, the alignment of the workforce according to volume and arrival dynamics is improved, and shrinkage (agent downtime) is managed.<br>Benefits:<br>• optimize resources, improve the alignment of the workforce according to volume and arrival dynamics and the management of shrinkage;<br>• find the perfect balance between agent occupation and the achievement of KPIs in order to align financial and operational objectives;<br>• ensure that the Group adopts a proactive approach to communication with all relevant stakeholders in order to involve them in any necessary situation. |
| **COPC**<br>*(Customer Operations Performance Centers)* | The **COPC-2000®** standard supplies contact center management teams with the necessary information to improve their operational performance.<br>Key features of the standard:<br>• **improving customer experience management:** identifies and targets improvements in the essential service path that has an impact on customer experience and the company's performance;<br>• **strengthening employee engagement:** emphasis is placed on key drivers of employee engagement that reduce attrition and increase satisfaction;<br>• **includes the roles, measures and processes for improving the management of service** channels (digital or non-digital, assisted or not, in real time and deferred);<br>• **provides industry-based indicators and benchmarks** for customer experience operations.<br>COPC certification provides an independent and objective assessment of current performance against a robust, scalable and rigorous performance management system for call centers and other customer experience operations, as well as a comprehensive performance management model linking all areas of the company. It also ensures operational consistency by meeting the high performance criteria required by the COPC standard, such as:<br>• **implementation of best practices:** consistent adoption and implementation of best practices for managing customer experience, service, quality and efficiency;<br>• **constant achievement of objectives:** constant achievement of most of the contact center's targets and objectives;<br>• **benchmarked targets:** ensure that all targets are benchmarked against high-performing global organizations;<br>• **corrective actions:** applied to correct processes and underperforming business areas.<br>In the projects to which the COPC standard applies, and with the agreement of our client, Teleperformance develops its own team of approved coordinators and COPC-certified internal auditors. |

Since 2020, Teleperformance has updated all of these processes in order to adapt to the new working environment, on-site or at home, using the new tools at the Group's disposal.

## Data protection and cybersecurity procedures, certification and compliance

In an increasingly complex and challenging environment with regard to data security, Teleperformance has become a leader in this field within its business sector. Clients see this as a major differentiating factor. The Group continues to invest to maintain excellence in a constantly shifting environment, and launched an investment program in 2019 to bolster cybersecurity procedures (Project Eagle). Its deployment, which was completed in 2022, was followed by Project **Eagle Talon** aimed at aligning the cybersecurity policy with a "Zero Trust" model.

### Data protection

Teleperformance is fully compliant with international standards such as ISO 27001 and the PCI (Payment Card Industry) and HIPAA (Health Insurance Portability & Accountability Act) standards. In 2021, the Group obtained global ISO/IEC 27701 certification – Privacy Information Management System (PIMS) from BSI, a standards organization that works to improve the quality and safety of products, systems and services. ISO/IEC 27701 is an extension of international data protection standards designed to ensure companies' compliance with, in particular, the European General Data Protection Regulation (GDPR - see below) and the California Consumer Privacy Act (CCPA). This certification covers Teleperformance's activities in the North America & Asia Pacific and Europe & MEA (EMEA) regions.

In 2015, the Group rolled out worldwide a set of ground-breaking operational security policies called the Global Information Security Policies (GISPs), designed to anticipate all risks of potential fraud or breach of security directives.

The "closed circuit" personal data protection framework is based on proprietary technology designed to:

- inform managers of agents' unauthorized access to information;
- provide a standard and secure method enabling agents to take notes while switching from one screen to another, thus reducing the risk of data leaks;
- manage and monitor end-to-end compliance, from proof of download required by GISP rules to reports sent to senior management.

These standards reflect the worldwide digital transformation in the area of fraud and data leakage risk.

In 2016, the Group embarked on furthering our stance on data protection as the EU approved the new GDPR (General Data Protection Regulation), which came into force on May 25th, 2018. This major global project has enabled Teleperformance to keep up with changes and to ensure that all its facilities were GDPR-compliant as soon as new rules took effect.

Teleperformance is also fully aware of its duty towards clients and employees in terms of protecting sensitive data collected and used on a daily basis. In February 2018, Teleperformance became BCR (Binding Corporate Rules) approved by CNIL (French data protection authority), an EU supervisory authority. BCRs provide Teleperformance legal grounds to make totally secure international data transfers within and outside the EU. At the time of this approval, Teleperformance was the only BCR-approved international corporate services provider as both data controller and data processor.

In terms of governance, a Global Compliance and Security Council, chaired by the Global Chief Information Security Officer and the Chief Compliance and Privacy Officer, meets quarterly to review security and compliance incidents, assess privacy risks, third-party risks and other regulatory compliance and operational security risks, ensure regular compliance with the GISPs and review internal and external audit findings. As Teleperformance places particular attention on security matters, all regional Presidents and relevant operational and compliance officers attend the Global Compliance and Security Council meetings (see section 2.1.3 *Legal and regulatory risks*).

As part of the Group's ongoing efforts to manage these functions proactively, a Global Privacy and Compliance Office has also been established. It comprises the Chief Compliance and Privacy Officer and a global privacy team, assisted by local specialists. This office is tasked with implementing the global policy for privacy, protection and retention of personal data, as well as regulatory compliance and ensuring that Teleperformance fully complies with data privacy regulations worldwide, and overseeing its legal, privacy and compliance policies and controls. (see section 2.1.3 *Legal and regulatory risks*).

Teleperformance also has a Global Technology, Privacy and Security Committee co-chaired by the Chief Information Security Officer and the Chief Privacy Officer. The main function of this Committee is to evaluate all new and existing technologies prior to deployment to ensure that a Privacy Impact Assessment (PIA) has been completed (see section 2.1.3 *Legal and regulatory risks*).

#### Cybersecurity

In addition to introducing an IT environment backed by latest tech (see section 1.1.4.3.3 *High-tech drivers: differentiating technology solutions serving human beings*) to prevent cyber attacks, the Project Eagle cybersecurity program rollout primarily draws on the Group's high-touch approach:

- in-depth training for all Group employees worldwide;
- promoting a Group-wide cyberculture;
- upgrading procedures by introducing a new IT architecture, audits and regular cyber attack tests.

## 1.1.5 2022 highlights

### 1.1.5.1 Acquisitions

#### Acquisition of PSG Global Solutions

On October 27th, 2022, Teleperformance announced the acquisition of US-based PSG Global Solutions. Founded in 2008 and based in Marina del Rey, California, PSG Global Solutions is a US-based leader in digital recruitment process outsourcing ("RPO").

Based on a proprietary technology platform, it offers solutions for key aspects of the recruiting and recruiting support processes, making the process faster and less expensive. By acquiring PSG, Teleperformance further strengthens its strong added-value Specialized Services activities, its major position in the dynamic US healthcare vertical and its digital recruitment practices.

### 1.1.5.2 Extensions, new facilities and capital expenditure

#### Expansion of the global footprint and deployment of work-from-home solutions

Teleperformance continued to implement its global development strategy on the structurally dynamic outsourced customer and citizen experience management market, despite the uncertain economic and geopolitical environment. Over 30 new sites were opened around the world, notably in Europe, Africa, the United States, Peru, and Colombia, adding nearly 12,000 workstations.

The Group has also developed a hybrid service model. It reorganized its existing facilities and maintained its work-from-home solution offering: around 50% of the workforce were working from home at the end of December 2022.

The Group deploys the global integrated Cloud Campus solution, serving employees and management, for remote customer experience management. It is currently used in 57 countries compared to 32 countries at the end of 2020.

#### Capital expenditure

The Group's production capacity continued to increase despite tight control over expenditure.

| *(in millions of euros)* | **2022** | **2021** | **2020** |
|---|---|---|---|
| Net capital expenditure | 297 | 229 | 254 |
| % of revenue | 3.6% | 3.2% | 4.4% |

The Group strictly monitors volumes and ROI per project, notably when supporting rapid business growth in booming markets, in order to optimize Group capital allocation.

### 1.1.5.3 Awards

In 2022, Teleperformance once again obtained numerous awards from prestigious institutions and reputable independent research firms worldwide. The Group has been recognized for its leadership and service excellence in its market, as well as its human capital development strategy, data privacy capabilities, capacity for innovation, and commitment to CSR matters. The following list states the main awards received over the year by topic.

#### Teleperformance's leadership and world-class services

- Teleperformance was recognized by the Everest Group:
  - among the leaders in the PEAK Matrix 2022® assessment of customer experience management market players in the North America healthcare sector;
  - among the leaders in the PEAK Matrix 2022® assessment of customer experience management market players in Europe, Middle East and Africa;
  - among the leaders in the PEAK Matrix 2022® assessment of content moderation services market players (Trust & Safety);
  - among the Top 2 leaders of the Business Process Services Top 50 Global Report.
- Teleperformance was awarded four Frost & Sullivan awards in 2022:
  - *2022 Enlightened Growth Leadership Best Practices Award*;
  - *Customer Value Leadership Award – Customer Experience Outsourcing* – India;
  - *Market Leadership Award – Language Services and Translation* – LanguageLine Solutions;
  - *Market Leadership Award – Customer Experience Outsourcing Services* – Europe.
- Teleperformance was ranked among Gartner® Magic Quadrant™ leaders in the *Customer Service Business Process Outsourcing* category.
- Teleperformance was named one of the Top 100 outsourced services companies in 2022 by IAOP® (International Association of Outsourcing Professionals®).

#### Excellence in social and environmental responsibility

For over 10 years, the Group has been recognized as a world leader and CSR benchmark by independent analysts, professional associations and international philanthropic foundations.

In 2022, the Group joined the CAC 40 ESG, a benchmark index on the Paris stock exchange which brings together the 40 French companies with best environmental, social and governance practices.

Consulting firm Axylia, which specializes in responsible finance, has also included Teleperformance in its Vérité40 index, which includes the largest French companies listed on the Paris stock exchange and committed to reducing their carbon emissions.

Teleperformance also earned the Verego label for corporate social responsibility at Group level for the ninth year in a row.

Teleperformance was recognized by US "People" magazine as one of the 100 companies most committed to the employee well-being in 2022 in the United States.

As of December 31st, 2022, the Group had 64 country organizations certified as a "Best Workplace" by independent experts including Great Place to Work®. These certifications cover more than 97% of the Group's global workforce. 60 countries were certified in 2021, 26 in 2020 and 22 in 2019.

Thanks to these certifications, in September 2022 Teleperformance was ranked **among the 25 World's Best Workplaces across all industries by Fortune magazine in partnership with Great Place to Work®** *(Fortune World's Best Workplaces list).*

- **Country organizations certified by activity and region:**
  - 9 country organizations certified in North America & Asia Pacific: Canada, China, India, Indonesia, Japan, Malaysia, Philippines, Singapore and United States;
  - 30 country organizations certified in Europe & MEA (EMEA): Albania, Belgium, Bosnia and Herzegovina, Croatia, Czech Republic, Denmark, Egypt, Finland, France, Germany, Greece, Italy, Kosovo, Lithuania, Morocco, Netherlands, Nigeria, Northern Macedonia, Poland, Portugal, Romania, Saudi Arabia, Spain, Suriname, Switzerland, Togo, Tunisia, Turkey, UK and United Arab Emirates;
  - 13 country organizations certified in the LATAM region: Argentina, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, El Salvador, Guatemala, Guyana, Honduras, Mexico, Nicaragua and Peru;
  - 25 country organizations certified for Specialized Services, including 12 specializing in this business: Algeria, Belarus, Gabon, Ghana, Ireland, Jordan, Kazakhstan, Lebanon, Serbia, Thailand, Uzbekistan and Vietnam.
- Teleperformance also obtained the following specific certifications:
  - *Best Workplaces for Asia*™;
  - *Best Workplaces for Latam*™;
  - *Best Workplaces for Women*® in Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Italy, Nicaragua, Turkey and UK;
  - *Best Workplaces for Millenials*® in Italy;
  - *2022 Avtar & Seramount 100 Best Companies for Women* in India.

## 1.1.6 Organization chart (December 31st, 2022)

### 1.1.6.1 Teleperformance SE and its subsidiaries

The parent company Teleperformance SE operates as a holding company vis-à-vis its subsidiaries while also performing management, control, advisory and assistance functions for the Group's companies, receiving fees for these services.

Moreover, Teleperformance collects a brand royalty charged to all subsidiaries. Note 23 *Relations with related companies* in section 6.4 *Notes to the parent company financial statements* gives details of the Company's relations with its subsidiaries.

The Company is also head of the French tax group, which includes French subsidiaries in which the parent company holds over 95% of the capital.

Detailed information on Teleperformance SE's main subsidiaries is provided in the table of subsidiaries and shareholdings (see section 6.5 *Table of subsidiaries and shareholdings*).

### 1.1.6.2 Operational organization chart*

| Core Services & D.I.B.S. | | | Specialized Services | | | | |
|---|---|---|---|---|---|---|---|
| **Europe & MEA** | **North America & Asia-Pacific** | **LATAM** | **LanguageLine Solutions** | **TLScontact** | **ARM** | **Health Advocate** | **PSG** |
| Albania | Australia | Argentina | Canada | Albania | Canada | USA | USA |
| Austria | Canada | Belize | Costa Rica | Algeria | Jamaica | | Philippines |
| Belgium | China | Brazil | Panama | Armenia | USA | | |
| Bosnia-Herzegovina | India | Chile | Taiwan | Azerbaijan | | | |
| Croatia | Indonesia | Colombia | UK | Bangladesh | | | |
| Czech Republic | Japan | Costa Rica | USA | Belarus | | | |
| Denmark | Jordan | Dominican Republic | | Belgium | | | |
| Egypt | Korea | Guatemala | | Bosnia-Herzegovina | | | |
| United Arab Emirates | Malaysia | Guyana | | Botswana | | | |
| Finland | Mauritius | Honduras | | Cambodia | | | |
| France** | Philippines | Mexico | | Cameroon | | | |
| Germany | Singapore | Nicaragua | | Canada | | | |
| Greece | Thailand | Paraguay | | China | | | |
| Ireland | USA | Peru | | Dominican Republic | | | |
| Italy** | | Salvador | | Egypt | | | |
| Kenya | | | | Ethiopia | | | |
| Kosovo | | | | France | | | |
| Lebanon | | | | Gabon | | | |
| Lithuania | | | | Georgia | | | |
| Luxembourg** | | | | Germany | | | |
| Madagascar | | | | Ghana | | | |
| Mauritius | | | | India | | | |
| Morocco | | | | Indonesia | | | |
| Netherlands** | | | | Ireland | | | |
| Suriname | | | | Italy | | | |
| North Macedonia | | | | Jordan | | | |
| Norway | | | | Kazakhstan | | | |
| Poland | | | | Kenya | | | |
| Portugal | | | | Kosovo | | | |
| Romania | | | | Lebanon | | | |
| Russia | | | | Luxembourg | | | |
| Saudi Arabia | | | | Madagascar | | | |
| South Africa | | | | Morocco | | | |
| Spain | | | | Mauritius | | | |
| Sweden | | | | Malaysia | | | |
| Switzerland | | | | Mongolia | | | |
| Togo | | | | Montenegro | | | |
| Tunisia | | | | Namibia | | | |
| Turkey | | | | Netherlands | | | |
| United Kingdom | | | | Nigeria | | | |
| Ukraine | | | | Philippines | | | |
| USA** | | | | Poland | | | |
| | | | | Portugal | | | |
| | | | | Russia | | | |
| | | | | Rwanda | | | |
| | | | | Senegal | | | |
| | | | | Serbia | | | |
| | | | | Sierra Leone | | | |
| | | | | Singapore | | | |
| | | | | South Africa | | | |
| | | | | Spain | | | |
| | | | | Sri Lanka | | | |
| | | | | Switzerland | | | |
| | | | | Tanzania | | | |
| | | | | Thailand | | | |
| | | | | Tunisia | | | |
| | | | | Turkey | | | |
| | | | | Uganda | | | |
| | | | | UK | | | |
| | | | | Ukraine | | | |
| | | | | USA | | | |
| | | | | Uzbekistan | | | |
| | | | | Vietnam | | | |

* *Countries where Teleperformance branches and subsidiaries are located by business and region.*
** *Knowledge Services*

# 1.2 REVIEW OF THE GROUP'S FINANCIAL POSITION AND RESULTS

The accounting policies applied by the Group in the preparation of its consolidated financial statements are disclosed in note 1 of section 5.6 *Notes to the consolidated financial statements*.

The preparation of financial statements in conformity with IFRS requires making estimates and assumptions which affect the amounts reported in the financial statements, especially with respect to the following items:

- impairment of intangible assets and goodwill;
- the measurement of share-based payments expense;
- the measurement of derivative financial instruments;
- the measurement of intangible assets acquired as part of a business combination;
- the measurement of deferred taxation and uncertainty in accounting for income taxes.

The estimates are based on information available at the time of preparation of the financial statements, and may be revised in a future period if circumstances change or if new information is available. Actual results may differ from these estimates.

## 1.2.1 Reconciliation of Alternative performance measures (APMs) with relevant IFRS sub-totals

### Recurring EBITDA *(Earnings Before Interest, Taxes, Depreciation and Amortization, and Non-recurring Income and Expenses)*

| **Year ended December 31st** *(in millions of euros)* | **2022** | **2021** |
|---|---|---|
| **Operating profit** | 994 | 869 |
| Depreciation and amortization | 281 | 220 |
| Amortization of intangible assets acquired as part of a business combination | 141 | 111 |
| Depreciation of right-of-use assets – personnel-related | 15 | 13 |
| Depreciation of right-of-use assets | 192 | 174 |
| Impairment loss on goodwill | 8 | |
| Share-based payments | 113 | 87 |
| Other operating income and expenses | 6 | 4 |
| **RECURRING EBITDA** | **1,750** | **1,478** |

### Recurring EBITA *(Earnings Before Interest, Taxes and Amortization, and Non-recurring Income and Expenses)*

| **Year ended December 31st** *(in millions of euros)* | **2022** | **2021** |
|---|---|---|
| **Operating profit** | 994 | 869 |
| Amortization of intangible assets acquired as part of a business combination | 141 | 111 |
| Impairment loss on goodwill | 8 | |
| Share-based payments | 113 | 87 |
| Other operating income and expenses | 6 | 4 |
| **RECURRING EBITA** | **1,262** | **1,071** |

### Free cash flow

| **Year ended December 31st** *(in millions of euros)* | **2022** | **2021** |
|---|---|---|
| **Net cash flow from operating activities** | 1,294 | 1,141 |
| Acquisition of intangible assets and property, plant and equipment | -298 | -232 |
| Proceeds from disposals of intangible assets and property, plant and equipment | 1 | 3 |
| Loans granted | -16 | |
| Loans repaid | 15 | |
| Financial interest (paid)/received, net | -49 | -33 |
| Lease payments | -244 | -218 |
| **FREE CASH FLOW** | **703** | **661** |

### Net debt

| *(in millions of euros)* | 12/31/2022 | 12/31/2021 |
|---|---|---|
| **Non-current liabilities** | | |
| Lease liabilities | 510 | 515 |
| Other financial liabilities | 2,021 | 2,270 |
| Loan-hedging derivative financial instruments (net fair values) | 7 | -10 |
| **Current liabilities** | | |
| Lease liabilities | 178 | 172 |
| Other financial liabilities | 710 | 546 |
| **Cash and cash equivalents** | **-817** | **-837** |
| **NET DEBT** | **2,609** | **2,656** |

### Change in like-for-like revenues

This term is determined using the following calculation: the amount of current year revenues, excluding any that arose from acquisitions in the year, less prior year revenues (translated at current year average exchange rates); divided by the amount of prior year revenues (translated at current year average exchange rates).

## 1.2.2 Highlights of the 2022 financial year

On October 27th, 2022, the Teleperformance Group finalized the acquisition of the entire share capital of PSG Global Solutions, a leader in digital recruitment process outsourcing in the United States. This represents a strategic acquisition by the Group, reinforcing its strong added-value Specialized Services business segment and its expertise in digital recruitment process. The consideration for the transaction amounted to US$303 million, paid in cash.

PSG Global Solutions has a strong business model that creates value for its customers, in a niche market, driven by its digital integrated business service delivery. Its business approach integrates the expertise of its people with the utilization of a cutting-edge proprietary technology platform, leading to the automatization of critical stages of the recruitment process.

PSG Global Solutions revenues in 2022 amounted to €73 million. The acquisition has been consolidated with effect from November 1st, 2022.

## 1.2.3 Group results in 2022

### 1.2.3.1 Consolidated revenue

Revenue amounted to €8,154 million for the year ended December 31st, 2022, representing a year-on-year increase of 5.7% at constant exchange rates and scope of consolidation (like-for-like) and of 14.6% as reported. Reported revenue was lifted by the €351 million positive currency effect, stemming mainly from the rise in the US dollar against the euro. Changes in the scope of consolidation added €265 million, reflecting the consolidation of Health Advocate from July 1st, 2021, Senture from January 1st, 2022 and PSG Global Solutions from November 1st, 2022.

Like-for-like growth in 2022 was particularly strong given the negative impact of lower revenue from Covid support contracts (down -€514 million compared with 2021). Adjusted for this expected non-recurring impact, like-for-like growth stood at 12.5% for the year.

This robust performance, in an uncertain economic and geopolitical environment, reflects the appeal and resilience of the Group's business model. Its global footprint and attractive offering of integrated solutions have positioned the Group as a preferred partner helping to drive the digital transformation of many digital economy leaders and large corporations in a wide range of client industries.

The Specialized Services activities also enjoyed sustained growth, led by the ongoing strong recovery of TLScontact's visa application management business and the steady development of LanguageLine Solutions' online interpreting business, particularly in the second half.

## Preamble: new presentation by region

On October 1st, 2022, Teleperformance introduced a new geographic organization aligned with the structure of its markets. This has led to a change in the Group's business segment reporting, which is based on regions.

### Summary of differences between the former and current business reporting presentations

| Former presentation by activity | Entities deleted (-) *vs.* former presentation | Entities added (+) *vs.* former presentation | New presentation by activity |
|---|---|---|---|
| **Core Services & D.I.B.S.** | | | **Core Services & D.I.B.S.** |
| English-speaking & Asia-Pacific | United Kingdom | India | North America & Asia-Pacific |
| | South Africa | | |
| Ibero-LATAM | Spain | | LATAM |
| | Portugal | | |
| Continental Europe & MEA | | Spain | Europe & MEA |
| | | Portugal | |
| | | United Kingdom | |
| | | South Africa | |
| India | India | | |
| **Specialized Services** | | | **Specialized Services** |

### Revenue by activity

| *(in millions of euros)* | 2022 | 2021 | % change | | |
|---|---|---|---|---|---|
| | | | Like-for-like | Like-for-like excluding "Covid contracts"** | Reported |
| **Core Services & D.I.B.S.*** | **6,989** | **6,295** | **+3.8%** | **+11.7%** | **+11.0%** |
| North America & Asia-Pacific | 2,679 | 2,039 | +11.3% | +11.3% | +31.3% |
| LATAM | 1,653 | 1,358 | +15.4% | +15.4% | +21.8% |
| Europe & MEA (EMEA) | 2,657 | 2,898 | -7.7% | +10.2% | -8.3% |
| **Specialized Services** | **1,165** | **820** | **+18.6%** | **+18.6%** | **+42.0%** |
| **TOTAL** | **8,154** | **7,115** | **+5.7%** | **+12.5%** | **+14.6%** |

* *Digital Integrated Business Services.*
** *Excluding the impact of lower revenue from Covid support contracts ("Covid contracts").*

## Core Services & Digital Integrated Business Services (D.I.B.S.)

Revenue amounted to €6,989 million in 2022, a year-on-year increase of 3.8% like-for-like. Reported growth came to 11.0%, with the difference *versus* like-for-like growth primarily attributable to the rise against the euro in the US dollar and, to a lesser extent, in most other currencies including the Brazilian real, the Indian rupee and the Mexican peso. In addition, reported growth includes the contribution of Senture, which has been consolidated in the Group's financial statements from January 1st, 2022.

Excluding the impact of Covid support contracts, the Core Services & D.I.B.S. activity delivered 11.7% growth on a like-for-like basis in 2022. This strong momentum is based in particular on the Group's robust and diversified client portfolio.

### North America & Asia-Pacific

Revenue totaled €2,679 million in 2022, representing a like-for-like increase of 11.3%. The reported increase of 31.3% was primarily attributable to favorable currency effects – corresponding to the rise against the euro in the US dollar and, to a lesser extent, in the Indian rupee, the Canadian dollar and the Philippine peso – and the positive impact of consolidating Senture from January 1st, 2022.

In 2022, the region's primary growth drivers were offshore activities in India and the Philippines, which delivered very firm gains throughout the year, particularly in the travel, healthcare and financial services sectors. Offshore solutions are particularly attractive because they can effectively address temporary hiring difficulties encountered in the domestic labor market in the United States.

The US onshore activities reported a mixed performance that varied by client sector. The Group's satisfactory momentum in this market was led by the strength and diversification of its client portfolio. In particular, revenue in the social media, online entertainment and financial services sectors grew at a very brisk pace.

### LATAM

Revenue in the LATAM region amounted to €1,653 million in 2022, a year-on-year increase of 15.4% like-for-like. The reported increase of 21.8% mainly reflected the rise in the US dollar, Brazilian real and Mexican peso against the euro.

This very satisfactory performance was largely attributable to the Group's strong gains in the healthcare, social media, online entertainment and automotive sectors. In addition, the financial services and travel sectors maintained a satisfactory pace.

Over the full year, momentum was strong in most countries in the region. Business growth was particularly robust in Peru, the Dominican Republic and Mexico (domestic activities). Activities are also enjoying fast expansion in Nicaragua, Guatemala and Honduras, where Teleperformance recently opened new facilities.

### Europe & MEA (EMEA)

Revenue amounted to €2,657 million in 2022, a year-on-year decline of 7.7% like-for-like and of 8.3% as reported, with the difference corresponding to negative currency effects due mainly to the fall of the Turkish lira against the euro. The like-for-like decline in revenue is linked to the sharp decrease in the contribution from Covid support contracts in the Netherlands, the United Kingdom, France and Germany. Excluding the impact of Covid support contracts, like-for-like growth stood at 10.2%, with faster momentum in the second half.

In 2022, the Group benefited from the start-up of many new contracts and fast-growing demand from multinational clients, particularly in the automotive, travel, online entertainment and financial services sectors.

Multilingual activities, which are the primary contributors to the region's revenue stream and mainly serve the large global leaders in the digital economy, reported sustained growth for the year, particularly at the hubs in Portugal, Egypt and Turkey.

In addition, 2022 saw fast growth in the United Kingdom with the banking and insurance sectors and government agencies (excluding Covid support contracts).

Lastly, the German-speaking market was lifted by the strong gains in the nearshore activities and the ramp-up of new contracts, in particular for multinational clients in the travel and automotive sectors.

### Specialized Services

Revenue from Specialized Services stood at €1,165 million in 2022, a year-on-year increase of 18.6% like-for-like and of 42.0% as reported. The difference between like-for-like and reported growth stemmed from the favorable currency effect of the rise of the US dollar against the euro and the positive impact of consolidating Health Advocate since July 1st, 2021 and of PSG Global Solutions since November 1st, 2022.

TLScontact business volume exceeded pre-crisis levels despite the lockdowns in China throughout the year. The recently announced reopening of the country should support TLScontact's growth in 2023.

The accelerated growth of LanguageLine Solutions, the main contributor to Specialized Services revenue, continued in 2022. The healthcare sector, which accounts for more than half of this business' revenue, notably continued to deliver rapid growth.

## 1.2.3.2 Operating results

EBITDA before non-recurring items stood at €1,750 million for 2022, up 18.4% from the prior year. EBITDA margin before non-recurring items widened by 80 basis points to 21.5%.

EBITA before non-recurring items rose by 17.8% to €1,262 million from €1,071 million in 2021, representing a margin of 15.5% *versus* 15.1% in 2021. The improvement was led by the swift growth in the Specialized Services activities, whose strong margins further widened, thanks in particular to the sharp recovery in TLScontact volumes. Core Services and D.I.B.S. margins remained solid despite the adverse impact of the steep falloff in the contribution from Covid support contracts. In addition, reported margins were boosted by the rise in the US dollar against the euro with a positive transaction effect linked to the Group's offshore activities and a positive translation effect (mix).

Operating profitability by activity is as follows:

**EBITA before non-recurring items by activity**

| *(in millions of euros)* | 2022 | 2021 |
|---|---|---|
| **Core Services & D.I.B.S.*** | **890** | **824** |
| **% of revenue** | **12.7%** | **13.1%** |
| North America & Asia-Pacific | 330 | 221 |
| % of revenue | 12.3% | 10.8% |
| LATAM | 219 | 187 |
| % of revenue | 13.3% | 13.7% |
| Europe & MEA (EMEA) | 271 | 350 |
| % of revenue | 10.2% | 12.1% |
| Holding companies | 70 | 66 |
| **Specialized Services** | **372** | **247** |
| **% of revenue** | **31.9%** | **30.2%** |
| **TOTAL** | **1,262** | **1,071** |
| **% OF REVENUE** | **15.5%** | **15.1%** |

* *Digital Integrated Business Services.*

### Core Services & D.I.B.S.

Core Services & D.I.B.S reported EBITA before non-recurring items of €890 million in 2022, up from €824 million in 2021. EBITA margin declined to 12.7% from 13.1% the year before, reflecting contrasting trends by region, with the EMEA region in particular negatively affected by the lower contribution from Covid support contracts.

### North America & Asia-Pacific

EBITA before non-recurring items in the North America & Asia-Pacific region rose to €330 million from €221 million in 2021. EBITA margin widened sharply to 12.3% from 10.8% the year before, impelled primarily by the renewed momentum in offshore activities in the Philippines and the strong growth in high value-added offshore activities in India.

### LATAM

EBITA before non-recurring items in the Ibero-LATAM region rose to €219 million in 2022 from €187 million the year before, while EBITA margin stood at 13.3%, *versus* 13.7% in 2021. The period-on-period decline was due to the development costs incurred for the opening and the ramp up of numerous new sites to support the rapid pace of business growth, especially in Peru and Colombia.

### Europe & MEA (EMEA)

EBITA before non-recurring items in the EMEA region came to €271 million in 2022, *versus* €350 million in 2021, yielding a margin of 10.2% *versus* 12.1% one year earlier. The margin decline was mainly due to the sharp falloff in the contribution from Covid support contracts, which had a very positive impact on the region's margin in 2021, especially in France and the Netherlands.

### Specialized Services

Specialized Services reported EBITA before non-recurring items of €372 million in 2022, compared with €247 million in 2021. EBITA margin expanded to 31.9% from 30.2% in 2021.

This good performance mainly reflects the return of TLScontact's operating margins to levels close to those achieved pre-Covid-19, following a strong recovery in business volumes, satisfactory growth in premium ancillary services and implementation of cost-cutting measures during the crisis.

LanguageLine Solutions' margin remained high, buoyed by the satisfactory growth in business, especially in the second half of 2022. It is also being supported by the company's clear leadership in the North American online interpreting market, its efficient business model based on entirely home-based interpreters and unrivaled technological tools, the successful development of video interpreting solutions, and a very assertive marketing process.

### 1.2.3.3 Other components of the results

Operating profit amounted to €994 million, compared with €869 million in 2021, and is arrived at after deducting:

- amortization of intangible assets, amounting to €111 million;
- impairment loss on goodwill of €8 million;
- share-based payments expense relating to incentive plans, of €113 million; and
- other non-recurring expenses of €6 million, for transaction costs.

The financial result is a net expense of €93 million, compared with one of €94 million in 2021.

Income tax expense amounts to €256 million, compared with €218 million in 2021. The Group's effective tax rate this year is 28.5%, compared with 28.1% in 2021.

Net profit – Group share amounts to €645 million, compared with €557 million in 2021. Diluted earnings per share is €10.80, compared with €9.36 in 2021.

The board of directors will propose a resolution to the AGM to be held on April 13th, 2023 in terms of which the 2023 dividend payment in respect of the 2022 financial year would amount to €3.85 per share. This represents a proposed dividend payout ratio of 36%.

## 1.2.4 Cash flow and capital structure

### 1.2.4.1 Group financial structure

**Long-term capital**

| **At December 31st** *(in millions of euros)* | **2022** | **2021** | **2020** |
|---|---|---|---|
| Total equity | 3,672 | 3,157 | 2,409 |
| Non-current financial liabilities | 2,531 | 2,785 | 2,708 |
| **TOTAL LONG-TERM CAPITAL** | **6,203** | **5,942** | **5,117** |

**Short-term capital**

| **At December 31st** *(in millions of euros)* | **2022** | **2021** | **2020** |
|---|---|---|---|
| Current financial liabilities | 888 | 718 | 562 |
| Cash and cash equivalents | 817 | 837 | 996 |
| **CASH SURPLUS (DEFICIT), NET OF CURRENT FINANCIAL LIABILITIES** | **(71)** | **119** | **434** |

Certain of the Group's financial liabilities are subject to financial covenants, all of which were complied with as of December 31st, 2022.

### 1.2.4.2 Group cash flows

#### Source of cash flows

| At December 31st *(in millions of euros)* | 2022 | 2021 | 2020 |
|---|---|---|---|
| Internally generated funds from operations | 1,466 | 1,216 | 975 |
| Change in working capital requirements | -172 | -75 | 14 |
| **Net cash flow from operating activities** | **1,294** | **1,141** | **989** |
| Capital expenditure on assets used in operations (net) | -297 | -229 | -254 |
| Loans granted/repaid (net) | -1 | | 1 |
| Capital expenditure for business combination | -304 | -929 | |
| **Net cash flow from investing activities** | **-602** | **-1,158** | **-253** |
| Change in ownership interests in controlled entities | | | -1 |
| Dividends paid/movement in treasury shares | -340 | -135 | -141 |
| Financial interest | -49 | -33 | -37 |
| Lease payments | -244 | -218 | -212 |
| Net change in other financial liabilities | -82 | 213 | 230 |
| **Net cash flow from financial activities** | **-715** | **-173** | **-161** |
| **NET CHANGE IN CASH AND CASH EQUIVALENTS** | **-23** | **-190** | **575** |

Internally generated funds from operations amounted to €1,466 million. The inclusion here of 2022 lease payments of €244 million (2021: €218 million) would result in an adjusted amount of €1,222 million (2021: €998 million), which thereby represents a large increase over last year.

The change in working capital requirements in 2022 reflects the increase in the level of activity in the final quarter, but there has also been an impact from the settlement of social charge payments postponed in 2020 due to the Covid-19 pandemic (€18 million in 2021 and €18 million in 2022).

Acquisitions of operating assets, net of disposals, amounted to €297 million, representing 3.6% of revenues, compared with 3.2% in 2021.

Loans granted resulted in a cash outflow of €1 million in the 2022 financial year.

Interest payments amounted to €49 million in 2022 (2021: €33 million); the increase is due to the financing of acquisitions and to higher interest rates.

As a result of the above factors, free cash flow is €703 million, compared with €661 million last year.

The acquisitions of PSG Global Solutions and Capita Translation and Interpreting gave rise to cash outflows in 2022 of €304 million, net of cash acquired.

After taking account of dividend payments of €194 million and treasury shares purchases of €146 million, net debt amounts to €2,609 million at December 31st, 2022, compared with €2,656 million at December 31st, 2021.

## 1.2.5 Key figures of principal subsidiaries

The key financial figures of subsidiaries with revenues exceeding 10% of Group revenues, as extracted from the 2022 local financial statements, are as follows:

| Selected financial data | Teleperformance USA *(in thousands of US dollars)* |
|---|---|
| Non-current assets | 865,848 |
| Current assets | 886,537 |
| **Total assets** | **1,752,385** |
| Total equity | 1,169,427 |
| Non-current liabilities | 302,736 |
| Current liabilities | 280,222 |
| **Total equity and liabilities** | **1,752,385** |
| Revenues | 1,650,253 |
| **NET PROFIT** | **90,942** |

## 1.2.6 Events after the reporting date

None.

## 1.2.7 Risks and uncertainties

The Group's business is subject to market risks (sensitivity to economic and financial factors), as well as to political and geopolitical uncertainties inherent in the global nature of its business. Further information on these risks is disclosed in chapter 2 *Risks and internal control* of this Universal Registration Document.

2

# Risks and internal control

MAIN RISK FACTORS | INSURANCE STRATEGY | INTERNAL CONTROL SYSTEM

## Overall policy

The objective of the risk management policy is to identify and analyze the risks that the Group faces and set appropriate risk limits and controls.

## Responsibilities

### Supervision

It is the Board of Directors' responsibility to define and oversee the framework for managing Group risks, the consequences of which are liable to adversely impact the Company's business, staff, assets, environment, objectives, earnings, financial position, stock price or reputation.

Through its training and management rules and procedures, the Group aims to develop a rigorous and constructive control environment in which every employee has a clear understanding of his or her role and duties.

### Organization

Identifying, analyzing and processing risk is the responsibility of the Group's five main departments, which manage the risks within their remit on a daily basis: finance; legal, compliance and privacy; transformation, including IT; business development; and operations, including human resources, at individual company and Group level, with their local managers. This organization provides the framework for the risk management system.

The system is based on interaction between the five main functional and operational departments and senior management, the Audit, Risk and Compliance Committee and the Board of Directors.

## Overview

### Presentation of this section

This section was prepared jointly by the main departments that play a key role in identifying and controlling the main risks. It is based on the internal control and risk management system implemented Group-wide, which is based in particular on the Reference Framework prescribed by the *Autorité des marchés financiers* (AMF – French Financial Markets Authority). It takes into account European prospectus regulations applicable since July 21st, 2019.

This section presents the main risk factors to which the Group is exposed in relation to its business operations, insurance, risk coverage and crisis management, the internal control and risk management systems, application of which is ensured by Teleperformance senior management and staff in order to anticipate and control these risks, and the Vigilance Plan.

### Risk factors presentation

The risk factors likely to have an adverse impact on the Group are presented in the summary table under section 2.1 *Main risk factors*.

They are identified and assessed by Group senior management and the subsidiaries according to their criticality. The results of this joint risk criticality assessment are presented in the risk factor table. The assessment also takes the senior management analysis into account. This risk assessment may be updated at any time, depending on changing circumstances.

The criticality of each of these risks is assessed in relation to their probability of occurrence and the expected scope of their adverse impact, taking into account the risk management measures implemented by the main departments responsible.

Risk factors are presented under four categories only, in no order of priority: strategic risks, operational risks, legal and regulatory risks and financial risks. Within each category, the most material factors should be mentioned first. The following factors are not placed in order of priority. Risk criticality is presented on to a three-level scale: high, intermediate, and moderate.

However, the Group cannot provide an absolute guarantee regarding the achievement of objectives and the total elimination of risks. For example, controversies reported in the press regarding employee working conditions in the content moderation businesses in the United States and Colombia significantly undermined the Teleperformance share price on November 10th, 2022. The risk of exposure to unfounded claims is discussed below under "Risks relating to negative media campaigns".

Furthermore, other risks not currently known to the Group or which are not considered material on the date of this Universal Registration Document may become major factors having an adverse impact on the Group.

# 2.1 MAIN RISK FACTORS

Risk factors to which the Group is exposed in the course of its business are presented in the table below. An analysis is carried out on the basis of net risk once the risk management measures implemented have been taken into account.

| Categories | Risk factors | Criticality* |
|---|---|---|
| **1.2.1.1 Strategic risks** | International presence (country, health or climate crisis) | • • • |
| | Innovation and disruptive technology | • • • |
| | Competitors | • • |
| | Acquisitions | • • |
| **1.2.1.2 Operating risks** | Human resources and employee safety | • • • |
| | System failure and cybercrime | • • • |
| | Campaigns and/or negative image in the media/social media | • • • |
| | Client portfolio | • • |
| **1.2.1.3 Legal and regulatory risks** | Data privacy | • • • |
| | Litigation and employee disputes | • • • |
| | Ethics, corruption and human rights | • • |
| **1.2.1.4 Financial risks** | Foreign exchange risk | • • |
| | Interest rates and official Group rating | • • |
| | Credit (clients) | • • |
| | Liquidity (liabilities) | • |
| | Equities | • |

* *Criticality is determined on the basis of risk materiality and probability of occurrence. It is presented on a three-level scale: high (• • •), intermediate (• •), and moderate (•).*

## Effects of the Covid-19 pandemic, the war in Ukraine and macro-economic conditions on the main risk factors

The effects of the Covid-19 pandemic, the war in Ukraine and macro-economic conditions on the main risk factors are presented below, specifically under "Risks relating to the Group's international presence" (political, health and climate crises), "Human resources and personal safety", "System failure and cybercrime", "Client portfolio" and "Financial risks".

Ongoing uncertainty regarding these issues, which are affecting the global economy, makes it difficult to accurately estimate the potential impact of these risks.

Covid-19, for example, classified as a pandemic on March 11th, 2020 by the World Health Organization (WHO), continues to affect the world in various ways, forcing countries to impose intermittent lockdown measures and travel bans and restrictions.

Russia's invasion of Ukraine in February 2022 resulted in economic sanctions against Russia and Belarus, with a number of countries including the USA, EU Member States and the UK excluding them from the international banking network. This situation has also impacted the global economy as a whole.

Current macro-economic conditions (inflationary pressure, interest rate hikes, commodity and energy costs, supply shortages, exchange rate volatility) may increase uncertainty about the global economy in which the Group operates.

The Group considers the effects of these interrelated issues (the resurgence of Covid, the Russia-Ukraine conflict, as well as current macro-economic conditions) as risk aggravating factors that require ongoing engagement and adaptation.

The management measures put in place to mitigate the effects of these situations on the main risk factors are described below.

## 2.1.1 Strategic risks

| Risk relating to the Group's international presence (political or health crisis, environmental impact) | |
|---|---|
| **Risk identification** | **Risk management** |
| Teleperformance has subsidiaries in 91 countries. This broad geographical footprint increases the Group's exposure to geopolitical risks and global health crises, such as Covid-19 at present, or to environmental risks related to the effects of climate change, such as natural disasters.<br><br>Growing political tensions, social instability and acts of terrorism, as well as epidemics, earthquakes, hurricanes and floods, may occur in some of these countries, resulting in the total or partial loss or shutdown of a Group location.<br><br>**Covid-19:** The evolution and uncertainty regarding the duration of the pandemic could considerably increase the level of risk relating to the Group's operating environment.<br><br>**Ukraine:** Russia's invasion of Ukraine in February 2022 gave rise to economic sanctions against Russia and Belarus. This situation has impacted the global economy as a whole. Uncertainty about how the war will develop, in terms of its scope and potential spillover into other countries, could have an adverse impact on the Group's overall business, even though the Group's economic exposure to Russia is not material. It should be noted that the Group's visa management business has been completely shut down in Ukraine and significantly slowed in Russia and Belarus, due to international sanctions.<br><br>**Inflationary pressure:** Fluctuations in certain raw material prices, energy-related or otherwise, may impact some of the Group's supplies, not to mention the financial balance of countries that are highly dependent on such materials, potentially resulting in food shortages and social crises.<br><br>Such events could interrupt services provided to clients, directly or indirectly impacting clients, customers, employees or Group assets, if the Group is unable to keep implementing measures to ensure continuity of its clients' business activities. This could lead to operating losses, overturn the profit forecasts underlying investment decisions and curtail earnings. | • Together with the operating divisions, Teleperformance senior management constantly assesses the Group's exposure to risks relating to its international operations, such as those currently relating to the Covid-19 pandemic and climate change.<br><br>• **Covid-19:** In response to the pandemic, the Group developed an efficient hybrid organizational system combining remote work with on-site solutions. The Group now operates under a flexible work structure with approximately 50% of the workforce working remotely. The development of this remote work model and the ongoing ramp-up of the Group's digital transformation seek to ensure the continuity of clients' operations in consultation with them, while also complying with applicable safety standards and certifications.<br><br>• **Ukraine:** The contribution of the Russia, Ukraine and Belarus subsidiaries to Group revenue is not material, as it represented less than 1% of 2021 revenue and the balance sheet total as of December 31st, 2021.<br><br>In response to the war, the Group decided to limit its commitments in Russia by stopping sales, marketing activities and any new investments, while providing the necessary assistance to help ensure the safety of its teams and their families in Ukraine and continuing to pay the wages of its local employees, despite a sharp downturn in business in Ukraine.<br><br>• **Inflationary pressure:** The measures and action plans developed in response to inflationary pressure are presented below in the section on "Client portfolio risk" for price revisions and the corresponding contractual clauses, helping to limit price hikes and the impact on profits.<br><br>• With regard to environmental risks relating to its geographical exposure and the adaptability of its business model, the Group has adopted an ambitious strategy aiming to combat climate change, under which it has set new greenhouse gas emissions reduction targets. These targets have been endorsed by the Science-Based Targets initiative (SBTi), which comprises leading international organizations. The environmental risks liable to impact the Group's performance are set out in chapter 3 of this Universal Registration Document, *Declaration of Non-financial Performance*, under the framework of climate-related financial disclosures (TCFD). |

| Risk relating to innovation and disruptive technology | |
|---|---|
| **Risk identification** | **Risk management** |
| Teleperformance operates in an environment subject to high-speed technological evolution. The Group must adapt to its clients' latest requirements with regard to services and innovation, in order to anticipate increasing demand for solutions, particularly digital solutions, that will transform the customer experience.<br>The Group may be impacted by these disruptive innovations if it fails to adapt by offering clients new solutions.<br>The Group could also be affected if any of its services relating to technological developments were perceived in a negative light by the financial community, as was the case with the most offensive segment of its content moderation business, from which the Group withdrew in November 2022 after considering the views of its shareholders. | • Teleperformance ensures that it responds to client demands by developing its customer relations solutions, advisory and data analysis offering, high value-added Specialized Services and integrated digital solutions.<br>Amid the rapid development of the digital economy, the Group's strong sales momentum reflects the strength of its business model, as well as the success of its growth strategy centered around its clients' digital transformation and the deployment of high value-added solutions.<br>• Teleperformance has continued its digital integration and extended its range of business services by deploying its high-tech, high-touch strategy. The Group has expanded beyond its core activities into new fields of expertise closely related to customer experience management, such as content moderation, analytics and business process management services in the healthcare sector or for government departments that provide services to citizens.<br>As part of this new expertise, the Group applies the highest standards of employee safety and wellbeing. For its content moderation business, which helps protect people in the digital world, in 2018 the Group took measures to support the wellbeing and mental health of its moderators to ensure they work under the best possible conditions.<br>• The Group continues to develop a TP Digital team (former T.A.P.™) of engineers dedicated to digital integration and the implementation of RPA (Robot Process Automation) and AI-based solutions. |

| Competition risk | |
|---|---|
| **Risk identification** | **Risk management** |
| Teleperformance is a global leader in digitally integrated business services. The Group must respond to client demands for increasingly complex and integrated services in a variety of sectors.<br>Due to its growth and transformation strategy, the Group's competitive environment is expanding and now includes other market operators such as global leaders in consulting, IT services and digital transformation. Furthermore, in each country where the Group operates, it faces extensive competition from these international and domestic players, and companies specializing in contact center management.<br>The Group is in competition with these companies both in terms of retaining existing clients and acquiring new ones. The expansion and growing complexity of the competitive environment could force the Group to reduce its prices, which could adversely impact revenue and earnings. | • The Group's strategy is supported by a strengthened management structure designed to further the Group's transformation and maintain its global leadership while improving its competitive positioning.<br>• The Group's client-focused high-touch, high-tech transformation strategy has enabled it to extend its range of business services.<br>The group offers a One-Office support services model comprising the following services: customer experience management services (Front Office), business/back-office services, customer acquisition, content moderation and related services (Trust & Safety) and knowledge services.<br>The Group responds to client demands for increasingly complex and integrated services in a variety of sectors.<br>As such, in June 2022 the Group was recognized by Gartner research firm as a leader in the market for business process outsourcing in terms of customer experience, including digital services, support services, the integration of technologies and systems, and software development. Teleperformance was praised for its ability to implement its strategic vision.<br>• In addition, the Group's acquisition strategy is constantly adapted to changes in the competitive environment.<br>In October 2022, the Group announced its acquisition of PSG Global Solutions, a leader in recruitment process outsourcing (RPO) in the United States. Thanks to this acquisition, Teleperformance continues to strengthen its high value-added Specialized Services business, its leading position in the buoyant US healthcare market, and its expertise in digital hiring processes. |

| Acquisition risk | |
|---|---|
| **Risk identification** | **Risk management** |
| Acquisitions form part of the Group's development strategy aimed at extending its range of services and developing the Group's business in high-growth sectors. However, identifying potential acquisition targets can prove complex, as it involves finding opportunities at an acceptable price and under suitable conditions.<br>The integration of a newly acquired company within the Group can also generate risks and may not produce all of the expected benefits. Difficulties encountered during the integration process could impact earnings if the Group is unable to overcome these difficulties and achieve the expected results.<br>Any goodwill recorded on the Group's balance sheet in relation to acquisitions may need to be impaired when valued at the balance sheet date. The assumptions made in estimating future earnings and cash flows at the time of these valuations may not be confirmed by subsequent results. If this is the case, the Group would be required to record impairment losses, which may adversely affect its earnings and financial position. | • The Group has significant experience in carrying out acquisitions. As part of its external growth strategy, Teleperformance takes all steps to identify acquisition targets, in terms of country, product or job synergies, as well as identifying risks associated with these acquisitions.<br>The Group follows a centralized acquisition process coordinated by senior management, to which the main departments contribute, before acquisition opportunities are reviewed and voted on by the Board of Directors.<br>• For all acquisitions, the Group implements the customary procedures under its consolidation policy for acquired companies.<br>• The analysis of goodwill recorded on the Group's balance sheet is presented in note 4 of section 5.6 *Notes to the consolidated financial statements* in the 2022 Universal Registration Document. |

## 2.1.2 Operational risks

| Risk relating to human resources and employee safety | |
|---|---|
| **Risk identification** | **Risk management** |
| The Group's employees are its most precious asset. The quality of the services provided by the Group depends on its ability to manage its employees and offer them a high-quality working environment, guaranteeing them the necessary safety conditions, particularly in the context of the Covid-19 pandemic.<br><br>This quality also depends on the Group's ability to attract, train, retain and develop the skills of its employees, in order to ensure the proper execution of their tasks, while maintaining an optimal level of training.<br><br>The ability to maintain a high-quality working environment is a key part of the Group's culture, given that its business depends first and foremost on its employees. Difficult working conditions and inadequate health and safety represent a serious risk for employees that would also impact Group operations.<br><br>The departure of certain executive officers could have an adverse impact on the coordination of the Group's operating and strategic activities and earnings. | • The Group pays close attention to the quality of its human resources management and working conditions. The safety of employees has always been the Group's priority, and even more so during the global Covid-19 pandemic.<br><br>**Covid-19:** Teleperformance has implemented measures worldwide to guarantee the safety of its employees. They are set out in section 2.4.3 *Mitigating risks and preventing serious harm* of the 2022 Universal Registration Document. They are based on World Health Organization guidelines and recommendations.<br><br>• More generally, the Group has implemented a number of mechanisms to enhance the employee experience and limit the impact and occurrence of individual safety risks.<br><br>A dedicated global department reports to the Group Chief People Officer. It focuses on the development of global programs to promote employee engagement and wellbeing. These programs are in line with the Group's high-tech, high-touch strategy. All of the initiatives taken to improve employees' quality of life at work, promote health and prevent workplace accidents and occupational illnesses are detailed in section 3.3 *A preferred employer in its market* of the 2022 Universal Registration Document.<br><br>For the second year in a row, Teleperformance has been recognized as one of the top 25 employers worldwide by Fortune and Great Place to Work. Teleperformance has the best ranking in its sector. The Group is ranked 11th in this prestigious list, against all companies and business sectors worldwide. It was initially ranked 25th in 2021.<br><br>• In 2022, over 220,000 Teleperformance employees worldwide took part in independent employee trust surveys to confidentially rate us on the job we are doing as an employer.<br><br>• In 2022, the Group once again obtained Great Place to Work certification. in 64 countries worldwide, four more than in 2021. Over 97% of Teleperformance's 410,000 employees worldwide work in a country having obtained this global certification, which recognizes the best practices applied by multinationals in terms of human resource management.<br><br>• In order to protect the Group's interests, certain key executives are bound by non-compete clauses or benefit from performance share plans as set out in section 7.2.6.3 of this Universal Registration Document. The Group has also implemented a succession planning process in order to identify high-potential key executives.<br><br>Meanwhile, the Group has also implemented a diversity program at executive level designed to ensure cultural diversity amongst executives at our global operating locations. |

| System failure and cybercrime risk | |
|---|---|
| **Risk identification** | **Risk management** |
| Teleperformance delivers its services to clients through platforms that integrate various aspects of information technologies: powerful telephone technology, hardware and software.<br><br>In keeping with customer preferences and/or to ensure continuity of their business activities, in particular during the Covid-19 pandemic, the Group has developed remote work and digital solutions for over 200,000 Group employees.<br><br>The growing use of these technologies at its facilities or at employees' homes exposes the Group to risks such as IT or telecommunication system failure (due to internal or external factors), malicious acts (such as cyber attacks), human error, whether unintentional or deliberate (phishing, whaling) or employees' failure to comply with Group procedures. These risks are greater when employees work from home, particularly with regard to cybercrime and data privacy risks. Although the information security technology for home-based workstations and call centers is the same, physical security checks cannot be applied at employees' homes at the same standard as those carried out in the call center environment.<br><br>Risks relating to system failure and cybercrime may result in a loss or unintended disclosure of data, client service interruptions and additional costs. If these risks materialize, the Group's liability may be invoked. These risks may impact clients and employees and may have adverse consequences for the Group's business, earnings and reputation. | • The Group's goal is to establish the highest standards and best practices in order to satisfy and protect its clients and their customers, whether on site or at home.<br><br>• The Group has set up an organizational system that has earned worldwide recognition for best practices in terms of compliance, data security and privacy.<br><br>It is based on a specific security structure that pursues a policy of comprehensive and regular operational assessments for our clients in order to reduce risk. The protective measures implemented are set out in section 3.4.3 *Data protection and cybersecurity* of the 2022 Universal Registration Document.<br><br>As part of its remote working solution, the Group has prioritized switching to a virtual desktop infrastructure and has developed support services for its agents working from home, specific technical solutions designed for secure remote work, as well as more frequent control measures.<br><br>• Each subsidiary adheres to internal data security and protection standards, as well as international security and quality standards including ISO 27001 and 22301. In addition, Teleperformance complies with PCI Data Security standards when required by clients. This is based on procedures to safeguard its business in the event of system failure. Additional, contractually defined measures may be implemented to protect information systems and networks dedicated to specific projects or clients.<br><br>In 2021, Teleperformance strengthened its position as a global leader in data security. The Group obtained global ISO/IEC 27701 certification – *Privacy information management system* from BSI, a standards organization that works to improve the quality and safety of products, systems and services. This certification was renewed in 2022.<br><br>The ISO/IEC 27701 standard helps ensure businesses are compliant with the European Union's General Data Protection Regulation (GDPR) and the California Consumer Privacy Act (CCPA). This certification covers Teleperformance's operations in North America, continental Europe, the Middle East and Africa (CEMEA region), as well as in Asia Pacific.<br><br>• In response to the growing complexity of cybercrime, the Group makes regular investments to maintain cutting-edge IT security tools and a threat analysis and monitoring system. The Group also shares threat information with many of its clients, as well as other companies in the business process outsourcing (BPO) sector.<br><br>The Group also ensures that the requisite insurance cover is obtained and applied in relation to its business. |

| Risks relating to campaigns and/or negative image in the media and on social media | |
|---|---|
| **Risk identification** | **Risk management** |
| The Group could be exposed to the risk of defamation or unsubstantiated or false allegations, due to negative comments made on social media platforms (Twitter, Facebook, etc.) or media attacks by external or internal stakeholders considering certain policies, decisions or actions taken by the Group to be unacceptable or acting with malicious intent.<br><br>This risk of defamation could jeopardize the Group's image. New technologies, the rapid dissemination of information and the growing influence of social media encourage the spread of negative information in the media, whether proven or not. If the Group is the subject of prejudicial media coverage or inappropriate messages, these could have a negative impact on the Group's image and business or its access to the financial debt market, which could in turn affect the share price. This could trigger a disproportionate fall in the share price, as happened on November 10th, 2022.<br><br>Group management asked for a brief suspension of its listing following a decline in sales, due to a number of media reports citing the Colombian Deputy Labor Minister's decision to launch an investigation into the working environment at its Colombian subsidiary. The Group was able to respond promptly via well-managed emergency communication efforts and measures enabling its share price to recover. However, the Group could be exposed to such risk of unfounded allegations again in the future. | In order to understand the risks arising from such events, the Group has asked an external, specialized agency to monitor press and social media, so as to keep abreast of relevant posts and publications and be ready to act if necessary. Senior management has designated persons authorized to make statements on behalf of the Group, which is listed on the Paris Stock Exchange, to control risks relating to its image.<br><br>The Group has adopted a global crisis management plan designed to prevent, manage and limit the consequences of such events. In the event of widespread criticism or allegations against the Group, crisis management and communication procedures can also be activated locally with the support of specialized agencies.<br><br>Similarly, open days and visits can be organized in certain countries, so that institutional investors can make up their own minds about the situation on the ground, such as those organized after the November 2022 stock price fall. |

| Client portfolio risk | |
|---|---|
| **Risk identification** | **Risk management** |
| Teleperformance's business depends on its ability to retain clients and win new business, thereby maintaining a diversified portfolio. This ability is generally assessed in light of various contractual criteria such as service quality, security, cost and any aspect enabling it to stand out from its competitors. The duration of contracts in the inbound calls business, which accounts for most of the Group's revenue, generally varies between two and five years.<br><br>A client may request that certain criteria be amended. Price, which is a determining factor for certain business sectors (particularly in telecommunications) and allocation of entrusted volumes are aspects that can impact the Group's business.<br><br>Without index-based price adjustment clauses in certain contracts, the Group would feel pressure on its margins. This would impact its business model, particularly in the current inflationary environment. This could also impact the business models of some of our clients and generate a risk of financial loss for the Group. Credit risk is discussed in section 2.1.4 *Financial risks*.<br><br>A decrease in volumes, whether or not linked to a deterioration in economic conditions, such as Covid-19, could lead to a decline in or the loss of the client's business, which would in turn have a negative impact on the Group's business and earnings, especially if the client represents a significant percentage of business. | • A large proportion of Group revenue is generated by long-standing clients. The average length of a client relationship is around 10 years. This loyalty is the result of the Group's extremely customer-centric culture, reflected in rigorous processes, drafting of and compliance with appropriate contractual clauses, solid understanding of client expectations and a highly responsive organizational system. This is founded on specific management of key accounts, regular business reports and the creation of fast-responding operational units.<br><br>• The Group places particular importance on regularly assessing client satisfaction in order to continuously assess the risk of losing major contracts. Client satisfaction is monitored by the operating departments and at Group level. It is maintained throughout the contract so as to forestall any risk of withdrawal.<br><br>• The Group also pays particular attention to its operating margin, a key indicator monitored by the financial control teams, so as to anticipate any impacts on the business model. It does so by monitoring price adjustments in contractual clauses, particularly in the current inflationary environment.<br><br>• Teleperformance has a diverse portfolio comprising nearly 1,200 clients (excluding LanguageLine Solutions – as stated in section 1.1 of the 2022 Universal Registration Document). No single client accounts for more than 5% of Group revenue. The top 5, 10, 50 and 100 clients accounted for 17%, 27%, 55% and 69% respectively of Group 2022 consolidated revenue.<br><br>• The Group's clients operate across a broad range of business sectors. Teleperformance ensures the continuity of its clients' business and supports many key players in the digital economy. Teleperformance also provides government support services. |

## 2.1.3 Legal and regulatory risks

| Data privacy risk | |
|---|---|
| **Risk identification** | **Risk management** |
| The Group's activity requires its subsidiaries, acting as data controllers, to collect, process and transfer personal data regarding our employees. When acting on behalf of its clients, Teleperformance acts as a data processor and collects and processes personal data of the customers of its clients, in accordance with specific instructions issued by each client.<br><br>The Group must meet not only statutory requirements and contractual commitments to clients but also more than 300 data security compliance criteria. Non-compliance with statutory and contractual requirements could lead to adverse consequences for the Group's performance.<br><br>Electronic fraud cases have continued to increase worldwide, as evidenced by the most significant cases published in the international press. These incidents are mainly settled confidentially, in the normal course of business. | • The Group has implemented a set of operational security rules ("Global Information Security Policies" or "GISPs") designed to anticipate and limit the risks of fraud or violation of statutory data security requirements. The Group has also implemented and expanded its legal, privacy and compliance policies and controls to address emerging risks. The Group has established an internal compliance audit function, which reviews operational sites and remote work settings, including TP Cloud Campus, on a rotating 24 to 36-month basis (12 months for the top 10 clients), to ensure adherence with the GISPs and client requirements. In addition, external auditors periodically audit selected facilities in order to assess compliance with the GISPs and other security processes implemented at our locations.<br><br>• A Global Compliance and Security Council, chaired by the Global Chief Information Security Officer and the Chief Compliance and Privacy Officer, meets quarterly to review security and compliance incidents, assess privacy risks, third-party risks and other regulatory compliance and operational security risks, ensure regular compliance with the GISPs and review internal and external audit findings. As Teleperformance places particular attention on data security, compliance and data privacy matters, all regional Presidents and relevant operational and compliance officers attend the Global Compliance and Security Council meetings.<br><br>• The Group Deputy Chief Compliance Officer and the Chief Compliance and Privacy Officer report to the Group Chief Legal, Compliance and Privacy Officer who is under direct supervision of the Group Chairman and CEO. With their team, these officers provide activity reports to the Board's Audit, Risk and Compliance Committee.<br><br>• As part of the Group's ongoing efforts to manage these functions proactively, a Global Privacy and Compliance Office has also been established. It comprises the Chief Compliance and Privacy Officer and a global privacy team, assisted by local specialists. This office is tasked with implementing the global policy for privacy, protection and retention of personal data, as well as regulatory compliance and ensuring that Teleperformance fully complies with data privacy regulations worldwide, and overseeing its legal, privacy and compliance policies and controls.<br>The Group has established an independent audit team that reviews the subsidiaries and the Privacy Office for adherence to the Teleperformance Privacy Program. All subsidiaries are reviewed on a rotating three-year basis, with an external review performed within the three-year rotation period.<br><br>• Teleperformance also has a Global Technology, Privacy and Security Committee co-chaired by the Chief Information Security Officer and the Chief Privacy Officer. The members of this Committee are the Global Chief Information Officer and all regional Chief Information Officers, as well as the Global Deputy Chief Compliance Officer, the regional Senior Vice Presidents for privacy and data protection, and the regional Chief Information Security Officers.<br>The main function of this Committee is to evaluate all new and existing technologies prior to deployment to ensure that a Privacy Impact Assessment (PIA) has been completed. This process ensures that Teleperformance evaluates the privacy implications of the technologies used for collecting or processing data as both data processor and data controller. The Committee also conducts detailed reviews to identify and resolve cybersecurity, data security, intellectual property and IT issues.<br><br>• On February 12th, 2018, Teleperformance obtained certification of its Binding Corporate Rules (BCRs) from the CNIL (French data protection authority). This certification applies to all Group subsidiaries acting as data controllers for Group employees and data processors for clients and allows Teleperformance to transfer and process data globally.<br><br>• On November 9th, 2021, Teleperformance obtained global certification under the ISO 27701 Privacy Standard. |

| Risk relating to litigation and employee disputes | |
|---|---|
| **Risk identification** | **Risk management** |
| In some countries where the Group operates or is located, failure to comply with applicable domestic legislation or regulations could expose the Group to legal action by employees, third parties or an administrative or regulatory authority. In addition, the Group or any of its subsidiaries could be jointly summoned or called as a witness in a lawsuit brought against one of its clients by a third party or administrative or regulatory authority.<br><br>In the ordinary course of business, the Group is involved or risks being involved in various administrative, regulatory or court proceedings. Within the scope of some of these proceedings, monetary claims are or may be made against the Group or one of its subsidiaries. Such claims could have a negative impact on the Group's earnings.<br><br>In the course of its business, the Group is also involved in a certain number of employee disputes. In the future, the Group may further restructure or reorganize its business in certain countries. Such operations may involve closing down or merging sites in order to adapt to the needs of an ever-changing market.<br><br>Although Group management pays particular attention to such restructuring operations, they could nevertheless damage the Group's relationships with its employees, which could lead to employment disputes or disruption that could adversely impact the Group's reputation, revenue, financial position or earnings.<br><br>The Group considers that the provisions booked to cover the risks, disputes and proceedings of which it is aware or that are currently pending provide sufficient assurance that the Group's consolidated financial position will not be materially impacted in the event of an unfavorable outcome. Provisions for employee-related risks mainly concern disputes with former employees, particularly in Argentina, Brazil and France. A breakdown of provisions is provided in note 9 of section 5.6 *Notes to the consolidated financial statements* of the 2022 Universal Registration Document. | • In order to anticipate risks relating to non-compliance with legislative or regulatory changes, the Group's network of in-house lawyers based in its operating regions, assisted by external counsel, tracks changes in legislation and regulations.<br><br>• Group and subsidiary managers take care to consult employee representative bodies, if any, and/or take into account employee comments and aspirations in the relevant countries via other mechanisms.<br><br>• To the Company's knowledge, as of the date of this 2022 Universal Registration Document, there are no governmental, legal or arbitration proceedings (including pending or potential proceedings) other than those stated in this section and in note 9.4 *Litigation of section 5.6 Notes to the consolidated financial statements* of the 2022 Universal Registration Document, that could have or have had, over the last 12 months, a material impact on the financial position or profitability of the Company and/or the Group. |

| Risk relating to ethics, corruption and human rights | |
|---|---|
| **Risk identification** | **Risk management** |
| Due to its operations in 91 countries, the Group may be exposed to inappropriate behavior by some of its employees or by third parties, whether with regard to ethics, respect for human rights or corruption.<br><br>Practices in breach of anti-corruption laws and regulations and business ethics could arise in countries where the Group operates.<br><br>Such practices would expose the Group to penalties and a risk to its reputation, which would impact the Group as a whole. They would also impact its overall credibility as a socially responsible company, preferred employer, trusted partner for stakeholders and responsible corporate citizen. | • As part of its business activities, including procurement and sales, the Group ensures that all acts of corruption are prohibited. This zero-tolerance approach is set out in the Group's Code of Conduct. This Code refers to the United Nations Global Compact (UNGC), which aims to align businesses with human rights, labor, environmental, and anti-corruption principles. The Group has been a signatory of the UNGC since 2011.<br><br>• The Group's Code of Conduct, Code of Ethics and Supplier Code of Conduct setting forth Teleperformance's values, as well as the principles for respecting diversity in dealings with third parties, are published on the Group website. These codes aim to prevent any unethical activities or practices, notably by raising awareness among Group employees in the performance of their duties, so that the Group is always viewed as a preferred employer, a trusted partner for its stakeholders and a responsible corporate citizen.<br><br>• Furthermore, in accordance with the French Sapin II law, the Group has developed a global program on fighting corruption and influence peddling, under the responsibility of the Group Legal, Compliance and Privacy Department, and the Deputy Chief Executive Officer. This program applicable to all Group entities is based on a strong commitment from Group management, an organizational structure with defined missions, a dedicated communication and training plan and a set of measures aimed at preventing any act of corruption or influence peddling, detecting them as quickly as possible, and reacting, as appropriate. The Group is currently working to align this global program with ISO 37001 (Anti-Corruption) and ISO 37301 (Compliance) standards.<br><br>The Group's commitment to ethical business practices is described in section 3.4.2.4 *Fair practices* of the 2022 Universal Registration Document. |

## 2.1.4 Financial risks

The Group is exposed to the following risks:

- foreign exchange risk;
- interest rate risk and official Group credit rating;
- credit risk;
- liquidity risk;
- equity risk.

This section provides information on the Group's exposure to each of the above risks, its objectives, policy and procedures for measuring and managing risk, as well as its share capital and equity management. Quantitative information is described in chapter 5 *Consolidated financial statements* of this Universal Registration Document.

All strategic decisions relating to the hedging policy for financial risks are the responsibility of the Group's Finance Department.

| **Foreign exchange risk** | |
|---|---|
| **Risk identification** | **Risk management** |
| The Group is particularly exposed to foreign exchange risk on revenues and charges denominated in a currency other than each company's functional currency, i.e. principally exchange rate risk between the Mexican, Philippine and Colombian pesos, the Indian rupee, and the US dollar.<br>The materialization of this risk, due to the continued appreciation of foreign currencies linked to local costs, in relation to the invoicing currencies from one year to the next, could have a negative impact on the Group's earnings.<br>The Group is also exposed to exchange risk on loans denominated in currencies other than the euro or the functional currencies of Group entities.<br>Finally, the Group is exposed to foreign exchange risk when translating foreign subsidiaries' financial statements for consolidation purposes. | • The Group hedges this risk in respect of revenue and expenditure mainly for exchange rate fluctuations between the Mexican, Philippine and Colombian pesos, the Indian rupee and the US dollar.<br>• These hedges are described in note 7.5 *Foreign exchange and interest rate hedging operations* of section 5.6 *Notes to the consolidated financial statements* of the 2022 Universal Registration Document.<br>For risk on borrowings denominated in currencies other than the euro or entities' functional currency, it should be noted that:<br>• the Group hedges loans granted to subsidiaries with borrowings or advances in the same currency and with the same maturities, or with foreign exchange hedging contracts;<br>• the principal bank loans of Group entities are denominated in the functional currency of the borrower;<br>• interest due on borrowings is denominated in the same currency as the cash flows generated by the underlying operations of the Group, primarily the euro, the US dollar and the pound sterling. This provides an economic hedge without resorting to derivatives.<br>• The translation difference on Group consolidated revenue is disclosed in note 7.8 *Exposure to exchange risk due to consolidation* in section 5.6 *Notes to the consolidated financial statements* in the 2022 Universal Registration Document, which shows the breakdown of revenue by currency over the last two years.<br>The impact of changing foreign exchange rates on the Group's revenue, profit before tax and net profit Group share are also disclosed in note 7.8 *Exposure to exchange risk due to consolidation* in section 5.6 *Notes to the consolidated financial statements* in the 2022 Universal Registration Document. |

## Interest rates and official Group rating

**Risk identification**

The Group is exposed to interest rate risk on its financial liabilities and cash holdings.

Like any Group subject to credit rating, Teleperformance could suffer an unfavorable impact on its capacity to fund ongoing operations and to refinance its debt if Standard & Poor's were to downgrade the Group's long-term credit rating due to a higher-than-expected debt level or other credit-related reasons. Any downgrading of the credit rating could also lead to higher rates of interest for future Group borrowings.

Amounts subject to interest rate risk are as stated below:

| *(in millions of euros)* | **12/31/2022** | **Fixed rate** | **Subject to interest rate risk** |
|---|---|---|---|
| Total financial liabilities | 3,443 | 2,445 | 998* |
| Cash, cash equivalents and loan hedging instruments | - 834 | | - 834 |
| **Net debt** | **2,609** | **2,445** | **164** |

| *(in millions of euros)* | **12/31/2021** | **Fixed rate** | **Subject to interest rate risk** |
|---|---|---|---|
| Total financial liabilities | 3,503 | 2,549 | 954 |
| Cash, cash equivalents and loan hedging instruments | - 847 | | - 847 |
| **Net debt** | **2,656** | **2,549** | **107** |

* *Including €50 million and US$375 million hedged through purchases of interest rate caps. A 100 bp increase in interest rates would lead to a €5.4 million increase in the cost of gross financial debt, while an equivalent reduction in interest rates would lead to a €6.3 million reduction in the cost of gross financial debt.*

**Risk management**

- The Group currently has the best credit rating in the customer experience management sector. On November 22nd, 2021, its long-term credit rating was "BBB" – *Investment Grade*– with a stable outlook. This rating was confirmed by Standard & Poor's on June 22nd, 2022.

| Credit risk | |
|---|---|
| **Risk identification** | **Risk management** |
| Credit risk is the Group's risk of financial loss in the event that a client or counterparty to a financial instrument fails to meet their contractual obligations. This risk primarily concerns customer receivables and short-term investments.<br><br>This risk may be greater for some creditors, due to issues currently impacting the global economy, such as Covid-19, the war in Ukraine, inflationary pressure, interest rate hikes, raw material and energy prices, and exchange rate volatility, which could affect their businesses.<br><br>The Group's exposure to credit risk is mainly influenced by the individual characteristics of its clients. The top Group client accounts for 5% of total revenue, as presented in the section on *Client portfolio risk*. | Credit risk is continuously monitored by the Group Finance Department, through monthly reports and quarterly Management Committee meetings. The Group does not require specific guarantees for accounts receivable, but credit risk is assessed and a provision is recorded if required.<br><br>• As part of the account closing procedure, the Group determines the level of its impairment losses by estimating losses incurred on accounts receivable.<br><br>As such, no significant impairment was recognized at the 2022 closing, as indicated in note 3.2 *Accounts receivable* in Section 5.6 *Notes to the consolidated financial statements* of the 2022 Universal Registration Document, either due to Covid-19 or to current macro-economic conditions, such as rising inflation, interest rates or energy costs, or the war in Ukraine.<br><br>In this respect, following the Russian invasion of Ukraine, the Group has monitored its Russian customers' financial positions closely, in order to determine risks of default. Given that these clients are mainly served by the Group's Russian subsidiary, there have been no payment interruptions and credit risk is not considered to be significant.<br><br>• The Group provides contract performance guarantees at the request of some clients. Guarantees are disclosed in note 9.3 *Guarantees and other contractual obligations* of section 5.6 *Notes to the consolidated financial statements* in the 2022 Universal Registration Document. |

| Liquidity risk (liabilities) | |
|---|---|
| **Risk identification** | **Risk management** |
| Liquidity risk is the risk that the Group may experience difficulty settling its liabilities as they fall due.<br><br>This risk may be accentuated during a pandemic, and the Group may not be able to generate sufficient free cash flow to meet its commitments. The Group's financial situation could be adversely affected and cause it to default on its covenant obligations. | • Teleperformance's policy in respect of its financing is to maintain, at all times, sufficient liquidity to finance Group assets, short-term cash requirements and development, both in terms of amount and duration, and at the lowest possible cost.<br><br>• As of June 22nd, 2022, Standard & Poor's confirmed the Group's long-term credit rating of "BBB" *Investment Grade,* with a stable outlook. This rating reflects the Group's leading position and strong cash generation, enabling it to rapidly deleverage following a number of significant acquisitions in recent years.<br><br>• For several years now the Group has implemented a centralized cash management policy when permitted by local legislation. Cash pool member companies represent close to 67% of Group revenues.<br><br>In countries where cash pooling is not permitted, short-term cash management is provided by the subsidiaries' operational management team, which generally has access to short-term bank facilities plus, in some cases, confirmed credit line facilities from the parent company.<br><br>• All medium- and long-term financing operations are authorized and overseen by the Group Finance Department.<br><br>The Group obtains financing in the form of loans, credit lines and bond issues from top-tier credit and financial institutions, repayment of which falls due between 2024 and 2029, as stated under note 7.4 *Financial liabilities* of section 5.6 *Notes to the consolidated financial statements* in the 2022 Universal Registration Document.<br><br>To deal with the liquidity risk, on January 31st, 2023, the Group signed a €500 million Revolving Credit Facility maturing in January 2028 extendable to January 2030. The interest rate is indexed on ESG criteria. This credit facility was intended to replace a €300 million Revolving Credit Facility maturing in February 2023 and to supplement the €1 billion facility signed on February 11th, 2021. The available balance of the EUR/USD multi-currency syndicated credit line was €987 million as of December 31st, 2022.<br><br>The Group also has a €4 billion EMTN program, €500 million of which was issued in June 2022.<br><br>Net debt as of December 31st, 2021 stood at €2,609 million, including €689 million in lease liabilities.<br><br>• Given the maturities of its borrowings and the Group's capacity to generate free cash flow, liquidity risk is considered to be limited.<br><br>• Information on liquidity risk is provided in note 7.4 *Financial liabilities* of section 5.6 *Notes to the consolidated financial statements* in the 2022 Universal Registration Document. |

| Equity risk | |
|---|---|
| **Risk identification** | **Risk management** |
| Equity risk represents the risk of financial loss in the event of counterparty default in investments of Group available cash reserves in liquid securities, certificates of deposit or financial instruments.<br><br>Short-term liquid investments at December 31st, 2022 amounted to €28 million, principally represented by money market funds and mutual funds. | • The Group limits its exposure to equity risk by investing available cash reserves in short-term liquid investments, certificates of deposit and low-risk financial instruments such as mutual funds, while choosing top-tier financial institutions and avoiding significant concentration. |

# 2.2 INSURANCE, RISK COVERAGE AND CRISIS MANAGEMENT

## 2.2.1 Overall Group insurance strategy

Teleperformance's insurance strategy is designed to protect the Group's assets against risks to which they might be exposed.

The strategy aims to standardize and optimize coverage, manage insurance policies centrally and minimize costs.

The Group has set up international insurance programs covering property damage, loss of profits and civil liability. Insurance policies are taken out via brokers with top-tier international insurance companies.

Coverage caps are established in line with the Group's inherent business risks, taking into account its claims experience and market conditions, and comply with local regulations.

A third-party organization may be entitled to audit and analyze the insurance programs to ensure the risk coverage is appropriate and sufficient.

The Group does not have a captive insurer and there are no material risks that the Group self-insures.

Total premiums paid for 2022 amounted to €15.6 million.

## 2.2.2 Insurance programs

### General and professional liability insurance

The Group has set up a centrally managed general and professional liability insurance program. In principle, all subsidiaries are covered by this program, either under the Group policy or under separate policies managed locally in accordance with local regulations.

Coverage for any new entity is always assessed in advance so as to define the conditions of their integration in the global program.

The terms and conditions of this program can be amended to take into account changes in business activities, the insurance market and risks incurred.

### Property damage and business interruption insurance

The Group has set up a property and business interruption insurance program in Europe and more generally in many countries of the Europe & MEA (EMEA region). The scheme is extended to subsidiaries in other parts of the world whenever this is possible with regard to local legislation and the opportunities for optimizing cover and costs. In 2021, a study was conducted on opportunities for integrating subsidiaries in the LATAM region; these integrations were completed in 2022, whenever this proved beneficial in terms of the level of guarantees. Non-consolidated subsidiaries are insured separately in accordance with applicable local legislation and regulations.

### "Cyber" risks

A "cyber" risks insurance program supplements the existing policies for damage, business interruption and civil liability. These policies in combination cover the Group primarily for damage incurred to third parties and business interruption arising from the unavailability, alteration, theft and/or disclosure of its customer and operating data, together with the related incident-management costs.

### Other risks

The Group is covered by other insurance policies. Depending on the type of risks involved, these policies are taken out either at local level, in accordance with the legislation in force in each country, or at global level in order to optimize insurance costs and the level of coverage required.

### Russia/Ukraine/Belarus

For compliance reasons, Russia, Ukraine and/or Belarus have been excluded from the scope of coverage of certain international insurance programs. Wherever possible, local policies have been taken out with local insurers and through local brokers, ensuring that insurance coverage is maintained in line with local market practices.

### 2.2.3 Crisis management

Since 2018, Teleperformance has implemented a Group-wide crisis management scheme to anticipate and manage sudden, unforeseen and major events with a likely negative impact on staff, continuity of business, financial results or reputation.

This scheme is based on:

- a manual containing all the procedures and rules associated with crisis management: alert reporting, the composition of the crisis management unit, the unit's operating rules, the dedicated communication tools for crisis management;
- a training program for staff and managers;
- regular crisis exercises contributing to fostering awareness among staff and managers of the features specific to crisis management and continuously improving the scheme. These exercises make it possible to test the Group's ability to manage major events by processing information flows, identifying crisis stakeholders, anticipating adverse trend scenarios and developing the appropriate communication strategy.

In 2021, in view of the rapid spread of information and potential consequences of sharing inaccurate information on the Group's reputation, the Group strengthened its crisis management system by developing a social media management procedure. This will enable it to:

- address false information as quickly as possible and prevent it from spreading;
- identify warning signs that may lead to a crisis;
- implement targeted monitoring on social media;
- gather feedback to improve the system's effectiveness.

In 2022, this procedure was covered during training sessions at the global, regional and local level, and crisis exercises will be run to ensure understanding of what to do.

## 2.3 INTERNAL CONTROL AND RISK MANAGEMENT PROCEDURES

### 2.3.1 Reference framework applied

In drafting this section, the Group drew from the *Reference Framework of the Autorité des marchés financiers* (AMF) updated in July 2010.

Firstly, the risk management and internal control systems are defined and their objectives set out. Then, the components of the system and the key players involved are summarized.

Finally, the application guide included in the *Reference Framework* is taken into account in order to define the risk management and internal control procedures with regard to financial and accounting information published by the Group.

The scope of application for the risk management and internal control procedures described below covers the parent company and all of its consolidated companies. In the event that new entities are consolidated, these procedures are systematically and progressively implemented.

### 2.3.2 Risk management and internal control definition and objectives

#### 2.3.2.1 Definition of internal control

The Group has adopted the definition in the AMF *Reference Framework*:

Internal control consists of a set of resources, behaviors, procedures and actions that contribute to the management of the Group's activities, the effectiveness of its operations and the efficient use of its resources. The system should enable the Group to appropriately manage all material risks, be they operational, financial or compliance-related.

The system that has been defined and implemented within Teleperformance specifically aims to ensure:

- compliance with laws and regulations;
- implementation of the instructions and directions issued by management, following discussions and in agreement with the Board of Directors;
- proper functioning of the Group's internal processes, especially those relating to the protection of its assets; and
- reliability of financial information.

The definition of internal control does not cover all of the initiatives taken by the executive or management bodies, such as defining the Company's strategy, setting objectives, making management decisions, dealing with risks and monitoring performance.

Furthermore, internal control cannot provide an absolute guarantee that the company's objectives will be achieved. It cannot prevent Group personnel from committing fraud, contravening legal or regulatory provisions, or communicating misleading information outside the Company about its situation.

#### 2.3.2.2 Internal control and risk management

Risk management and internal control systems complement each other in controlling the Company's activities.

The internal control system relies on the risk management system to identify the main risks that need to be controlled. The risk management system includes controls that are part of the internal control system.

## 2.3.3 Risk management and internal control system components

### 2.3.3.1 Introduction

The main guidelines for internal control are determined in accordance with the Group's objectives.

These objectives have been communicated to the relevant managers and employees in the Group so that they understand and comply with the general policy of the organization with regards to risks and controls. The risk management and internal control systems rely on five closely related components, as set out below.

### 2.3.3.2 Control environment, values and codes

The control environment is a fundamental component of risk management and internal control systems and forms the common basis of the systems.

#### Teleperformance values

The Group's internal control system is based on five core values: *Integrity, Respect, Professionalism, Innovation and Commitment.* These values infuse the Group's leadership strategy and form the key value charter for its employees and subsidiaries.

The Group's values are brought to the attention of all Teleperformance personnel. Teleperformance places great emphasis on its managers' ability to live up to these values on a daily basis, and appropriate training programs are developed.

The Code of Conduct, Code of Ethics and Supplier Code of Conduct covering these values, as well as the principles for respecting diversity in dealings with third parties, are published on the Group's website. The Code of Conduct refers to the United Nations Global Compact, which Teleperformance joined in July 2011. The principles of the Global Compact are also set out in chapter 3 *Declaration of non-financial performance* in this Universal Registration Document.

#### Organization and responsibilities

The Group's organization is based on two categories of services: customer experience management (Core Services & D.I.B.S) and Specialized Services, which include interpreting, visa application management services, debt collection and process management services in the healthcare sector or for government departments that provide services to citizens.

Since 2019, Teleperformance has been stepping up its digital integration and extended its range of business services by deploying its high-touch, high-tech strategy, aiming to become a world leader in integrated digital solutions for businesses.

The Group's senior management structure is tailored to Teleperformance's strategy. It comprises the Chairman and Chief Executive Officer, the Deputy Chief Executive Officer and a Management Committee composed of the Executive Committee and Group key managers in their respective fields. This structure also includes the Group's top 200 managers.

The Executive Committee is responsible for the Group's operational management. It implements the strategic guidelines defined by the Board of Directors, ensures subsidiary compliance and discusses the major operational initiatives required to drive the Group's performance and growth.

The Group's key managers assist senior management and the Executive Committee in developing and coordinating key strategic initiatives and projects defined by the Executive Committee.

They are responsible for the Group's business activities and for implementing its main cross-functional policies within the remit of their respective skills and expertise. They are also responsible for ensuring widespread consultation on Group strategy and development and contribute to ongoing dialog. They do not have any collective decision-making powers.

Within the linguistic regions, the Group's organizational system relies on matrix management structures to establish a direct link between countries, business lines, sales teams and support functions.

The objective is to foster the Group's expansion, in a uniform fashion, with performance regularly and closely monitored by the Board of Directors.

#### Human resources management

Human resources management is a major component of the internal control system, especially in the Group's business sector.

Our human resources policy for Teleperformance employees is defined by a constant quest for excellence in recruiting, building employee loyalty, developing talent and enhancing employee skills. Our aim is to enable everyone to perform their duties well and for the Group to achieve its objectives.

These human resources programs are developed and deployed under the responsibility of the Group Chief People Officer. All of these programs are described in section 3.3 *A preferred employer in its market*.

These activities contribute to employees' development, so that the Group continues to be a rewarding company for them, while giving them the ability to quickly take on a management role within the Group.

#### Information systems

Group management and the Information Systems Department determine the Group's strategic guidelines for production tools and information systems for subsidiaries. They ensure that the development of information systems is consistent with Group objectives.

The Information Systems Department also issues directives on security, data protection and business continuity. These directives are based on compliance with international standards, including ISO 27001, ISO 27701, PCI (Payment Card Industry), HIPAA (Health Insurance Portability and Accountability Act) and the European General Data Protection Regulation (GDPR) in order to satisfy regulatory requirements specific to each business sector or to obtain certification requested by clients.

#### Management and industry procedures

The internal control system also depends on subsidiaries implementing TOPS (Teleperformance Operational Processes and Standards) and BEST (Baseline Enterprise Standard for Teleperformance), as well as business standards such as the COPC (Customer Operations Performance Centers) standard.

This system is based on international management processes such as the Six Sigma approach. The Group has been developing the use of this methodology for project launches and monitoring, so as to develop a common language grounded in the notions of measurement, analysis, control and results.

The standardization and application of these procedures and standards enable us to make our global network more internally consistent, while providing greater control over our operations.

### 2.3.3.3 Information sharing

The Group has a policy of internally releasing all relevant financial or operating information enabling employees to perform their job.

Under the responsibility of a dedicated department, key employees can share knowledge, know-how and best practices within the Group via intranet. This global knowledge management system encourages those involved to exchange and circulate useful information.

Group information and procedures are also regularly communicated to the managers of all subsidiaries at international seminars or presentations. These rules are also reiterated at Board meetings. Subsidiary executives are expected to communicate instructions from Group management to their employees.

The heads of corporate support departments also inform their teams of specialized personnel at meetings and training sessions.

### 2.3.3.4 Risk management system

#### Definition

In the operation of its business, the Group is exposed to a variety of risks that could affect the Company's personnel, assets, environment, objectives, earnings, financial position, stock price or reputation.

Risk management is a lever for anticipating the main potential threats to the Group, whether internal or external, in order to preserve its value, assets and reputation, help it achieve its targets, ensure that action taken is consistent with Group values and rally employees in support of a shared vision of key risks.

#### Organizational framework

The risk management system depends on procedures and risk managers as described in the introduction to this section and under section 2.1 *Main risk factors.*

Group management pays particular attention to this organizational framework, in order to ensure that the necessary measures and procedures are in place to control the business and prevent risks, in accordance with rules defining Teleperformance's objectives and strategy.

#### Process and control

Key risks are identified and analyzed under section 2.1 *Main risk factors* of this chapter, along with the measures that can be used to mitigate their impacts. Key risks are monitored by Group management.

This monitoring process, along with the operating priorities and management controls to be adopted with respect to these risks, is reviewed with all Group managers, meeting together as a group or at the time of Board or management meetings.

The results of the annual analysis of key checkpoints covering the subsidiaries' financial reporting procedures, the process for which is described under *Process for preparing accounting and financial reporting* of section 2.3.5.3 herein, were presented at the Audit, Risk and Compliance Committee meetings held in June, July and November 2022.

### 2.3.3.5 Control activities

In addition to the measures listed under section 2.1 *Main risk factors*, this section sets out the centralized and decentralized control measures implemented in order to limit the risks liable to jeopardize the achievement of our objectives. Control measures are devised both by the Group's management through centralized control procedures, and by local management through decentralized control procedures.

#### Centralized control procedures

Centralized internal control procedures cover areas common to all Group companies. These procedures involve finance, legal, IT and sales operations.

##### Financial procedures

Section 2.3.5 *Description of the risk management and internal control system for published accounting and financial information* provides details of the financial procedures related to the processing of financial information.

The Group's policy for managing foreign exchange and interest rate risks, which is designed to limit these risks, preserve sales margins and control interest charges, is presented in section 2.1 *Main risk factors*.

##### Legal procedures

As part of its responsibilities, the Group Legal, Compliance and Privacy Department oversees the Group's compliance with applicable laws and regulations in the countries where it operates, through its local and international network of internal and external lawyers. It also plays a central role in monitoring changes in laws and regulations and advising the various Group entities.

As part of the main internal policies and procedures, for several years the Group Legal, Compliance and Privacy Department has implemented a monitoring system for the trademarks used and registered by Group companies, and in particular a system for worldwide monitoring of the "Teleperformance" corporate name, domain names, the brand name and other flagship brands of the Group. The purpose is to be able to contest registrations or use of trademarks or other intellectual property rights by competitors and to avoid misuse of these assets, especially on the Internet.

In addition, a procedure defining the powers of subsidiary executives to bind their subsidiaries legally vis-à-vis third parties has been implemented under the supervision of the Group Legal, Compliance and Privacy Department and Group management.

To mitigate the legal risks inherent in client contracts, the Group's lawyers have defined a series of best practices for certain provisions in client contracts and calls for tenders that may present a particular risk. Any deviation from these principles is subject to a specific approval procedure with the executives, financial officers and operational managers concerned. In addition, global client contracts are reviewed by the Group's lawyers before being signed, such that risks are limited and drawn to the attention of management.

Major litigation or litigation risks are monitored directly or coordinated by the Group Chief Legal, Compliance and Privacy Officer, who is assisted by a local network of internal and external lawyers.

With respect to the protection of personal data, the Group applies a global policy to ensure that personal data is collected, processed and transferred within the Group in accordance with applicable legislation.

#### IT and security procedures

The Group is constantly updating its data security technology, including cybersecurity, in accordance with market best practices in order to apply clients' contractual requirements or comply with applicable regulations. This technology aims to reduce the installation of malware, protect personal data and detect and prevent intrusions that disrupt revenue generation or result in significant fines and penalties.

Each subsidiary adheres to internal data security and protection standards, as well as international security and quality standards including ISO 27001, ISO 22301, ISO 27701, HITRUST (US HIPAA Law requirement) and PCI Data Security Standards when required by clients.

The third-party certification requested by clients and obtained by Group subsidiaries also serves as a guarantee that the application of strict control procedures will be verified in order to ensure compliance with data security and/or quality standards and processes.

All personal data is collected and processed in accordance with applicable laws in the countries where the Group operates. A set of operational security standards (Global Information Security Policies or GISPs) is applied at each Teleperformance location, in order to prevent any potential risk of fraud, breaches of data security standards and physical security procedures at contact centers.

In 2021, the Group also obtained global ISO/IEC 27701 certification – *Privacy information management system*. The ISO/IEC 27701 standard helps ensure businesses are compliant with the European Union's General Data Protection Regulation (GDPR) and the California Consumer Privacy Act (CCPA). This certification covers Teleperformance's operations in North America, continental Europe, the Middle East and Africa (CEMEA region), as well as in Asia Pacific.

The Group has a large, global operational team composed of specially trained IT, compliance and security experts tasked with identifying and assessing security risks and resolving and remedying security issues. This team implements comprehensive anti-fraud programs for the duration of business relations with Group clients and their customers. These programs focus on technological innovation, such as rapid detection of fraud and secure exchange of identifiable personal information between the caller and the customer.

#### Sales procedures

To manage its sales processes, Teleperformance has created a set of best practices to follow in order to standardize the approach to managing requests for proposals (RFPs). Key international RFPs are handled directly by specialized staff.

#### Decentralized control procedures

Local internal control procedures are decentralized at the individual subsidiary level, where the management team is responsible for their implementation to prevent risks and comply with local legislation. The team also ensures that these procedures operate smoothly, in accordance with instructions given by senior management, which are reviewed at the meetings of each subsidiary's Board of Directors (or equivalent body).

### 2.3.3.6 Oversight of the internal control system

#### Group senior management

The internal control system is overseen by the Chairman and Chief Executive Officer, the Deputy Chief Executive Officer and the Management Committee, under the supervision of the Board of Directors, in order to verify the relevance and appropriateness of this system with regard to the Group's objectives.

This includes regular reviews on the part of management and supervisory staff. It falls within the scope of their day-to-day activities and ensures that each organizational process is consistent with the Group's vision and strategy.

#### The role of internal audit

Internal audit assignments are carried out at Group subsidiaries according to the annual audit plan and priorities set by management during the year. As part of its work, the internal audit team defines action plans with each subsidiary's management, under the supervision of Group management, to ensure that internal control procedures are continually improved.

## 2.3.4 The parties involved in internal control

### 2.3.4.1 The Board of Directors

The Board of Directors is charged with several tasks: it upholds the interests of employees, implements the Company's policy and performs the necessary checks and verifications. The Board also represents the shareholders.

Pursuant to its duties, the Board of Directors closely monitors the Group's results on a regular basis and reviews all types of risks (financial, commercial, operational, legal or personnel-related) relating to its business.

### 2.3.4.2 The Audit, Risk and Compliance Committee

The Audit, Risk and Compliance Committee, the organization and functions of which are described in chapter 4 *Corporate governance* of this Universal Registration Document, is responsible for preparing the control procedures carried out by the Board of Directors on accounting and financial matters and on the process for preparing the financial information and risk management.

The Audit, Risk and Compliance Committee actively monitors areas within its remit. Based on the information it receives, this monitoring allows it to intervene at any time deemed necessary or appropriate and may lead it, where it detects warning signals as part of its mission, to discuss the matter with senior management and to convey the appropriate information to the Board of Directors.

### 2.3.4.3 Senior management

Senior management comprises the Chairman and Chief Executive Officer, the Deputy Chief Executive Officer and a Management Committee composed of the Executive Committee and Group key managers in their respective fields.

The Executive Committee is responsible for the Group's operational management. It implements the strategic guidelines defined by the Board of Directors, ensures subsidiary compliance and discusses the major operational initiatives required to drive the Group's performance and growth.

The Group's key managers assist senior management and the Executive Committee in developing and coordinating key strategic initiatives and projects defined by the Executive Committee. They are responsible for the Group's business activities and for implementing its main cross-functional policies within the remit of their respective skills and expertise. They are also responsible for ensuring widespread consultation on Group strategy and development and contribute to ongoing dialog. They do not have any collective decision-making powers.

### 2.3.4.4 The Global Compliance and Security Council

The Group Global Compliance and Security Council, chaired at Group level by the Chief Information Security Officer and the Chief Compliance and Privacy Officer, meets to review security incidents and analyze their potential risks.

To manage these functions proactively, a Global Privacy Office was created, as well as a Global Technology and Privacy Committee.

The functioning and management of these Committees and the various parties involved are described under Data privacy risks in section 2.1 *Main risk factors*.

### 2.3.4.5 The Internal Audit Department

The Group is audited internally by a central team reporting to the Group Deputy Chief Executive Officer and Chief Financial Officer, who is a member of the Executive Committee. The Internal Audit Department also reports to the Audit, Risk and Compliance Committee as part of its duties.

The Internal Audit Department helps develop internal control tools and benchmarks. It carries out the missions included in the annual planning cycle approved by Group management and reviewed by the Audit, Risk and Compliance Committee. Summary reports on internal audit procedures and findings and progress with action plans are presented to the Audit, Risk and Compliance Committee and shared with the auditors.

The Group Legal, Compliance and Privacy Department also has an internal audit team, whose findings are presented to senior management and the Audit, Risk and Compliance Committee.

### 2.3.4.6 Departments and employees

Each department is involved in internal control by drafting and following policies and procedures designed to meet the Group's various goals, as well as by ensuring compliance with related control procedures and rules concerning the Group's business and operations.

Each employee is also involved in the internal control process, according to their respective level of expertise and access to information, so as to ensure its effective operation and regular review.

## 2.3.5 Description of the risk management and internal control system for published accounting and financial information

This section derives from the application guide for "Internal Control Procedures Related to the Accounting and Financial Information Published by the Issuers", taken from the AMF *Reference Framework*.

### 2.3.5.1 Definition and scope

The accounting and financial information risk management and internal control system ensures the preparation of reliable information that fulfills legal and regulatory requirements.

The accounting and financial internal control system encompasses the processes used to manage and produce published information as well as the system for managing risks that could affect these processes, i.e. that could affect the reliability, due transfer and completeness of the information.

Within the scope of preparation of the consolidated financial statements, the accounting and financial internal control process encompasses the parent company and consolidated companies ("the Group" as defined above).

### 2.3.5.2 Management processes in the accounting and financial organization

#### Organization and responsibilities

##### General organization

The Finance Department has a corporate practice and an operational practice. These two practices manage the organization of accounting and financial matters within the Group.

##### Corporate and operational practices

Within the corporate practice, dedicated teams of specialists ensure the implementation of accounting and financial management, under the supervision of senior management, in the following areas: consolidation and reporting, treasury, internal audit and financial communication.

The consolidation and reporting teams have joined together and are now managed by a single department, which also supervises the accounts of the holding company in Paris. The Treasury Department processes and centralizes movements of the Group's funds, manages its means of financing and hedges exchange rate and interest rate risks. The Internal Audit Department reviews the internal control processes inherent in published accounting and financial information. The department dedicated to investor relations and the market reporting system is described below in the paragraph entitled *Financial communication*.

The operational practice includes the Chief Financial Officers in charge of the linguistic regions and Specialized Services.

#### Responsibilities

The preparation of the Group's consolidated financial statements is the responsibility of the Group Chief Financial Officer, who relies on the Chief Financial Officers of the Group's linguistic regions and subsidiaries. The latter, along with senior management, are in charge of implementing a financial organization that conforms to Group best practices and ensures that accounting and financial information is reliable and consistent for the purpose of the financial statements published by the Group.

### The information system and management tool

The consolidation of accounting information, monthly reporting and budgets are managed on a single information system used by all Group subsidiaries.

This Group information system was implemented in order to meet information security and reliability requirements. It enables a detailed monthly financial report to be produced using the Group's model. It also allows a precise analysis of the formation of cash flows and results and compares them with budgets.

The Group information system is continually updated in line with the Company's requirements in terms of organization and management indicators.

### Accounting standards

The Group's accounting standards comply with IFRS issued by the IASB and adopted by the European Union. These standards have been used as the guidelines for preparing the consolidated financial statements since 2005. All consolidated subsidiaries are required to apply them.

The Chief Financial Officers of all subsidiaries are familiarized with the accounting definitions and principles, which may be consulted on the Group consolidation and management system, to ensure that they are applied consistently across the Group and that all financial information complies with such standards. An Accounting Guide setting out the standards applied in the preparation of the consolidated financial statements may be downloaded from the Group intranet.

The Group's Finance Department, with the help of the statutory auditors, keeps a constant watch on new IFRS under development, in order to alert management and anticipate their impact on the Group's accounts.

### Statutory auditors

The statutory auditors of the parent company carry out a limited review of the consolidated financial statements for the six months ended June 30th and a full audit of the parent company and consolidated financial statements for the year ended December 31st.

Senior managers must concert with the auditors, as the former are responsible for the preparation of the financial statements and the implementation of accounting and financial internal control systems.

The auditors attend the Audit, Risk and Compliance Committee meeting. They inform the Committee of their work on Group procedures and present their conclusions on the financial statements. They report on the key points raised during the audit. The auditors also present their audit plan to the Audit, Risk and Compliance Committee.

### The Audit, Risk and Compliance Committee

Items relating to financial reporting are reviewed at Audit, Risk and Compliance Committee meetings. For 2022, these items are set out in the section covering the work of the Board of Directors.

## 2.3.5.3 Process for preparing accounting and financial reporting

### Operational processes related to the production of accounting and financial information

Group procedures and best practices have been established in respect of the main operational processes used by subsidiaries for the production of accounting and financial information, particularly sales, payroll, purchases and fixed assets, in order to ensure that such entries are monitored and that they comply with the authorization and accounting rules set out in the AMF *Reference Framework* application guide.

### Use of the AMF *Reference Framework* application guide

The Group uses the AMF *Reference Framework* application guide to review internal control procedures for the main processes used to post entries in the accounts, by implementing a self-assessment system for each subsidiary.

Self-assessment questionnaires taken from the application guide and adapted to the Group and its business are completed three times a year under the supervision of the subsidiary Chief Financial Officers. The action plans put in place following this self-assessment are monitored by the Internal Audit Department. The results of the questionnaires and information on the monitoring of action plans are provided to Group management and presented to the Audit, Risk and Compliance Committee. A selection of the answers to the questionnaires from the main subsidiaries is also checked by those subsidiaries' auditors.

These questionnaires enable each subsidiary to review its financial and accounting information internal control procedures and to prepare the confirmation letters signed by the subsidiaries' directors and forwarded to Group management.

### Accounts closing

The process of closing the Group's accounts involves checks at every information reporting and processing stage, in accordance with a schedule set by the Finance Department and communicated to all subsidiaries.

Information forwarded by subsidiaries is inspected by the consolidation team, who eliminate internal transactions, test for consistency and check the items that pose the greatest risk.

The accounts are consolidated at Group level, without any intermediate consolidation stage. The Group Finance Department therefore has sole authority to make consolidation entries.

The published consolidated financial statements are prepared by the Group Finance Department on the basis of the largest subsidiaries' audited financial statements.

The main accounting options and estimates used by the Group are reviewed with the auditors before the accounts are finalized.

### Approval of the accounts

The subsidiaries' Chief Executive Officers give Group management a formal commitment, expressed in a letter of representation, that the subsidiary's financial statements present a true and fair view of the subsidiary's affairs, that they use the AMF Reference Framework, that no fraud has been detected and that all legal and regulatory provisions have been complied with.

Finally, the consolidated financial statements are presented by the Group Chief Financial Officer to the Audit, Risk and Compliance Committee. Within the scope of its responsibilities, the Committee examines them in preparation for the meetings and deliberations of the Board of Directors, which reviews and approves them.

### Financial communication

The Group Finance Department, via its investor relations department, sees that all information is provided in accordance with market requirements, within the legal time frames and under the applicable regulatory and statutory conditions, thereby satisfying market requirements.

Teleperformance applies best market practices in this area. The Group provides shareholders with an extensive database of information on its activities and latest news on its website at www.teleperformance.com.

The Group also organizes meetings with the financial community – either in-person or remotely, depending on the rules in force – not only when disclosing its results, but throughout the year on the major European, US and Asian stock exchanges.

All information channels are used by the Investor Relations and Financial Communication Department as part of its assignment (see section 7.6 *Financial communication*). These include the Group website, press releases, dedicated social media communication campaigns, as well as regular virtual meetings with the financial community, shareholders and financial analysts, by conference call or webcast – or in person, depending on practicalities and the rules in force.

This financial and shareholder communication strategy is part of a more global communication campaign aimed at all Group stakeholders: employees, clients, partners and the communities in which the Group operates. Following the disproportionate decline in the share price on November 10th, 2022, Teleperformance responded firmly by implementing a dedicated action and communication plan (section 7.6.4 *Action plan and dedicated communication campaign following disproportionate fall in share price on November 10th, 2022*). It aimed to restore confidence across the entire financial community.

## 2.4 VIGILANCE PLAN

In accordance with Article L.225-102-4 of the French Commercial Code, the vigilance plan ("Vigilance Plan") of Teleperformance SE ("Teleperformance" and, together with its subsidiaries, the "Group") is designed to present the reasonable vigilance measures implemented Group-wide in order to identify the risks and prevent serious harm to human rights and fundamental freedoms, health and safety, and the environment resulting from the operations of Teleperformance and the companies it controls within the meaning of Article L.233-16 (II) of the French Commercial Code, whether directly or indirectly, and from the operations of suppliers or subcontractors with which an established business relationship is maintained, where such operations form part of this relationship.

This Vigilance Plan is based on the five main obligations set out in French law: (i) risk identification and mapping, (ii) risk assessment procedures, (iii) deployment of systems for mitigating risk and preventing serious harm, (iv) establishment of a hotline policy and internal reporting system, and (v) system for monitoring measures in place.

The 2022 Vigilance Plan was presented to the Group's Executive Management. It was also presented to the CSR Committee. The duties of the CSR Committee include verifying the integration of the Group's CSR commitments (social and environmental issues), reviewing the Vigilance Plan, and examining the nature and impact of non-financial risks in consultation with the Audit, Risk and Compliance Committee.

Teleperformance commits to comply with applicable laws and regulations in each of the Group's operating countries to safeguard the objectives of the Group and the Vigilance Plan. In addition, Teleperformance has been a signatory of the United Nations Global Compact since 2011 and has committed to abide by the principles of the Universal Declaration of Human Rights, the ILO conventions and the OECD guidelines.

The Vigilance Plan sets out the manner in which Teleperformance identifies, assesses and mitigates risks in three main areas:

- human rights;
- health and safety;
- the environment.

Stakeholder dialogs were conducted in all main subsidiaries to ascertain stakeholders' key expectations and to identify and prioritize risks.

Several tools and procedures have already been introduced Group-wide in order to meet new regulatory requirements and provide for the Group's new consolidation scope.

More additions and enhancements will be made in the future as part of a continuous improvement process.

To ensure the deployment of the Vigilance Plan and the success of its programs and targets, a dedicated governance structure was set up, articulated around the CSR Department, the Human Resources Department, and the Compliance, Privacy and Security teams.

Stakeholders are regularly consulted on these issues, in particular during the updating of the risk mapping and the materiality matrix in 2022. The methods of dialog are described in section 3.1 *Business model*.

## 2.4.1 Risk identification and mapping

The Group's major risks are all presented in section 2.2 of this Universal Registration Document.

In 2022, Teleperformance updated its non-financial risk mapping, including human rights, international labor standards, health and safety, ethics and compliance, corporate governance, environment, value chain and communities. The methodology used to draw up the CSR risk map is set out in section 3.2.1 of this Universal Registration Document.

The global risk map is supplemented by more detailed risk maps covering specific areas:

- human rights risks, including discrimination, working conditions, child labor, forced labor, freedom of association and data privacy, taking into account both inherent risks and theoretical country-specific risks;
- health and safety risks;
- environmental risks following the recommendations of the TCFD (Task Force on Climate-related Financial Disclosures), as well as an analysis of vulnerability to climate risks using the University of Notre Dame's Adaptation Index (ND-GAIN).

As part of the duty of vigilance, Teleperformance has identified the following risks:

- **risks of infringement of human rights and fundamental freedoms:** discrimination in respect of employment and occupation, inappropriate behavior by some of its employees or by third parties, risks of sexual or moral harassment, alignment of working conditions with international standards, non-compliance with local labor law or Group standards, breach of freedom of association and the right to collective bargaining, or risks related to data security, threats of cyber attacks and data privacy of Teleperformance's employees, corporate clients and end-customers – see sections 3.3.4, 3.3.6, 3.3.7 and 3.4.3;
- **risks of harm to health & safety and security:** psychosocial risks and risks of isolation at work, reinforced by the pandemic and remote working, risks of musculoskeletal disorders due to sedentary work, or risks related to physical security (fire, growing political tensions, social unrest, acts of terrorism or epidemics such as Covid-19). Risks specific to content moderation have also been identified and are covered by a specific mechanism – see section 3.3.5;
- **environmental risks:** risks of harm to the environment caused by Teleperformance operations, mainly related to excessive consumption of resources, particularly electricity; the Group also operates in regions severely impacted by climate change leading to increased risk of natural disasters; risks concerning waste management, the circular economy or water are also considered – see section 3.6. The Group used the University of Notre Dame's Adaptation Index (ND-GAIN) to prepare a climate risk vulnerability analysis. None of Teleperformance's locations are in a high vulnerability zone, while 15% of the overall office space is located in a medium-to-high vulnerability zone, 14% in a low-to-medium vulnerability zone, and the remaining 71% in a low vulnerability zone. However, India and the Philippines, where 33% of Teleperformance's total workforce operates, are on the ND-GAIN's list of countries vulnerable to climate change, and are ranked among the ten most affected countries according to the Global Climate Risk Index 2021. The Group also completed an analysis of water risks at its locations, based on the water stress index developed by the World Resources Institute. The analysis showed that 2% of the Group's commercial operations are located in very high water stress zones and 11% in high-risk zones.
- **risks of CSR breaches in the value chain:** following the CSR risk mapping and the materiality matrix, the risks linked to Teleperformance's supply chain are not the most salient for the Group. With that said, the behavior expected from suppliers and subcontractors covers the following issues: respect for human rights, prohibition of child labor, prohibition of forced and compulsory labor, elimination of all forms of discrimination in respect of employment and occupation, occupational health and safety, freedom of association and the right to collective bargaining, respect of data privacy, responsible use of natural resources and prevention of gradual or accidental pollution of the air and soil. There may be risks of non-compliance with the Supplier Code of Conduct by a strategic supplier. A lack of communication with suppliers or problems accessing the Global Ethics Hotline could constitute a risk of not being alerted to possible human rights, health and safety or environmental breaches in the value chain. CSR risks and challenges by supplier type are identified in section 3.4.4.

## 2.4.2 Assessment procedures for subsidiaries, subcontractors and suppliers

The Group has established procedures for assessing risks at subsidiary level. These procedures are conducted by Group teams or in consultation with external organizations in order to identify and prevent risks of serious infringement of human rights and fundamental freedoms or damage to health and safety or the environment.

All Group facilities are extensively controlled, inspected and audited. They do not operate in silos, but on the contrary are closely managed following the Group's global values, global operating standards and global policies.

The risk management and internal control system components, such as the control environment, the risk management system or control procedures, are presented in section 2.4 of this Universal Registration Document.

Besides the global risk assessment and control scheme, Teleperformance has developed specific procedures linked to the areas of the Vigilance Plan.

### 2.4.2.1 Specific assessment procedures with regard to human rights and fundamental freedoms

- Human rights assessment: since 2020, the Group has implemented a procedure for assessing aspects related to human rights and fundamental freedoms. The assessment questionnaire was established internally, based on international standards and drawing on the Human Rights Compliance Assessment (HRCA) tool developed by the Danish Institute for Human Rights (DIHR). The assessment comprises 70 checkpoints covering discrimination, working conditions, child labor, forced labor, freedom of association, availability of whistleblowing mechanisms (Global Ethics Hotline) and data privacy.

  The procedure assesses subsidiaries' compliance with Group codes and policies, the OECD guidelines, the Universal Declaration of Human Rights, the ILO conventions and the United Nations Global Compact. The procedure also serves to identify risk areas requiring improvement or correction and best practices to be replicated, as well as to track progress and the implementation of corrective plans via the annual reassessment.

  In 2022, the Group CSR Department extended the assessment to 35 subsidiaries spanning over 87% of the Group workforce. The subsidiaries were placed in order of priority according to their share of the global Teleperformance workforce and the gross country risk as defined by the Human Rights Index Score developed by Schnakenberg and Fariss.

  Teleperformance has drawn on CHRB (Corporate Human Rights Benchmark) methodology to self-assess the existence and quality of its global human rights policy commitments, due diligence and redress mechanisms.

  Further information on these policies may be found in section 3.3.4.5.
- "Chats with the CEO" and focus groups are organized and conducted at each facility by local management (Philippines, Colombia, etc.).
- Employee satisfaction survey: since 2008, Teleperformance has been measuring employee satisfaction. Based on the results, specific action plans are defined in each subsidiary and implemented under the responsibility of the local Chief Human Resources Officer. Since 2021, this global survey has been supplemented by an external survey by Great Place to Work®. In 2022, Teleperformance was certified as a Best Workplace in 64 countries, covering more than 97% of its global workforce - see section 3.3.1.1 of this Universal Registration Document.
- HR assessments: when the Group identifies a decrease in employee satisfaction or overall performance, an independent global team, responsible for employee engagement, performs a thorough assessment reviewing all human resources processes and human rights aspects.
- Security & Compliance Audits: the Group has established an internal security and compliance audit function, which reviews the operational facilities for adherence to Group policies in terms of data security, data privacy, health & safety and anti-corruption. The audits are conducted on a rotating 24-month or 12-month basis for the top 10 clients.
- Teleperformance's global operating standards (TOPS and BEST) cover the entire business lifecycle, including recruitment processes, training and development, global premises standard, wellbeing at work, and management guidelines. Each subsidiary is required to assess its own performance twice a year under these procedures. Additional audits may be conducted in order to award certification to the subsidiaries.

### 2.4.2.2 Specific assessment procedures with regard to health & safety and security

- These procedures are presented in section 3.3.5 of this Universal Registration Document.

### 2.4.2.3 Specific assessment procedures with regard to harm to the environment

- Environmental data (energy consumption, fuel, air travel, water, etc.) is reported monthly and closely monitored by the CSR Department, senior management and the Board of Directors, in order to achieve the Group's objective of continuously reducing its carbon footprint. Appropriate measures and action plans are implemented based on the exposure of the various sites to climate risks and on their relative consumption of natural resources. The full environmental scheme is presented in section 3.6 of this Universal Registration Document.

In addition to internal control mechanisms, Teleperformance's facilities are also visited, audited, assessed and certified by numerous external stakeholders (clients, prospects, government departments, certification bodies, auditors, etc.).

### 2.4.2.4 Specific assessment procedures with regard to CSR breaches in the value chain

- Teleperformance's procurement consists mainly of IT hardware and software, telecommunications services, temporary employment agencies and suppliers of on-site services such as cleaning and security.
- The Group is committed to exercising vigilance in identifying potential adverse impacts of its business on its supply chain, whether direct or indirect, in order to prevent and, if necessary, mitigate such impacts. The Group requires its subsidiaries to work with suppliers and subcontractors that agree to comply with the Group's requirements in this area and to abide by the Supplier Code of Conduct.
- Suppliers and subcontractors are periodically assessed in accordance with the precepts of the Group Supplier Code of Conduct and Internal Procurement Policy.
- Teleperformance has been working on standardizing procurement processes and supplier assessment and selection procedures globally, by:
  - setting up procurement committees at Group, regional and local level to ensure that Group global policies and procedures are applied consistently;
  - setting up a Group procurement department and supplier risks committee to strengthen and standardize procurement processes among the various entities;
  - developing a standardized and enhanced supplier assessment procedure at Group level, rolled out in 2021: new and existing suppliers are assessed according to their level of risk, via a due diligence procedure.

The Group's policy on responsible procurement is set out in section 3.4.4 of this document.

## 2.4.3 Mitigating risks and preventing serious harm

Teleperformance has introduced measures to mitigate risks and prevent serious harm that are tailored to different circumstances. These measures are deployed at Group and subsidiary level, as well as with suppliers and other stakeholders. They are adapted in accordance with changing circumstances or risks identified in accordance with audit findings and messages reported via the various hotlines already set up or undergoing deployment.

Teleperformance's success and reputation are closely related to the Group's conduct of its business activities in a responsible manner in accordance with its core values and applicable law.

Teleperformance has developed global standards and processes to ensure the Group complies with the ten principles of the UN Global Compact and with international labor standards in all its subsidiaries.

These consist primarily of the following codes and policies:

- Code of Ethics;
- Code of Conduct, including anti-corruption and anti-influence peddling;
- Human Rights Statement, to be updated in 2023;
- Diversity & Inclusion Policy;
- Data Privacy Policy;
- Global Information and Security Policies, updated in December 2022;
- Health and Safety Policy;
- Environmental Policy;
- Supplier Code of Conduct.

Teleperformance sees to the due application and continuous improvement of the Group's global policies and Vigilance Plan.

Training sessions on the Group's codes and policies ensure their effective deployment and application in all subsidiaries:

- As part of the Group onboarding process, all new employees receive training in CSR, compliance and health & safety;
- The Group has developed a comprehensive training module on the Code of Conduct, including anti-corruption, provided to senior managers and employees;
- The Group has appointed local CSR ambassadors in each subsidiary responsible for liaising with the Global CSR Department. All local CSR ambassadors must complete a mandatory learning path, which includes knowledge of the Ten Principles of the UN Global Compact and training on their mission and responsibilities.

Together with the operating divisions, Teleperformance senior management constantly assesses the Group's exposure to risks relating to its international operations, in particular in countries where the economic and political outlook is deemed uncertain or highly uncertain, or in countries hit by natural disasters. Employee and client protection remains an absolute priority. Regulation drills are conducted in relevant countries in order to prepare facilities should these events occur. The Group has also implemented a crisis management plan to handle these events.

The crisis management scheme is described in section 2.3.3 of this Universal Registration Document.

Regular discussions with stakeholders lead to the implementation of corrective or adaptive measures based on their feedback. Teleperformance is also committed to continuous improvement and has taken several steps to strengthen social dialog in its key subsidiaries, as described in section 3.3.6.1.

In addition, the Group has set up specific mitigation and prevention measures, all presented in this Universal Registration Document.

Measures concerning human rights and fundamental freedoms are described in section 3.3.

Measures regarding health & safety and security are set out in section 3.3.5 *Health and safety*.

Measures related to the environment are set out in section 3.6 *Promoting Teleperformance's environmental responsibility*.

Mitigation and prevention measures in the value chain are presented in section 3.4.3 *Responsible procurement.*

## 2.4.4 Whistleblowing and grievance mechanisms

Teleperformance fosters a culture of openness and dialog that allows all employees to express their point of view and voice their concerns. Employees are free to approach their line manager, HR manager, corporate counsel or compliance officer.

In 2018, the Group launched the Global Ethics Hotline (whistleblowing mechanism), accessible to both internal and external stakeholders, to report on any breach relating to human rights and fundamental freedoms, health and safety of persons or the environment, ethics, corruption or fraud. It has been made available to 100% of Teleperformance's workforce.

Prior to launch, the Global Ethics Hotline was submitted to local employee representatives and trade unions in any country where the law required it. The hotline can be accessed at the following link: https://www.teleperformance.com/en-us/footer/ethics-hotline/

The Global Ethics Hotline Policy, which sets out the hotline's purpose protection, reporting and investigation procedures, is publicly available on the Teleperformance website (https://www.teleperformance.com/en-us/footer/ethics-hotline/).

Further details on the use of the Global Ethics Hotline are available in section 3.4.2.2.

## 2.4.5 System for monitoring measures in place

Teleperformance closely monitors a large number of indicators to evaluate the effectiveness of its policies. Here are some examples:

- employee satisfaction is measured on an ongoing basis through numerous internal and external surveys. customized action plans are put in place to address the issues raised. Teleperformance leadership team's incentive remuneration is tied to the implementation of these action plans;
- attrition;
- absenteeism;
- accident rate;
- internal control questionnaire (over 200 questions and controls, submitted to each subsidiary three times a year);
- results of human rights assessment;
- percentage of employees paid above a living wage;
- change in the percentage of women in management and executive positions;
- results of health, safety and compliance audits;
- Global Ethics Hotline statistics and resolution rate;
- GHG emissions, reported on a monthly basis by all subsidiaries, and consolidated and analyzed by the CSR Department;
- percentage of employees trained in the Group's global policies;
- percentage of suppliers having signed the Supplier Code of Conduct;
- percentage of at-risk suppliers assessed.

Risk management and internal control systems complement each other in controlling the Company's activities.

The internal control system relies on the risk management system to identify the main risks that need to be controlled. The risk management system includes controls that are part of the internal control system.

The table of key performance indicators is available in section 3.2.4.

## 2.4.6 2021/2022 Vigilance Plan implementation report

The report below summarizes the measures taken in 2021/2022 under the duty of vigilance law:

- continuous improvement in the identification of CSR risks, including human rights and environmental risks;
- update of the non-financial risk mapping and materiality matrix, through consultation with key stakeholders, both globally and in key countries;
- continuous strengthening of channels for listening and dialog with employees, strengthening of social dialog in several key subsidiaries and at global level;
- governance strengthened via the creation of a CSR Department in 2019, a Group Procurement Department in early 2020 and a Board CSR Committee in January 2021;
- presentation of CSR action plan to the Board of Directors and shareholders' meeting;
- renewed adherence to the UN Global Compact;
- regular revision of global policies, aligned with the Ten Principles of the UN Global Compact;
- overhaul of the CSR and ethics & compliance training module delivered to all new hires;
- launch and Group-wide roll-out of the Global Ethics Hotline (whistleblowing mechanism), accessible to both internal and external stakeholders, to report on any infringement of human rights or fundamental freedoms, harm to the health and safety of persons or the environment, breach of ethics, corruption, or fraud;
- systematic consideration of issues or controversies facing the Group.

Teleperformance is committed to a continuous improvement approach and has already listed some of its upcoming priorities:

- ongoing incorporation of non-financial risks at global level, including the addition of new non-financial and CSR controls to the internal audit plans;
- update of the Human Rights Statement;
- launch of phase two of the human rights assessment, with a focus on high-risk countries and key issues;
- integration of the framework agreement with UNI Global into the duty of vigilance procedure;
- global roll-out of the new supplier due diligence process and CSR assessment.

The full Vigilance Plan may be downloaded on the Group's website at www.teleperformance.com.

3

# Declaration of non-financial performance

# 3.1 BUSINESS MODEL

Teleperformance's **mission is to reduce friction (i) between companies and their customers**, and (ii) between government agencies and users, through the efficient management of their daily interactions. The Group therefore specializes in handling their relations with brands and governments.

**Teleperformance uses a range of resources** and assets to achieve its mission. These resources and assets are presented below and deployed in strict compliance with the Group's values, which must be observed worldwide in all locations and departments. The Group adjusts its model by anticipating and adapting to megatrends, as described in its Integrated Report. The Group's business activities are described in section 1.1.

## OUR MISSION

Reducing frictions between companies and customers, administrations and citizens.

## OUR VALUES

Cosmos | Integrity
Earth | Respect
Metal | Professionalism
Air | Innovation
Fire | Commitment

## MEGATRENDS

**TECHNOLOGY AND INNOVATION**

**SOCIETAL AND DEMOGRAPHIC CHANGES**

**DISRUPTION OF THE GLOBAL ORDER**

**ECONOMIC CHANGE**

**CLIMATE CHANGE**

## RESSOURCES

**HUMAIN**

- 412,742 employees
- 300+ languages & dialects

**FINANCIAL**

- €8.2B Revenue
- 15.5% current EBITA
- €703M Net Free cash flow

**INDUSTRIAL**

- 400+ sites
- 57 TP Cloud Campus countries (home office solution)
- Multilingual hubs
- Customer Journey Showrooms

**INTELLECTUAL CAPITAL**

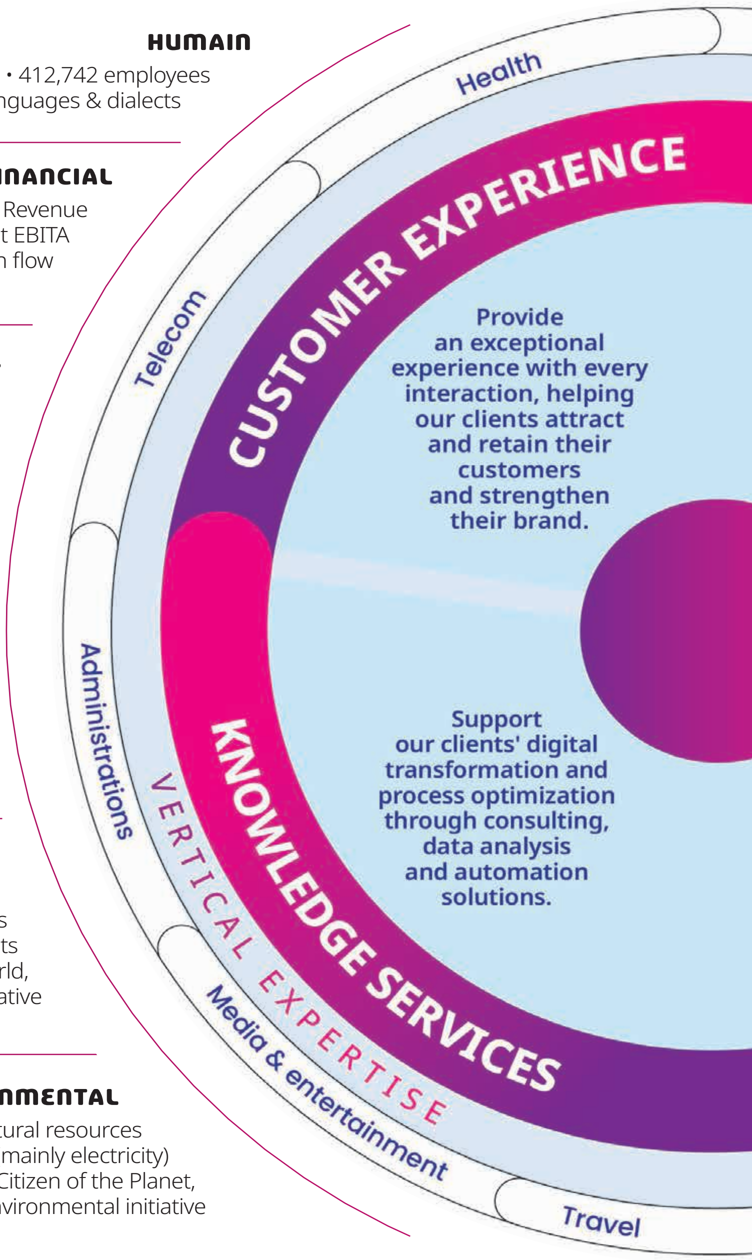
- Operational Processes and Standards
- CX Lab (research center)
- 100+ proprietary digital Platforms

**SOCIAL AND RELATIONSHIP**

- Close to 1,200 clients(1), of which 50% global accounts
- 170+ markets
- Citizen of the World, charity initiative

**ENVIRONMENTAL**

- Natural resources (mainly electricity)
- Citizen of the Planet, environmental initiative




*1- Excluding specialized services (30,000 clients, including individuals).*

Through its operations, Teleperformance strives to create long-term value for its stakeholders The Group creates value for its stakeholders based on the **universal principle of individual satisfaction: employee satisfaction is the first step in ensuring end-user satisfaction and, as such, that of Teleperformance's clients.** This "satisfaction chain" needs to function smoothly in order to create value for other Group stakeholders (communities, lenders and shareholders).

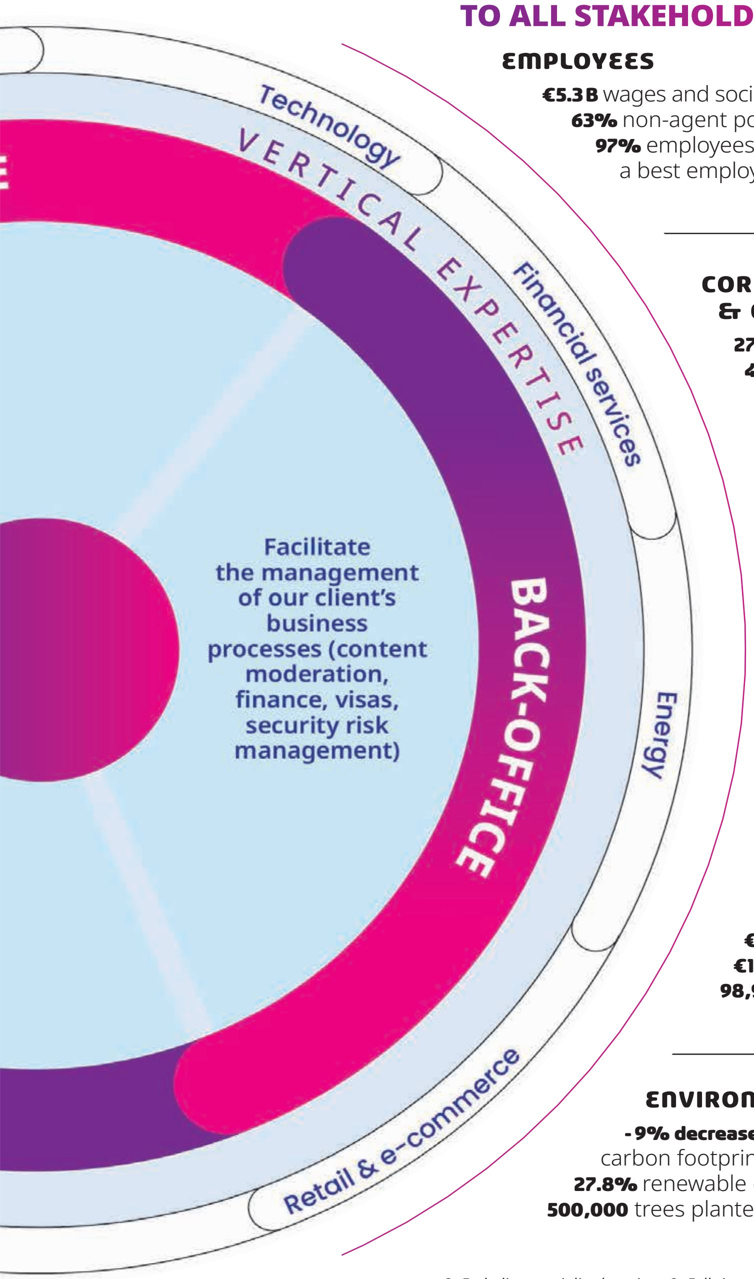
**The Group's vision** is that, in an increasingly digital and automated world driven by a growing need for efficiency and speed, **"Each interaction matters".** Teleperformance aims to become the preferred high-touch, high-tech partner for major brands and distributors as well as emerging companies by efficiently managing their daily interactions with customers, while ensuring total security. **Striking a balance between technological and human aspects is the cornerstone of the customer experience; emotional intelligence is essential in order to deliver value and ensure that changes are sustainable.**

## OUR AMBITION

Becoming an undisputed global leader in digital integrated business services.

## OUR VISION

**Each interaction matters.** TP combines human touch and high technology to deliver simpler, faster and safer customer interactions.




## CREATING VALUE TO ALL STAKEHOLDERS

### EMPLOYEES

**€5.3B** wages and social benefits
**63%** non-agent positions filled internally
**97%** employees working at a best employer subsidiary

### CORPORATE CLIENTS & GOVERNMENTS

**27% revenue** from Top 10 clients
**46% revenue** from the digital economy (2)
**13 years** average client tenure

### FINAL CUSTOMERS

**1B** interactions (2)
**Tailored customer experience**
**Data security:** BCR, GDPR

### SHAREHOLDERS

**194 M€** dividends
**146 M€** share buyback

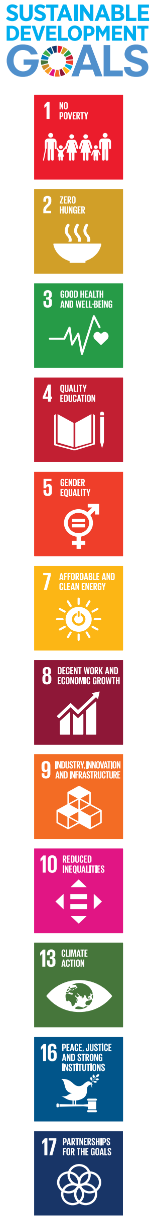
### COMMUNITIES

**€291M** income tax paid
**€11M** raised for charities
**98,900** volunteer hours

### ENVIRONMENT

**-9% decrease** in scope 1 & 2 carbon footprint per employee (3)
**27.8%** renewable energy
**500,000** trees planted

## CONTRIBUTION TO SDGS




*2- Excluding specialized services. 3- Full-time equivalent (FTE).*

**As a forward-looking company, Teleperformance has embarked on a significant transformation journey.** From being the worldwide leader in outsourced customer experience management, the Group has transformed into a global leader in outsourced digital integrated business services. Upstream, Teleperformance uses computer hardware and telecommunications equipment suppliers, temporary service agencies and on-site service providers (cleaning and security), enabling it to provide its services to companies and operate over 400 facilities worldwide. Downstream, the Group is committed to providing optimum quality of service and customer experience and maximizing end-user satisfaction.

To meet today's major global challenges, Teleperformance is committed to developing in a sustainable manner: creating meaningful connections to bring people together and creating value for all stakeholders, while ensuring that future generations can meet their own needs.

The Group's strategy is set out in section 1.1 of this Universal Registration Document.

### Teleperformance maintains continuous dialog with its main stakeholders:

| Stakeholders | Employees | Clients | End-users | Investors | Local communities | Suppliers |
|---|---|---|---|---|---|---|
| **Methods of dialog** | Employee satisfaction surveys (annual survey and real-time Sentiment Surveys), regular chats with the CEO and focus groups, continuous dialog on the intranet, coaching, performance reviews. | Client satisfaction surveys (K.Sat), RFPs, strategic account management, events, website, partnerships. | Systematic end-user satisfaction surveys (C.Sat), omnichannel interactions. | Continuous dialog through investor meetings, roadshows, shareholders' meetings, financial reporting, publications. | Regular voluntary work, job fairs, partnerships with government departments and NGOs, industry associations. | RFPs, business relations, partnerships. |
| **Needs & expectations** | Wellbeing at work;<br>Competitive remuneration;<br>Meaningful employment;<br>Career development;<br>Diverse and inclusive working environment. | End-user satisfaction & loyalty;<br>Growth and digital transformation;<br>"Easy to work with" partner;<br>Secure solutions;<br>Cost effective. | Find solutions to their daily problems, get a simple and fast response when and where they need it. | Reliable and sustainable financial performance;<br>Transparency and sound governance. | Local job opportunities, development of the local economy;<br>Inclusion of minorities;<br>Responsible use of natural resources. | Balanced relationship; compliance with payment terms; long-term partnership. |
| **TP's strategic response** | Health and wellbeing programs;<br>Attractive remuneration scheme;<br>Target-based management;<br>Training and development to ensure everyone achieves their full potential;<br>Gender equality initiative, strong emphasis on diversity, equity and inclusion programs, multicultural teams. | Simpler, faster, more efficient and safer solutions;<br>Enhanced customer experience, advanced data analytics, digitalization and automation;<br>Lean Six Sigma;<br>Vertical expertise;<br>Smartshoring;<br>Operational standards. | Emotional intelligence;<br>Omnichannel solutions;<br>Multilingual capacities in 300+ languages;<br>Data security (GDPR, ISO 27701, BCR approval). | Strong and sustainable financial performance;<br>Resilience and transformation;<br>Ongoing dialog with main investors;<br>Incorporation of governance and CSR best practices. | Major employer, measures taken to promote employment and inclusion among local and underprivileged communities (Impact Sourcing);<br>Extend the customer experience to persons living in remote areas;<br>Citizen of the World charity scheme;<br>Citizen of the Planet environmental scheme. | Standardized supplier management procedure;<br>Contractual compliance;<br>Development of a responsible procurement policy and CSR-oriented partnerships. |

# 3.2 KEY NON-FINANCIAL ISSUES AND CSR STRATEGY

## 3.2.1 Major risks and material topics

In 2022, Teleperformance updated its non-financial risk mapping and materiality matrix after consulting its main stakeholders and holding interviews on non-financial issues.

### Materiality analysis

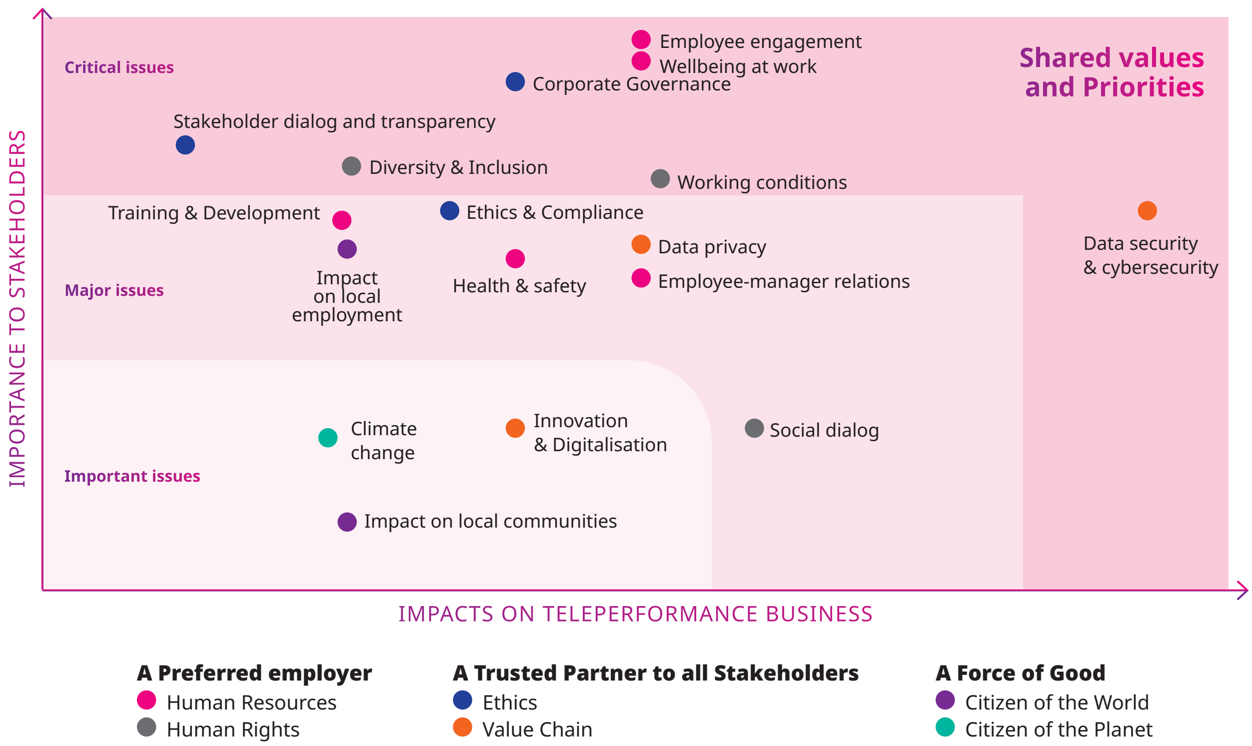
While preparing the list of issues to be included in the analysis, Teleperformance took into account international standards (ISO 26000, the United Nations Global Compact and Sustainable Development Goals (SDGs), and GRI standards), Article R.225-105 of the French Commercial Code, sector and media watch benchmarks and analyses of existing internal documentation. The CSR Department has analyzed each of the issues covered by these standards and guidelines to define the list of issues to be included in the analysis. 18 key issues have been included: wellbeing at work, employee engagement, employee-manager relations, health and safety, training and career development, working conditions, diversity, equity and inclusion, social dialog, governance, stakeholder dialog and transparency, ethics and compliance, data privacy, data security and cybersecurity, innovation and digitalization, value chain, climate change, impact on local employment, impact on local communities. Issues considered irrelevant in view of the Group's business and impacts have been omitted, as described in the GRI index in section 3.8.3.

This materiality analysis is designed to identify potential or actual impacts (i) on the Company's performance and (ii) of the Company's business on its stakeholders and the environment, as part of a dual materiality approach. Issues can then be prioritized on the foregoing basis. During Q3 2022, all identified non-financial issues were submitted to a panel of around 40 internal and external stakeholders to assess their impact on the Company's business, the Company's impact on its stakeholders and the environment, or both.

The stakeholders were asked to share their opinion on Teleperformance's potential or actual impact on them in terms of these issues. The stakeholders consulted included staff representatives (31% of the panel), members of the Board of Directors (12%), clients and suppliers (33%), and interest groups including public institutions, NGOs, industry analysts (24%). The stakeholder sample represented all key regions and countries in which the Group operates (focusing on the Group's main operations in EMEA, India, the Philippines, the USA and Colombia).

Meanwhile, Group managers representing all key departments expressed their opinion on the potential or actual impacts that each of these issues may have on Teleperformance's business. These issues may have operational, reputational, human, environmental and health impacts, all of which may impact the Company financially. Management then assessed the criticality of the issues in terms of their probability of occurrence (on a scale ranging from unlikely to almost certain) and severity, by assessing the financial materiality of the impacts (ranging from low to critical).

The materiality matrix below presents non-financial issues classified in terms of (i) their impact, whether positive or negative, on stakeholders and (ii) the degree of risk (potential severity and probability of occurrence) they entail for Teleperformance's operations.



The analysis also helps to establish an order of priority among a wide range of social, staff-related and environmental challenges facing the Group in view of its global stature. The analysis also helped strengthen dialog with stakeholders on CSR issues, in order to ensure that the initiatives and programs created by Teleperformance met their expectations.

In accordance with the priority areas pinpointed by the analysis, specific action plans and initiatives have been devised with the aim of mitigating and controlling the related risks and taking advantage of the opportunities arising from this procedure. These action plans and initiatives have been incorporated into the Group's strategic objectives. As a further demonstration of the importance of these priority areas, part of the variable remuneration awarded to key managers and executive officers depends on the Group's performance in this respect.

## Non-financial risk mapping

The non-financial risk map was reviewed in 2022.

This process was carried out in consultation with managers from all Group departments. The Group assessed the gross risks associated with each issue in terms of the financial impacts that would arise from operational, reputational, human, environmental or health risks, and by estimating their probability of occurrence and potential severity.

Stakeholder expectations expressed during the materiality analysis were also taken into account in the risk mapping process.

| Risks | Material topics | Risk identification | Criticality* | Commitments | Risk management | Key Performance Indicators |
|---|---|---|---|---|---|---|
| Social risks | Employee engagement;<br>Wellbeing at work;<br>Employee-manager relations. | The employees are the Group's most valuable asset. The quality of our services depends on our ability to hire, train and retain capable employees who are able to meet the demands of our clients, especially in the context of a job market that is tightening in many parts of the world.<br>Failure to attract and recruit the right candidates or employee dissatisfaction and disengagement could lead to lower productivity and quality, higher staff turnover and absenteeism, resulting in a failure to meet commitments to clients and end-users, disruption of operations and a material financial impact (hiring and training costs, client penalties, etc.). | • • • | A preferred employer | Robust hiring processes enabling identification of the right candidates from multiple talent pools (section 3.3.3.1);<br>Programs dedicated to employee engagement, wellbeing, ongoing listening, training and career development, aimed at making Teleperformance the preferred employer in the market - see section 3.3.1. Accordingly, for the second year running the Group has been recognized as one of the 25 World's Best Workplaces by Fortune and Great Place to Work®. | Percentage of employees working in a subsidiary certified as a best employer;<br>Trust index score awarded by employees; |
| | Training and career development | A mismatch between required skills and those developed by employees could lead to poor operational results and dissatisfaction among end-users and clients.<br>Inability to develop employee skills could result in loss of human capital. | • • | A preferred employer | A structured approach to training and career development designed to ensure quick assimilation of positions, anticipate new skills required in response to the digitalization of business processes and encourage internal promotion (section 3.3.3.2). | Training hours per employee;<br>Percentage of employees who received training;<br>Internal promotion rate. |
| | Health and safety | Health and safety risks are major, including musculoskeletal disorders linked to primarily sedentary work, as well as psychosocial risks and the risk of isolation at work rendered more likely by the pandemic and remote working. Teleperformance could also be exposed to risks of harm to physical safety (fire, growing political tensions, social unrest, acts of terrorism or epidemics such as Covid-19). | • • | A preferred employer | A formal health and safety management system to control risks efficiently, enhance wellbeing and prevent staff injuries during the performance of their duties. Since 2021, greater focus has been placed on mental health issues, and a series of measures have been introduced (section 3.3.5). | Accident frequency rate;<br>Individual counselling sessions for content moderators. |

| Risks | Material topics | Risk identification | Criticality* | Commitments | Risk management | Key Performance Indicators |
|---|---|---|---|---|---|---|
| Human rights risks | Working conditions | Given that Teleperformance employs over 410,000 people worldwide, risks of infringement of human rights and fundamental freedoms certainly exist. Breach of local labor law, international standards or Group policies constitutes a risk of serious harm.<br>As a leading multinational in its market, Teleperformance has a duty to promote the highest standards of working conditions. | ••• | A preferred employer | Working conditions in terms of working hours, proper remuneration, employee benefits and health insurance, or flexibility in working methods aligned with international standards and robust Group policies, regularly updated and approved by senior management - section 3.3.4. | Proportion of employees working from home;<br>Proportion of employees covered by health insurance;<br>Absenteeism rate;<br>Attrition rate, number of hiring and departures. |
| | Social dialog | Shortfalls in terms of working conditions, social dialog, or discrimination and harassment cases could lead to infringement of employees' fundamental rights and loss of performance for the Company, as well as employee disputes, litigation and potential damage to the Company's image. | •• | A preferred employer | Teleperformance is committed to fostering effective social dialog at all levels of the organization, as described in section 3.3.6. | Employee surveys;<br>Collective agreements. |
| | Diversity and inclusion | | ••• | A preferred employer | A conscious proactive commitment to hiring and integrating people from a diverse range of backgrounds and promoting gender balance and equal pay for men and women - see section 3.3.7. | Percentage of women in the global headcount and in managing positions;<br>Percentage of employees trained in the Diversity & Inclusion Policy;<br>Impact Sourcing. |
| | Data privacy | Risks related to data privacy in respect of Teleperformance's employees, corporate clients and end customers are inherent to the Group's business activity. Data privacy breaches could generate human and operational risks potentially leading to loss of client trust or risks of financial and legal sanctions. | ••• | A trusted partner | A set of Global Security Policies designed to anticipate and limit the risks of fraud or breach of statutory data security requirements;<br>ISO 27701 certification for its privacy policy - see section 3.4.3. | GDPR compliance;<br>Percentage of sites being ISO 27701 certified. |

| Risks | Material topics | Risk identification | Criticality* | Commitments | Risk management | Key Performance Indicators |
|---|---|---|---|---|---|---|
| **Risks related to business ethics** | Ethics & Compliance;<br>Governance;<br>Stakeholder dialog and transparency | Practices in conflict with anti-corruption, business ethics and tax evasion regulations could arise in countries where the Group operates or in its value chain.<br>Such practices would expose the Group to penalties and a risk to its reputation, which would impact the Group as a whole by damaging its overall credibility. | • • | A trusted partner | A dedicated governance structure that ensures rigorous management and ongoing dialog with stakeholders (sections 3.4.2.1 and 3.4.2.5).<br>A robust anti-corruption system based on the eight pillars of the French Sapin II law (section 3.4.2.3).<br>A Global Ethics Hotline for reporting misconduct (section 3.4.2.2). | Percentage of employees trained in the Code of Conduct;<br>Deployment of the Global Ethics Hotline;<br>Percentage of admissible alerts registered in the ethical alert system. |
| | Value chain | Ethical, business conduct, human rights or environmental breaches in the Group's value chain could have reputational, financial and legal consequences (duty of vigilance). | • | A trusted partner | The Group ensures that its suppliers and subcontractors adopt the standards of its Supplier Code of Conduct and assesses them regularly. An enhanced due diligence procedure to prevent risks of non-compliance in the value chain (section 3.4.4). | Deployment of the enhanced due diligence procedure for suppliers. |
| | Data security and cybersecurity | Teleperformance operates in an increasingly high-risk IT security environment marked by a surge in cyber attacks on IT systems of large companies and government agencies. | • • • | A trusted partner | A comprehensive four-year (2019-2022) cybersecurity program called Project Eagle, as described in section 3.4.3. | Percentage of employees trained in data security and cybersecurity. |
| **Environmental risks** | Climate change | Environmental risks, including transition and physical risks, have been identified in accordance with TCFD (Task Force on Climate-related Financial Disclosures) recommendations. Teleperformance's business could present a risk to the environment from excessive consumption of resources, if it fails to limit its emissions and achieve its carbon reduction targets. Furthermore, the Group operates in regions severely impacted by climate change leading to increased risk of natural disasters. These risks are set out in section 3.6.2. | • | A Force of Good | The Citizen of the Planet (COTP) global program, which aims to ensure that Teleperformance operates in an environmentally friendly and responsible manner.<br>Greenhouse gas emissions reduction targets approved by the Science-Based Targets initiative (SBTi) - see section 3.6. | Carbon footprint; Scopes 1, 2 and 3 emissions;<br>Scopes 1 & 2 carbon emissions per full-time employee;<br>Share of renewable energy. |
| | Circularity;<br>Waste management | Due to the use of computer hardware and electronic equipment, waste management and circularity issues also feature among the Group's concerns. | • | | Standardized processes for the collection, sorting and disposal of waste generated by its activities, focusing on computer hardware and electronic equipment (section 3.6.4.5). | Number of computers and telephones recycled. |

* *Criticality is determined on the basis of risk severity and probability of occurrence. It is presented on a three-level scale: high (• • •), intermediate (• •), and moderate (•).*

The non-financial risks identified in the table above have been included in the Group risk map. The exercise also took into account the potential impact of teleworking on risk levels. Accordingly, some risks could increase in a teleworking context, such as data privacy, data security and cybersecurity risks.

The Group's major risks are all presented in chapter 2 of this Universal Registration Document.

The risks covered by the duty of vigilance (human rights and fundamental freedoms, health and safety, the environment and value chain breaches) and the policies and initiatives introduced to mitigate such risks are set out in section 2.4 *Vigilance Plan* of this Universal Registration Document and are described further in the Group Vigilance Plan.

Some key issues which are included in the materiality matrix, do not appear in the risk mapping, considering that they have not been classified as risks, but considered as opportunities where Teleperformance may have a positive impact. These issues are "innovation and digitalization", "impact on local employment" and "impact on local communities".

The Group's ability to innovate, anticipate new technologies and use digital technology to enhance the customer experience is one of its main differentiating factors. The progress made in this area is described in sections 1.1.4 and 3.4.1.

Teleperformance is committed to having a positive impact on local employment, as well as to helping vulnerable children and communities, through the Impact Sourcing program and Citizen of the World philanthropic initiative. These programs are described in section 3.5 of this document.

## 3.2.2 United Nations Sustainable Development Goals

The Group's commitments are in line with the UN Global Compact, which Teleperformance joined in 2011. The Group ensures that all of its subsidiaries apply and comply with the UNGC's fundamental principles.

This is the most important global initiative in terms of sustainable development. It is based on a commitment by companies to implement the ten sustainable development principles, as follows:

| | |
|---|---|
| **Human rights** | **1.** Businesses should support and respect the protection of internationally proclaimed human rights; and<br>**2.** Make sure that they are not complicit in human rights abuses. |
| **International labor standards** | **3.** Uphold freedom of association and the effective recognition of the right to collective bargaining.<br>**4.** Contribute to the elimination of discrimination in respect of employment and occupation.<br>**5.** Contribute to the effective abolition of child labor.<br>**6.** The elimination of all forms of forced and compulsory labor. |
| **Environment** | **7.** Support a precautionary approach to environmental challenges.<br>**8.** Undertake initiatives to promote greater environmental responsibility.<br>**9.** Encourage the development and diffusion of environmentally friendly technologies. |
| **Anti-corruption** | **10.** Work against corruption in all its forms, including extortion and bribery. |

Teleperformance's commitment is reflected in its policies, including the Code of Ethics, Code of Conduct, Diversity & Inclusion Policy, Compliance and Security Policies, Health & Safety Policy, Human Rights Policy Environmental Policy and Supplier Code of Conduct. The Group ensures that its policies are put into practice and that employees are trained in all operations.

**Teleperformance has committed to contribute towards the achievement of the United Nations Sustainable Development Goals (SDGs).** Since 2021, Teleperformance has been a member of the Early Adopter program to test the new digital platform for Communication on Progress (CoP).

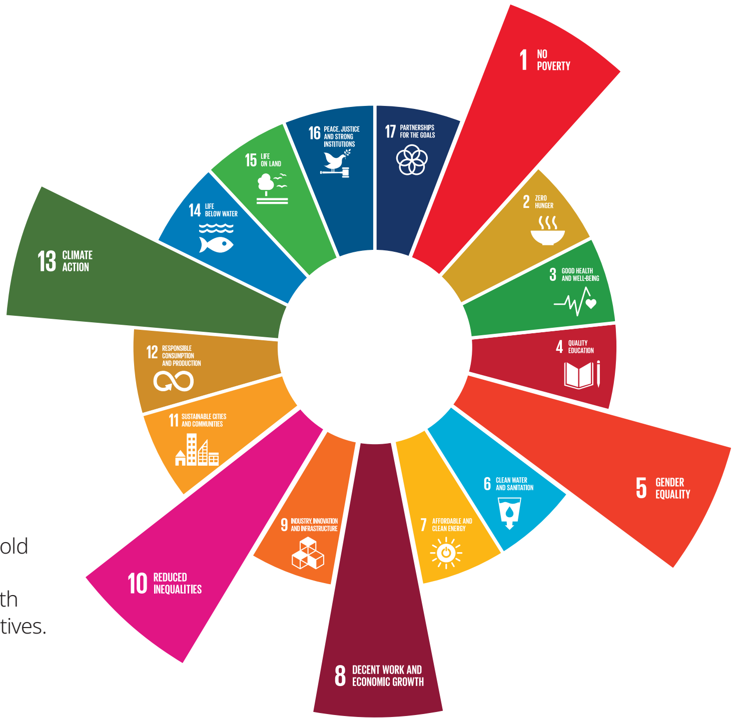
**Teleperformance mainly focuses on supporting goals #1, #5, #8, #10 and #13:**

## SCOPE

Teleperformance mainly focuses on supporting Sustainable Development Goals #1, #5, #8, #10 and #13.

### CLIMATE ACTION

TP has committed to the Science-Based Targets initiative (SBTi) by setting bold greenhouse gas emission reduction targets in line with the Paris Agreement objectives.




### NO POVERTY

By offering a decent and long-term job to more than 410,000 people, particularly in developing countries and regions with a high level of unemployment (e.g. India, Philippines, Tunisia, Madagascar, South Africa), TP contributes to eliminate poverty. The Group pursues a proactive policy focused on diversity, equity, and inclusion in order to offer job opportunities to individuals who normally have difficulty finding employment (women, young people, vulnerable groups).

### GENDER EQUALITY

Having established an even gender balance among the workforce and in management positions, TP has set ambitious targets for increasing the proportion of women in governing bodies, thereby promoting equality across the board via its global TP Women initiative. TP helps promote women's employment in developing countries. For example, TP India has considerably increased the proportion of women in its workforce through the GenderSmart initiative.

### REDUCED INEQUALITIES

TP treats everyone as unique. By recruiting people from vulnerable communities and ensuring no discrimination in its operations, the Group aims to reduce inequalities among employees. Each interaction is an opportunity to make a difference in people's lives. By providing customer experience and specialized services to people with limited access to such advantages, Teleperformance reduces inequalities outside its own organization.

### DECENT WORK AND ECONOMIC GROWTH

More people in decent jobs means stronger and more inclusive economic growth. As a major employer in several developing countries, TP helps to fight unemployment and poverty by offering a decent job and providing a fair income, occupational safety, social protection and a career path even in times of crisis.

The Global Compact has identified seven global challenges, for which Teleperformance undertakes to:

- guarantee fair practices, in particular thanks to a comprehensive anti-corruption system – see section 3.4.3;
- limit global warming by adopting ambitious carbon reduction targets – see section 3.6;
- ensure respect for human rights throughout its operations and value chain, through precise assessment procedures – see sections 3.3.4 and 3.4.4;
- combat poverty and unemployment by offering decent employment to several hundred thousand people – see sections 3.3.2 and 3.5.1;
- commit to balance and equality in all forms – see section 3.3.7;
- integrate the SDGs into Group strategy – see above;
- guarantee transparent governance that addresses global challenges – see chapter 4.

**Teleperformance has identified its main positive and negative impacts, whether real or potential, across its entire value chain, based on the SDGs targets:**

| **Positive impact** for people and the environment | **Mitigation of risks** to people and the environment |
|---|---|

## INTERNAL INITIATIVES AND POLICIES

### Positive impact

**1.1/** Major employer in developing countries. TP offers a decent wage to all its employees. Inclusion programs.

**4.4/** TP lays on a wide range of training courses and development programs for employees.

**5.5/** Higher proportion of women in management positions. The TP Women initiative aims to achieve gender equality across the board.

**8.3, 8.5, 8.6/** TP is a major local employer.

**10.4/** TP has set up programs to hire people from vulnerable groups.

**17.16, 17.17/** TP has developed numerous partnerships with public and private organizations. TP signed a global agreement with UNI Global to strenghten social dialog within its organization.

### Mitigation of risks

**3.4, 3.8/** TP has set up programs for health and wellbeing at work and offers health insurance to employees.

**7.2/** Increasing the renewable energy share in TP's energy mix.

**10.4/** TP has adopted a diversity and inclusion policy as a means of achieving greater equality.

**13.2/** TP is committed to reducing its carbon footprint per employee.

**16.5/** Through a robust set of Group policies, TP is committed to complying with national and international standards and regulations that seek to promote the most stringent ethical standards.

TP practices zero tolerance towards all forms of corruption and extortion and has developed a global anti-corruption program in line with the French Sapin II law.

The anti-corruption program is detailed in the 2022 Universal Registration Document at section 3.4.2.3.

Rollout of a hotline policy for all internal and external stakeholders.

## COMPANY BUSINESS ACTIVITIES

26% of TP's revenue contributes directly to the SDGs, particularly in the healthcare sector and specialized services to citizens.

**3.8/** TP provides interpreting services for foreigners and the hearing impaired in hospitals. TP provides Covid-19 response services (helplines, contact tracing, health center call management).

**8.1, 8.2/** TP is a major player in high value-added and labor-intensive services and innovation development.

**9.C/** TP helps to make information accessible to everyone, everywhere.

**10.2/** TP provides a customer experience to people with limited access.

## OUTSIDE THE COMPANY

### Positive impact

**1.2, 1.5, 2.1/** TP provides support to children and victims of natural disasters and humanitarian emergencies.

**4.4/** TP is committed to supporting education through its philanthropy program.

### Mitigation of risks

**13.3/** TP raises awareness among employees about environment-friendly practices.

**15.1, 15.2, 15.3, 15.5/** TP has formed a reforestation partnership with One Tree Planted and supported the planting of 500,000 trees.

Teleperformance continues to develop services and activities that directly contribute to the Sustainable Development Goals.

As such, in 2022 the Group generated 16% of its revenue in the healthcare sector and 10% with government agencies, by providing citizens in many countries with reliable information on their rights and medical procedures.

Furthermore, LanguageLine Solutions connect to a live professional interpreter in under 30 seconds, which can save lives during 911 calls and at the hospitals, or ensure justice in legal situations. They also enable the deaf and hearing impaired, as well as those with a poor grasp of English, to be heard and understood through interpreters in 41 languages, including British and American sign language.

## 3.2.3 CSR vision and governance

### CSR vision

Identifying the main CSR risks and challenges has helped the Group organize its CSR initiatives. Teleperformance aims to achieve total satisfaction among its stakeholders. In order to fulfill its mission and meet the expectations of its principal stakeholders, Teleperformance has made three commitments that go hand in hand with the Group's strategy:

**Be a preferred employer**

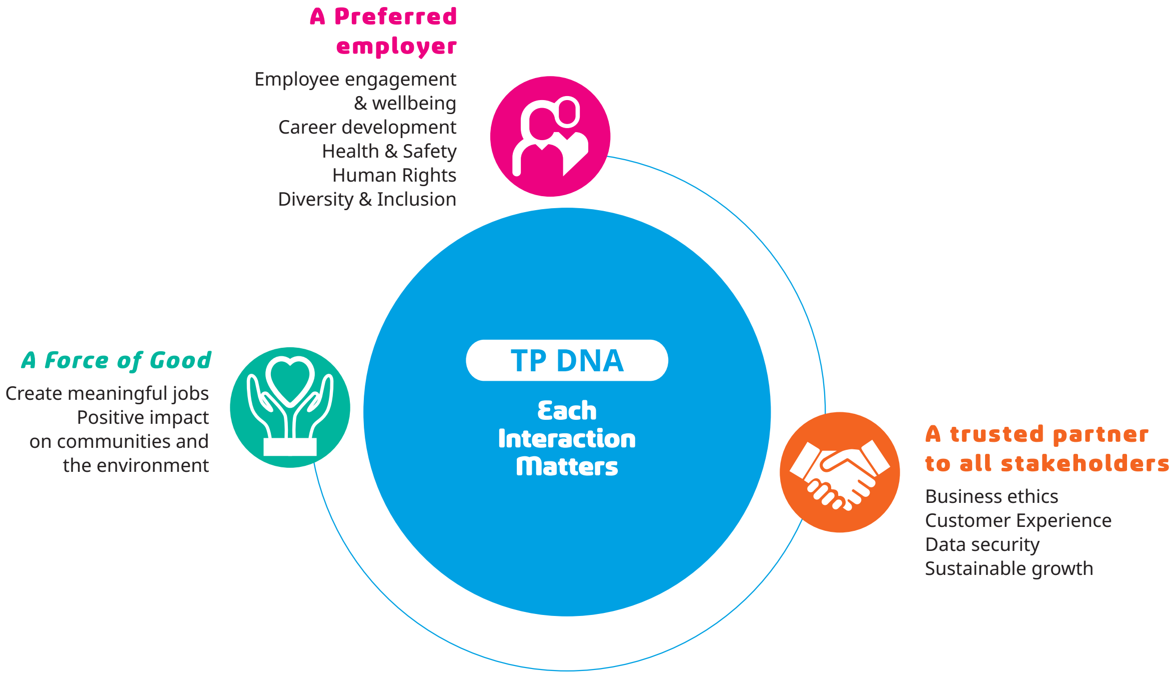
Teleperformance is focusing on developing a Great Place to Work® ecosystem: being the best employer in the sector is essential in order to hire, train and retain the best people.

**Be a trusted partner for all Group stakeholders**

by adopting the most stringent ethical standards and delivering long-term value.

**Be a Force of Good within the Group's sphere of influence**

by helping to create jobs and build the local economy, positively impacting communities, and promoting sustainable use of natural resources.



## Commitments and targets

Teleperformance measures its impact on its ecosystem through performance indicators and short- and medium-term objectives.

| | A preferred employer | A trusted partner | A Force of Good |
|---|---|---|---|
| | • Employee engagement and wellbeing<br>• Career development<br>• Health & Safety<br>• Human rights<br>• Diversity, equity & Inclusion | • Business ethics<br>• Customer experience and innovation<br>• Data security<br>• Sustainable growth | • Meaningful jobs<br>• Positive impacts on local communities and the environment |
| Our impact **on individuals** | Be the best employer in the sector in order to hire, train and retain the best people<br>(+) **Maintain a rate of more than 90%** of employees working at a certified best employer subsidiary | Customer experience for all, helping to break down social, geographic and cultural barriers<br>**+ 1B interactions per year** | A major employer among young generations and vulnerable communities<br>**125,000 young people hired for their first professionnal experience** |
| Our impact **on communities** | Develop women's employment in developing countries and promote gender equality<br>(+) **Increase female membership of the Executive Committee to 30% by 2023** | TP's hospital interpreting services save lives<br>**16% of the revenue** dedicated to the health care sector | Citizen of the World helps vulnerable children and their families<br>**11M€ donations in 2022**<br>**60,000 vulnerable children** benefited from educational support |
| Our impact **on the environment** | Staff awareness campaigns on the protection of the environment<br>**+ 3,700 hours of volunteer work** on environmental protection projects in 2022 | Client partnerships designed to help clients achieve their environmental goals through innovative solutions<br>**55% $CO_2$ emissions reduction** for Cloud Campus employees | $CO_2$ emission reduction targets in accordance with the Paris Agreement<br>(+) **Reduce our Scopes 1 & 2 GHG emissions by 49% per FTE[(1)] between 2019 and 2026**<br>**+500,000 trees planted in partnership with One Tree Planted** |
| Contribution **to SDGS** | 1 No poverty; 4 Quality education; 5 Gender equality; 8 Decent work and economic growth; 10 Reduced inequalities | 3 Good health and well-being; 9 Industry, innovation and infrastructure; 10 Reduced inequalities; 16 Peace, justice and strong institutions; 17 Partnerships for the goals | 1 No poverty; 2 Zero hunger; 4 Quality education; 7 Affordable and clean energy; 13 Climate action; 15 Life on land; 17 Partnerships for the goals |

(+) **Strategic non-financial targets used to determine annual variable remuneration awarded to executive officers.**

*(1) Full-time equivalent.*

The Group has set ambitious targets in this respect:

- **continue to obtain best employer certifications** reflecting a strong commitment to employees;
- **maintain an even gender balance** within the Group's workforce and in management positions, and **increase the proportion of women on governing bodies**, including 30% women on the Executive Committee by 2023;
- **step up its commitment to combating climate change** by reducing its carbon emissions, in accordance with the objectives approved by the Science-Based Targets initiative (SBTi), and increasing the renewable energy share of the Group's total electricity consumption to 30% by 2026;
- **uphold its commitment to local communities** by collecting over €7 million per year in donations to NGOs and stepping up the Impact Sourcing programs.

## CSR governance

A **dedicated governance structure was set up** to ensure the success of these programs and objectives. The CSR Department, which reports directly to the Deputy Chief Executive Officer, manages Group CSR strategy in order to roll out initiatives to achieve set targets, standardize practices among the subsidiaries and carry out regular monitoring.

The Group CSR Department works with a network of local CSR ambassadors present in each of the countries where the Group operates. They are tasked with liaising daily with the Group CSR Department and subsidiaries, in order to monitor local application of Group policies, and tracking and reporting CSR information. The CSR ambassadors receive instructions from the CSR Director, who sees that Teleperformance's practices are aligned with the Ten Principles of the United Nations Global Compact and with the Group Vigilance Plan.

To ensure the roll-out of action plans, the CSR Department also works in a cross-functional manner with multiple departments, including the Human Resources, Ethics and Compliance, and Risk Departments.

**The Board of Directors set up a CSR Committee in January 2021.** The new Committee is responsible for verifying proper integration of Group CSR commitments (social and environmental), reviewing the declaration of non-financial performance included in the Universal Registration Document, the annual Integrated Report, the Vigilance Plan and all information required under CSR regulations, and examining the nature and impact of non-financial risks in consultation with the Audit, Risk and Compliance Committee. The Committee met three times in 2022, as detailed in section 4.1.2.3 of this document. The independent chairwoman of the CSR Committee, a former human resources director of a large group in Colombia, has extensive expertise in social affairs, which are among the most important issues for Teleperformance.

All Board members receive a presentation of the CSR roadmap and results at least once a year at the annual Board seminar. They are also regularly made aware of environmental issues and targets.

**VALIDATION**

**CSR Board Committee**
Verifies the proper integration of the Group's social and environmental commitments, reviews regulatory publications and assesses the non-financial risks and their impact alongside the Audit, Risk and Compliance Committee of the Board of Directors.

**BOOSTING THE VISION**

**Executive Committee**
Embodies and disseminates Group values and commitments.
Approves CSR strategy.

**IMPLEMENTATION**

**CSR Department**
Coordinates Group CSR strategy in order to implement initiatives to achieve set targets, harmonize practices and perform regular monitoring. Coordinates implementation of CSR strategy with subsidiaries and business line teams.

Leadership and coordination

**CSR ambassador network**
Oversees CSR program implementation and local compliance with Group policies, escalating the required information.

**CSR PROJECT TEAMS**
Implement cross-functional action plans involving several business lines.

Collaboration

**Business functions**
Human Resources
Ethics & Compliance
Risks
IT
Procurement
Finance
Sales

*See Integrated report, page 49, for the full CSR governance infographic.*

## 3.2.4 Non-financial performance indicators

Ambitious targets driven by sustained long-term performance.

| Key performance indicators | Risks and material topics | 2020 | 2021 | 2022 | Progress | Target | SDGs |
|---|---|---|---|---|---|---|---|
| **A preferred employer** | | | | | | | |
| First job opportunities | Impact on local employment | 84,780 | 124,300 | 125,100 | | Be a driver of youth employment | |
| Employees working at a subsidiary certified as a best employer** | Employee engagement<br>Wellbeing at work<br>Working conditions<br>Employee-manager relations | 87% | 98% | 97% | | Maintain more than 90% | |
| Trust Index score from GPTW® survey** | Employee engagement<br>Wellbeing at work<br>Working conditions<br>Employee-manager relations | NA | 79% | 79% | | More than 70% (threshold to be GPTW certified is 65%) | |
| Training hours per employee | Training and career development | 137 | 173 | 166 | | Provide continuous training opportunities to all employees | |
| Employees trained on Health & Safety policy | Health and safety | 76% | 95% | 94% | | >90% | |
| Absenteeism | Health and safety | 5.2% | 3.9% | 4.2% | | <5% | |
| Percentage of women in management positions | Diversity & inclusion | 44.8% | 46.9% | 47.8% | | Maintain gender balance, >45% | |
| Percentage of women in the Group's Executive Committee | Diversity & inclusion | 25% | 25% | 25% | | 30% by 2023 | |
| **A trusted partner** | | | | | | | |
| Employees trained on Code of Conduct | Ethics and compliance | 86% | 97% | 95% | | >90% | |
| Footprint where Global Ethics hotline has been rolled out | Ethics and compliance | 100% | 100% | 100% | | 100% | |
| Employees trained on Privacy and Data security | Data privacy<br>Data security and cybersecurity | 87% | 97% | 96% | | >90% | |
| Percentage of sites which are ISO 27701 certified | Data privacy<br>Data security and cybersecurity | NA | 100% | 100% | | 100% | |
| Digital solutions, Analytics and Process Excellence experts (TP Digital*) | Innovation and digitalisation | 700 | 1,500 | 2,000 | | Accelerate the Group's transformation | |
| **Force of Good** | | | | | | | |
| Reduction of Scopes 1 & 2 GHG emissions per FTE(1) vs. 2019 baseline (tons $CO_2e$)** | Climate change | -37% | -44% | -49% | | -49% per FTE from 2019 to 2026 | |
| Share of Renewable energy out of total electricity consumption | Climate change | 17% | 21% | 28% | | 25% by 2023, 30% by 2026 | |
| Donations raised by Citizen of the World (€m) | Impact on local communities | 5,1 | 6,3 | 11 | | More than €7m annually | |

*level 1 : Needs to accelerate*
*level 2 : On target*
*level 3 : Exceeds target*

** Ex-T.A.PTM.*
*** The variable remuneration awarded to executive officers is conditional on the achievement of these strategic objectives.*
*(1) Full-time equivalent.*

## Alignment of interests

To ensure all interests are aligned, the annual and long-term variable remuneration awarded to the Group's corporate officers and key managers is contingent on the achievement of strategic non-financial objectives, as described in section 4.2.

Teleperformance has also integrated non-financial criteria into its financing arrangements. On January 31, 2023, the Group signed a further agreement with a consortium of 15 banks to set up a €500 million revolving credit facility. This second facilities agreement once again incorporates CSR criteria into the financing terms. The lending rate is contingent on the Group's CSR performance, among other criteria, in three key areas: employee satisfaction, gender equality and combating climate change.

As part of the EMTN SLB program signed on December 29th, 2021, the Group issued bonds totaling €500 million on June 24th, 2022 subject to Scopes 1, 2 and 3 greenhouse gas emissions reduction criteria approved by the Science-Based Targets initiative (see section 3.6 of this Universal Registration Document).

The Group has renewed its €4 billion EMTN SLB program approved by the French Financial Markets Authority (AMF) on December 16, 2022. This program includes criteria for reducing the Group's Scopes 1, 2 and 3 greenhouse gas emissions, as approved by the Science-Based Targets initiative (see section 3.6 of this Universal Registration Document).

## 3.2.5 Application of the EU sustainable taxonomy to the Teleperformance Group's business activities

The European sustainable taxonomy ("Taxonomy") establishes a list of economic activities considered to be environmentally sustainable on the basis of demanding technical criteria. The introduction of this framework, which is designed to earmark economic activities that contribute to the European carbon neutrality objective ("green deal"), highlights the extent of the economic and industrial transformations to be achieved and the European authorities' ambitions in terms of sustainable finance and transparency. Backed by its social and environmental commitments, Teleperformance fully supports the European Commission in its efforts to analyze activities and define technical screening criteria designed to steer the investments of public and private sector players towards projects that contribute to the transition to a sustainable, low-carbon economy.

**Due to a business model based mainly on the provision of services, the Group's business activities were not considered by the European sustainable taxonomy as making a substantial contribution to EU greenhouse gas emissions**. In fact, the environmental impacts of the Group's business activities primarily result from electricity consumption, as well as the impacts of purchasing and employee commuting. The Group's business does not generate material direct emissions into the atmosphere, water or ground and does not create any particular noise disturbance for the local community. On the contrary, the Group has ramped up its climate commitments which, among others, are described in section 3.6 of this Universal Registration Document. The Group is also closely monitoring the publication of delegated acts for the other four environmental objectives.

In accordance with European Regulation (EU) 2020/852 of June 18th, 2020 on the establishment of a framework to facilitate sustainable investment in the European Union (EU), in respect of the 2022 financial year the Teleperformance Group is required to publish the proportion of its turnover, capital expenditure (CAPEX) and operating expenditure (OPEX) that is aligned, eligible, non-aligned and non-eligible resulting from products and/or services associated with economic activities considered sustainable under the classification and criteria defined in the Taxonomy for the first two objectives, namely climate change mitigation and adaptation.

| Category | Framework regulation | Definition |
|---|---|---|
| **Eligible for mitigation and adaptation objectives** | Commission Delegated Regulation of June 4th, 2021 supplementing Regulation (EU) 2020/852 of the European Parliament and of the Council. | The activities considered eligible are those that meet the definitions set out in the Delegated Regulation on climate change mitigation and adaptation objectives. |

### 3.2.5.1 Activities eligible for the mitigation and adaptation objectives

This second assessment of the eligibility of the Teleperformance Group's activities for the climate change mitigation and adaptation objectives was conducted on the basis of the Delegated Regulation of June 4th, 2021 and its annexes, and was the subject of a joint analysis and control with the CSR Department, the Finance Department and the business line teams.

| | Eligible revenue indicator | Eligible CAPEX indicator | Eligible OPEX indicator |
|---|---|---|---|
| **Eligibility** | Zero revenue for objectives 1 and 2 | CAPEX resulting from individual measures* | Not applicable: exemption due to non-materiality |
| **Indicator numerator - Total eligibility objectives 1 and 2** | €0 million | €275.8 million | €0 million** |
| **Taxonomy indicator denominator** | €8,154 million | €530.5 million | €205.3 million |
| **Taxonomy eligibility indicator (%)** | 0% | 52% | 0% |

* *To avoid any risk of duplication, the eligible share of CAPEX indicated corresponds to the climate change mitigation objective only.*
** *The numerator was considered zero because the Group used the exemption due to non-materiality.*

To reach this assessment, a detailed analysis of the Group's activities was carried out in conjunction with a review of existing reporting processes and systems used to identify the financial aggregates required by the Taxonomy.

Based on a detailed analysis of all its business lines, the Group has not identified any eligible revenue.

The OPEX analysis resulted in the analyzed amount being classified as non-material in light of the Group's materiality thresholds, as the ratio of the "Taxonomy OPEX denominator" over "total Group OPEX" was less than 3%, which, combined with the fact that the Group's activities are not currently eligible, prompted the Group to apply the permitted exemption not to calculate the Taxonomy OPEX indicator in further detail. Operating expenses do not feature significantly in the Group's business model, primarily because the Group mainly leases its buildings, generating few renovation and short-term rental expenses.

Through the eligibility analysis performed to calculate the numerator of CAPEX, the Group identified "individual measures" for investments and expenditure as displayed in the Taxonomy, which relate to activities 7.2 "Renovation of existing buildings", and 7.7 "Acquisition and ownership of buildings", i.e.: long-term leases and renovation of buildings as well as ad hoc works related to the energy efficiency of buildings.

The CAPEX indicator denominator in the Taxonomy measures a company's capital expenditure carried on the balance sheet (generally acquisitions of property, plant and equipment and intangible assets) as well as long-term leases. This includes, among other items, the increase in right-of-use lease assets (IFRS 16), the actuarial impact on this increase and the increase in property, plant and equipment.

#### Reconciliation of Taxonomy indicators with the Group consolidated financial statements

| Taxonomy CAPEX indicator numerator | 2022 |
|---|---|
| Increase in right-of-use lease assets (IFRS 16)* | 231.2 |
| Investments for improving eligible buildings | 44.6 |
| **CAPEX INDICATOR - TOTAL ELIGIBILITY OBJECTIVES 1 AND 2** | **275.8** |

| Taxonomy CAPEX indicator denominator | 2022 |
|---|---|
| Increase in right-of-use lease assets (IFRS 16)* | 231.2 |
| Increase in property, plant and equipment** | 261.1 |
| Increase in other intangible assets*** | 38.2 |
| **TOTAL CAPEX INDICATOR** | **530.5** |

* *See consolidated financial statements, note 3.3 - Leases.*
** *See consolidated financial statements, note 3.4 - Property, plant and equipment.*
*** *See consolidated financial statements, note 3.5 - Other intangible assets.*

The Group will revise its methodology and eligibility analysis as and when the Taxonomy is implemented and according to changes in the activities listed and the technical screening criteria.

### 3.2.5.2 Activities aligned with climate mitigation and adaptation objectives: method applied to substantial contribution criteria, the so-called DNSH criteria and minimum safeguards

#### Analysis of substantial contribution criteria

In order to assess the alignment of CAPEX related to investments and expenditure linked to activities 7.2 "Renovation of existing buildings", and 7.7 "Acquisition and ownership of buildings", Teleperformance first verified compliance with the criteria for substantial contribution to climate change mitigation.

Regarding 7.7 activities, the Group conducted an analysis of all new leases, per building, and selected buildings holding category A energy performance certification or ranked among the top 15% energy efficient offices in the country. It has identified two new sites in India, LEED Platinum certified. The LEED certification (Leadership in Energy and Environmental Design) is a green building certification program recognized worldwide. The Platinum level is the highest level of certification. Therefore, it is almost certain that LEED Platinum sites are among the top 15% most efficient buildings in the country. At this point, the lack of reliable benchmarks in most of the Group's implementations outside of Europe prevented from validating the alignment of other buildings.

It has not yet been possible to validate the alignment of the Group's other eligible activities (7.2), in light of the Taxonomy's technical criteria. Initiatives are underway to integrate the taxonomy's requirements in terms of energy efficiency into the CAPEX criteria for future investments and fine-tune the reporting system. This will allow to better capture the individual measures aligned with the European Taxonomy in next reportings.

#### Commitments on the so-called DNSH criteria

DNSH (Do No Significant Harm) criteria have been analyzed in order to confirm that this contribution is made without harming other environmental objectives.

Investments and expenditure related to activities 7.7 do no significant harm other environmental objectives of adaptation to climate change. Teleperformance conducted a mapping exercise of climate-related risks based on the location of commercial operations, using the TCFD's recommendations, the 2021 Global Climate Risk Index, the University of Notre Dame Global Adaptation Index (ND-GAIN), the report from COFACE and from Climate Watch and World Resource Institute (WRI), and taking into account SSP2-4.5 and SSP5-8.5 scenarios from the IPCC (see section 3.6.2.1 for more details). None of Teleperformance's locations are in a high vulnerability zone. However, India is in a medium to high vulnerability zone. Hyderabad, where both sites are located, is exposed to risks of extreme heat. As such, these new sites in Hyderabad have integrated adaptation measures, such as green cover, air blowers and 100% green power. Adaptation and continuity plans are also in place to anticipate climate change.

#### Compliance with minimum safeguards

In addition, the minimum safeguards referred to in Article 3(c) of Regulation (EU) 2020/852 are procedures implemented by a company engaged in an economic activity in order to align itself with the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights, including the principles and rights set out in the eight conventions referred to in the ILO Declaration on Fundamental Principles and Rights at Work and the Universal Declaration of Human Rights.

- The Group's codes and policies are aligned with international standards, the United Nations Global Compact, OECD guidelines, the Universal Declaration of Human Rights and ILO conventions. In accordance with its duty of vigilance, Teleperformance has implemented a reasonable human rights due diligence process and relies on the UN Guiding Principles on Business and Human Rights and CHRB (Corporate Human Rights Benchmark) methodology to self-assess the existence and quality of its global human rights policy commitments, due diligence and redress mechanisms (see section 3.3.4.5 of this document).
- Teleperformance is committed to preventing and combating risks of the Group's exposure to corruption and influence peddling, in compliance with local anti-corruption laws and regulations, in particular the French Sapin II law and any other similar anti-corruption laws in the countries in which it operates. This program is based on a strong commitment from management, a clear structuring and definition of responsibilities, a specific communication plan and a raft of measures to prevent and detect acts of corruption or influence peddling and take corrective action where required (see section 3.4.2.3).
- Teleperformance believes that combating tax evasion and paying taxes are actions that show support for regions and communities. The Group pays not only corporate income tax, but also all taxes due in the various countries where it operates, such as local taxes and social security charges (see section 3.4.2.4).
- As stated in its Code of Ethics and Code of Conduct, Teleperformance follows the principle of fair competition and prohibits arrangements and behaviors that could be qualified as anti-competitive practices. Employees are made aware of these issues, in particular via the training on the Code of Conduct (see section 3.4.2.1).
- No significant offenses related to these four topics were identified in financial year 2022.

| | Aligned revenue indicator | Aligned CAPEX indicator | Aligned OPEX indicator |
|---|---|---|---|
| **Alignment** | Zero revenue for objectives 1 and 2 | CAPEX on buildings* | Not applicable: exemption due to non-materiality |
| **Indicator numerator - Total alignment objectives 1 and 2** | €0 million | €1.6 million | €0 million |
| **Taxonomy indicator denominator** | €8,154 million | €530.5 million | €205.3 million |
| **Taxonomy alignment indicator (%)** | 0% | 0.3% | 0% |

* *To avoid any risk of duplication, the aligned share of CAPEX indicated corresponds to the climate change mitigation objective only. The analysis is conducted per building for new leases and for works.*

Among its environmental commitments, Teleperformance is committed to prioritizing offices yielding a high energy performance, in accordance with its Green Premises Standard criteria, and it invests in improving the energy performance of its facilities.

The Group prioritizes recent and efficient buildings, which are aligned with high environmental standards. For example, all sites in Colombia are certified LEED Gold or LEED Silver. To be cautious, these sites have not been taken into account in the alignment calculation. Only the sites certified at the highest Platinum level have been considered. Teleperformance will open a new site in Romania in 2023, in a new and LEED Gold certified building, which will be supplied in solar energy thanks to rooftop solar panels. Similarly, the Group plans to migrate several of its sites in India to a New Generation campus by 2025. This LEED certified campus will also offer renewable energy sourcing.

Nevertheless, most of the Group's sites are located outside the European region, in countries where the concept of primary energy is rarely or not used, and where there is not necessarily any reliable benchmark in terms of buildings' energy efficiency. This increases significantly the complexity of aligning these sites with the Taxonomy's criteria. The Group is working on greater integration between its Green Premises Standard and the objectives of the European Taxonomy and will prioritize as much as possible new sites which are aligned with those criteria.

This also dovetails more broadly with its environmental strategy and the carbon reduction trajectory validated by the Science-Based Targets initiative (see section 3.6 of this Universal Registration Document).

## 3.2.5.3 Regulatory tables

| | | | | Substantial contribution criteria | | | | | | DNSH criteria (Does Not Significantly Harm) | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Economic activities** | **Code(s)** | **Absolute turnover** | **Proportion of turnove** | **Climate change mitigation** | **Climate change adaptation** | **Water and marine resources** | **Circular economy** | **Pollution** | **Biodiversity and ecosystems** | **Climate change mitigation** | **Climate change adaptation** | **Water and marine resources** | **Circular economy** | **Pollution** | **Biodiversity and ecosystems** | **Minimum safeguards** | **Taxonomy-aligned proportion of turnover 2022** | **Taxonomy-aligned proportion of turnover 2021** | **Category (enabling activity)** | **Category (transitional activity)** |
| **A. TAXONOMY-ELIGIBLE ACTIVITIES** | | | | | | | | | | | | | | | | | | | | |
| **A.1 Environmentally sustainable activities (Taxonomy-aligned)** | | | | | | | | | | | | | | | | | | | | |
| Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1) | | | 0% | 0% | | | | | | | | | | | | | 0% | | | |
| **A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)** | | | | | | | | | | | | | | | | | | | | |
| Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2) | | | 0% | 0% | | | | | | | | | | | | | | | | |
| **TOTAL (A.1 + A.2)** | | | **0%** | **0%** | | | | | | | | | | | | | **0%** | | | |
| **B. TAXONOMY-NON-ELIGIBLE ACTIVITIES** | | | | | | | | | | | | | | | | | | | | |
| Turnover of Taxonomy-non-eligible activities (B) | | €8,154M | 100% | | | | | | | | | | | | | | | | | |
| **TOTAL (A + B)** | | **€8,154M** | **100%** | | | | | | | | | | | | | | | | | |

| Economic activities | Code(s) | CapEx | Proportion of CapEx | Substantial contribution criteria: Climate change mitigation | Climate change adaptation | Water and marine resources | Circular economy | Pollution | Biodiversity and ecosystems | DNSH criteria (Does Not Significantly Harm): Climate change mitigation | Climate change adaptation | Water and marine resources | Circular economy | Pollution | Biodiversity and ecosystems | Minimum safeguards | Taxonomy-aligned proportion of CapEx 2022 | Taxonomy-aligned proportion of CapEx 2021 | Category (enabling activity) | Category (transitional activity) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **A. TAXONOMY-ELIGIBLE ACTIVITIES** | | | | | | | | | | | | | | | | | | | | |
| **A.1 Environmentally sustainable activities (Taxonomy-aligned)** | | | | | | | | | | | | | | | | | | | | |
| Acquisition and ownership of buildings | 7.7 | €1.6M | 0.3 % | 0.3 % | | | | | | N/A | YES | N/A | N/A | N/A | N/A | YES | 0.3% | | | |
| CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1) | | €1.6M | 0.3 % | 0.3 % | | | | | | | | | | | | | 0.3% | | | |
| **A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)** | | | | | | | | | | | | | | | | | | | | |
| Renovation of existing buildings | *7.2* | €44.6M | 8.4% | | | | | | | | | | | | | | | | | |
| Acquisition and ownership of buildings | *7.7* | €229.6M | 43.3% | | | | | | | | | | | | | | | | | |
| CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2) | | €274.2M | 51.7% | | | | | | | | | | | | | | | | | |
| **TOTAL (A.1 + A.2)** | | **€275.8M** | **52.0%** | | | | | | | | | | | | | | **0.3%** | | | |
| **B. TAXONOMY-NON-ELIGIBLE ACTIVITIES** | | | | | | | | | | | | | | | | | | | | |
| CapEx of Taxonomy-non-eligible activities (B) | | €254.7M | 48.0% | | | | | | | | | | | | | | | | | |
| **TOTAL (A + B)** | | **€530.5M** | **100%** | | | | | | | | | | | | | | | | | |

| | | | | Substantial contribution criteria | | | | | | DNSH criteria (Does Not Significantly Harm) | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Economic activities** | **Code(s)** | **Proportion of OpEx** | **Proportion of OpEx** | **Climate change mitigation** | **Climate change adaptation** | **Water and marine resources** | **Circular economy** | **Pollution** | **Biodiversity and ecosystems** | **Climate change mitigation** | **Climate change adaptation** | **Water and marine resources** | **Circular economy** | **Pollution** | **Biodiversity and ecosystems** | **Minimum safeguards** | **Taxonomy-aligned proportion of OpEx 2022** | **Taxonomy-aligned proportion of OpEx 2021** | **Category (enabling activity)** | **Category (transitional activity)** |
| **A. TAXONOMY-ELIGIBLE ACTIVITIES** | | | | | | | | | | | | | | | | | | | | |
| **A.1 Environmentally sustainable activities (Taxonomy-aligned)** | | | | | | | | | | | | | | | | | | | | |
| OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1) | | | 0% | 0% | | | | | | | | | | | | | 0% | | | |
| **A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)** | | | | | | | | | | | | | | | | | | | | |
| OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2) | | | 0% | | | | | | | | | | | | | | | | | |
| **TOTAL (A.1 + A.2)** | | | **0%** | | | | | | | | | | | | | | **0%** | | | |
| **B. TAXONOMY-NON-ELIGIBLE ACTIVITIES** | | | | | | | | | | | | | | | | | | | | |
| OpEx of Taxonomy-non-eligible activities (B) | | €205.3M | 100% | | | | | | | | | | | | | | | | | |
| **TOTAL (A + B)** | | **€205.3M** | **100%** | | | | | | | | | | | | | | | | | |

# 3.3 A PREFERRED EMPLOYER IN ITS MARKET

**Teleperformance makes its employees the focus of its business. The Group is committed to being an employer of choice in each of its markets by promoting the highest standards in its industry. This is an essential prerequisite in creating value** for all stakeholders: a happy employee is the first step towards ensuring end-user satisfaction and therefore satisfying Teleperformance's clients.

To this end, the Group deploys a number of initiatives and tools in the areas of recruitment, professional training and development, human rights, diversity and inclusion, wellbeing, and occupational health and safety, to monitor progress and the achievement of this goal.

**The Group launched a high-touch strategy spanning the entire human resources value chain**, based on a set of key pillars:

- attract, recruit and retain talent;
- train and support employees in their professional development;
- foster employee engagement;
- listen to employees on an ongoing basis;
- continue to digitalize HR processes to enhance the employee experience and increase agility.

This high-touch strategy, which places human aspects and emotional intelligence at the center of its operations, is aimed at Group employees, corporate clients and end-customers alike. It is illustrated by the catchphrase that encapsulates Teleperformance's identity and mission: "Each Interaction Matters". The Group believes that, as a responsible corporate citizen, it has a duty to help all of its employees fulfill their maximum potential through each interaction of their career at Teleperformance.

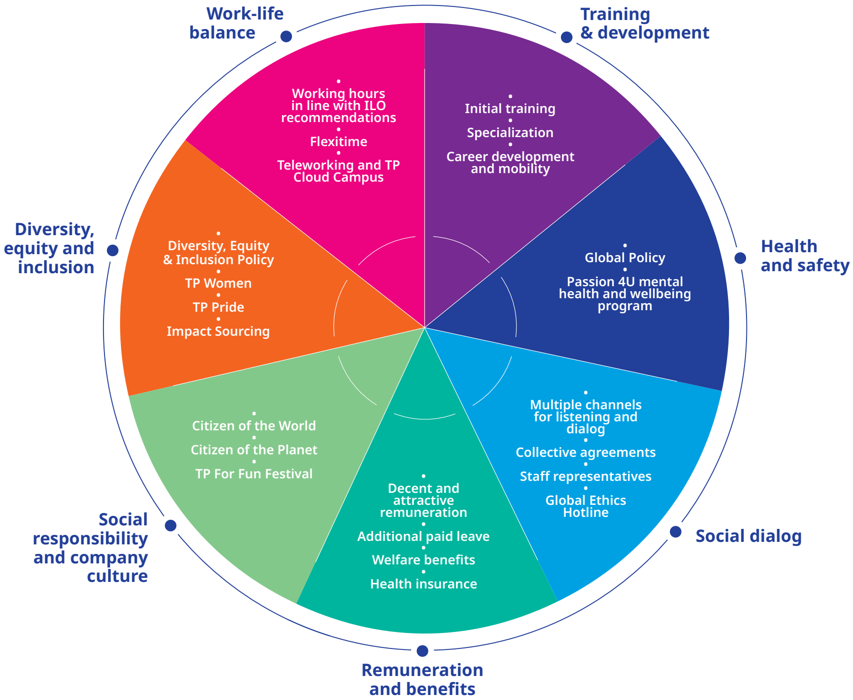
Since 2020, Teleperformance has adapted its human resources management approach to allow for the exponential growth in Group-wide teleworking arrangements (see section 3.3.4.1 *Work organization*). The Covid-19 pandemic has had a lasting impact on human resources management. For example, Teleperformance developed a new digital recruitment model, rolled out Group-wide in 2021 (see section 3.3.3.1 *Attracting and hiring new talent*). Besides conducting a major overhaul of remote working procedures, Teleperformance has revised its hiring processes, job descriptions and appraisals, as well as remuneration criteria, to make emotional intelligence a key consideration.

Teleperformance's high-touch strategy aims to boost employee happiness and help it stand out as a forward-looking company. This strategy is steered by a governance structure revolving around the Group Chief People Officer. The structure comprises the managers of key human resources areas including training, recruitment and diversity, as well as regional managers who ensure that the Group's human resources policy is duly disseminated and applied by local teams in each country.

Teleperformance is fully committed to providing a unique work environment, including with regard to teleworking, and earns recognition from independent entities on a regular basis. **In 2022, the Group was recognized as one of the World's 25 Best Workplaces™** for the second year in a row. This exclusive distinction is awarded to leading employers worldwide by the Great Place to Work® Institute and Fortune magazine. This year, the Group was ranked in **11th place**. Selected companies stood out for creating globally exceptional employee experiences, high-trust relationships, and workplaces that are fair and equal for all. Great Place to Work® Institute, the global authority on workplace culture, selected the list using confidential employee feedback across multiple evaluative criteria.

In 2022, Teleperformance was ranked among the ten best employers in the 25 Best Workplaces in Europe™ and the 25 Best Workplaces in Latin America™ rankings in the "Multinationals" category. **The Group has been certified as a Great Place to Work® in 64 countries across all world regions. This represents more than 97% of the entire Teleperformance workforce worldwide** (see section 3.3.1 *Employee engagement*).

Teleperformance's high-touch strategy is based on a number of key commitments and programs:



## 3.3.1 Employee engagement

Employee engagement is a Group priority. As such, Teleperformance has built a corporate culture based on trust and an exceptional employee experience. It is based on a safe and secure working environment, in which everyone is able to maximize their potential and share in the Group's success (see policies, procedures and engagement programs in sections 3.3.3 to 3.3.7).

A series of tools have been developed to measure employee engagement.

| Key risks and material topics | SDGs | Key Performance Indicators |
|---|---|---|
| • Employee engagement<br>• Wellbeing at work<br>• Employee-manager relations<br>• Working conditions | 1 NO POVERTY<br>4 QUALITY EDUCATION<br>8 DECENT WORK AND ECONOMIC GROWTH | **97% of employees working in a subsidiary certified as a best employer**<br>**79% Trust Index score awarded by Teleperformance employees**<br>**"Best employer" certification obtained in 64 countries** |

### 3.3.1.1 Great Place to Work® certification

In 2022, over 201,000 employees worldwide (183,000 in 2021) took part in independent employee trust surveys conducted by Great Place to Work® Institute to confidentially rate us on the job we are doing as an employer. Great Place to Work® Institute, the global authority on workplace culture, awards the world's only independent certification based on the quality of the employee experience.

#### Results

Employees assign their employer a trust index. For the company to be certified as a Best Workplace, this trust index must be above 65%. **The 79% average trust index awarded by Teleperformance employees in the Trust Index© surveys is therefore well above the minimum requirement**. The high scores reflect well on fairness, inclusion, equality, trust and teamwork in a highly diverse Group comprising over 100 different nationalities. They have enabled **Teleperformance to obtain or renew Great Place to Work® or Best Places to Work® certification in 64 countries and to be ranked among the World's 25 Best Workplaces™**. **These awards cover more than 97% of the Group workforce,** well above the 90% target.

Among the key results, 93% of employees believe that Teleperformance is a physically safe place to work, 90% consider they are treated fairly regardless of their gender and background, 87% of employees feel they receive a warm welcome when they join the company and 84% say they are treated as a fully-fledged member of the Group, regardless of their status.

#### Methodology

Companies must submit to a rigorous selection process to receive these awards. The Great Place to Work® ranking is based on employees' perception of their employer as well as company human resources management practices, which are measured by two tools developed by the Institute, Trust Index© and Culture Audit©:

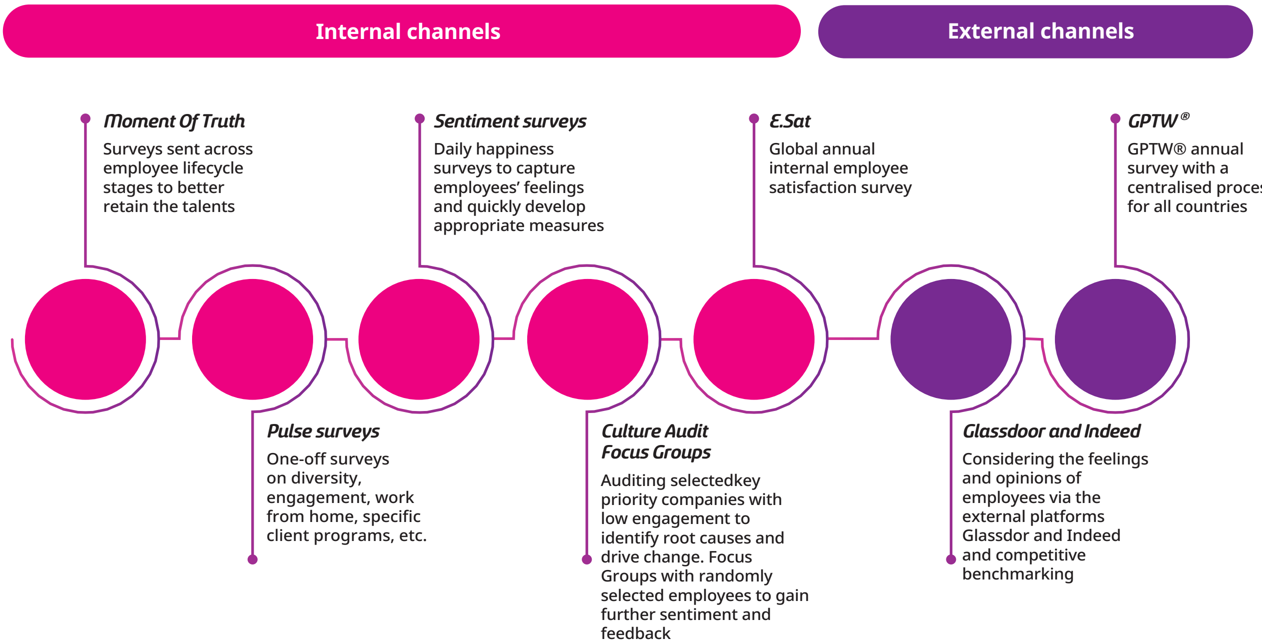
- a Great Place To Work® company is a company in which employees trust the people they work for, take pride in what they do and value the people they work with. Employee satisfaction is measured through the Great Place to Work® Trust Index© survey, which is sent to all employees of all profiles, functions and geographical areas, regardless of their length of service. The survey contains one question on overall satisfaction and around 60 questions covering five values: Credibility, Respect, Fairness, Pride and Camaraderie. These questions cover all the main aspects of professional life: working conditions, relevance of assignments, prospects for training and development, salary, team, management, etc. The trust index equals the percentage of promoters over the total number of responses;
- Through a few targeted questions, the Culture Audit© questionnaire identifies how the company has developed the best possible working environment, the measures in place to help everyone achieve their potential, the company's values, communication of strategy to employees and, more generally, the company's impact on its employees and the community.

Every year, Great Place To Work® sends a new survey to all employees. **The survey and certification process is therefore reset every year.**

These issues feature among the Group's priorities as set out in the materiality matrix. **Independent, objective awards and rankings given by external bodies in recognition of employee workplace satisfaction are now taken into account in the Group executive officer remuneration scheme** (see section 4.2 on executive officer remuneration).

### 3.3.1.2 Satisfaction surveys

Teleperformance has implemented an ongoing employee listening process through various surveys. To date, over 2.2 million interactions have been collected:




Teleperformance has conducted an extensive employee satisfaction survey every year since 2008 (E.Sat) to better understand how employees view their work. In 2022, 220,964 employees representing 54% of the total workforce took part in the survey. One of the questions asks employees whether they are satisfied working at Teleperformance, on a scale ranging from 0 (not at all satisfied) to 10 (extremely satisfied). An eNPS (Employee Net Promoter Score) is calculated accordingly. The eNPS is a concept that makes it possible to assess the likelihood of an employee recommending their company. It is calculated by subtracting the percentage of detractors (employees assigning a satisfaction score of between 0 and 6) from the percentage of promoters (employees assigning a satisfaction score of 9 or 10). In 2022, Teleperformance obtained an eNPS of 50, demonstrating growing satisfaction among the Group's employees.

In addition to the Great Place To Work® external certification and the annual E.Sat survey, a number of centralized employee listening tools have been introduced in recent years to ensure more frequent monitoring of employee satisfaction, including:

- talent retention surveys designed to verify employee satisfaction after each stage of their career (hiring, induction, training, change of position, annual review, etc.) called *"Moments of Truth" - see section 3.3.3.2 Employee training*;
- external surveys through employee reviews on Glassdoor or Indeed;
- daily "Sentiment Surveys" on employees' moods and mindsets, comprising a single question: How do you feel today and why?

Sentiment Surveys give employees an opportunity to express their emotions each day by selecting one of five emoticons displayed on the MyTP online platform, on a scale from "very happy" to "very unhappy". They may also state the main reason for their response: personal, or related to the company, client program or wellbeing. If an employee selects a professional reason, they can then specify the areas concerned by their feelings: workplace relations, schedules, stress, management, wage, work tools, etc.

Keeping a record of employee sentiment every day helps assess the general state of mind of the Group's employees, and provides a detailed analysis of emotions in each country, at each location and for each client program. Global and local initiatives and programs can then be adapted accordingly: for example, if many employees in the same country are happy with a specific measure, it could be extended to other countries; on the other hand, alerts are raised whenever major dissatisfaction is identified, in order to quickly implement corrective action (modifying schedules, professional assistance to tackle stress, strengthening workplace wellness programs like Passion 4U; see section 3.3.5.5).

This is essential when it comes to rapidly implementing measures to restore employees' overall wellbeing. To optimize follow-up of the Sentiment Surveys, a closed-loop process has been put in place: employees participate in the survey, which is made available each day on the MyTP online platform, and HR teams review the results daily. Reports are then forwarded to operations and human resources managers, who take direct action and conduct further investigations within the teams whenever issues are identified. Every week, the operations and human resources teams meet to review the main client programs, and develop short- and medium-term action plans with employees to maintain their consistent wellbeing. Finally, every month local management teams review the main survey results for each center and client program, ensuring that action plans are properly deployed. As such, employees get to see concrete solutions to the issues they have raised. For example, Teleperformance Greece has strengthened its engagement programs and team building activities for people working from home, and has also held several roundtables to explain more clearly the mechanisms for obtaining performance bonuses on certain client programs.

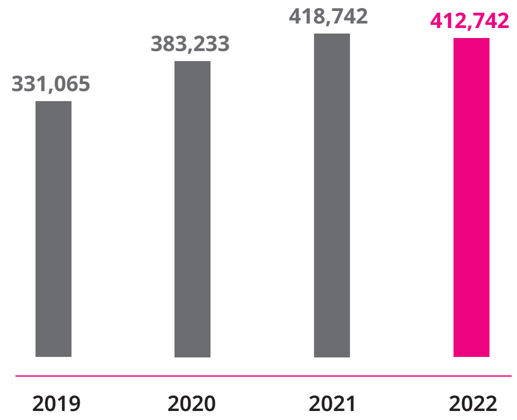
**Taking employee opinions into account through these various surveys serves as a means of improving working conditions and promoting employees' professional development.** In order to ensure continuous improvement in results, progress on each project is also monitored on a monthly basis by a dedicated team.

## 3.3.2 Driving significant job creation

The information contained in this section concerns all Group consolidated companies, unless otherwise specified.

### 3.3.2.1 Breakdown of total workforce by age, gender and region at December 31st, 2022

| 2022 | Men | Women | Total | < 25 years old | < 35 years old | < 45 years old | > 45 years old |
|---|---|---|---|---|---|---|---|
| North America and Asia Pacific | 81,833 | 91,748 | 173,581 | 68,989 | 74,327 | 21,118 | 9,147 |
| | 47.1% | 52.9% | 100% | 40% | 43% | 12% | 5% |
| LATAM | 56,897 | 63,304 | 120,201 | 53,252 | 48,794 | 13,309 | 4,846 |
| | 47.3% | 52.7% | 100% | 44% | 41% | 11% | 4% |
| Europe & MEA (EMEA) | 43,626 | 56,240 | 99,866 | 25,579 | 41,148 | 20,322 | 12,817 |
| | 43.7% | 56.3% | 100% | 26% | 41% | 20% | 13% |
| **Core Services** | **182,356** | **211,292** | **393,648** | **147,820** | **164,269** | **54,749** | **26,810** |
| | **46.3%** | **53.7%** | **100%** | **37%** | **42%** | **14%** | **7%** |
| Specialized Services | 6,037 | 12,987 | 19,024 | 4,071 | 7,160 | 3,819 | 3,974 |
| | 31.7% | 68.3% | 100% | 21% | 38% | 20% | 21% |
| Holding companies | 33 | 37 | 70 | 3 | 17 | 21 | 29 |
| | 47.1% | 52.9% | 100% | 4% | 24% | 30% | 41% |
| **TOTAL** | **188,426** | **224,316** | **412,742** | **151,894** | **171,446** | **58,589** | **30,813** |
| | 45.7% | 54.3% | 100% | 37% | 42% | 14% | 7% |




At the end of 2022, Teleperformance employed more than 410,000 people. The slight decrease in headcount in 2022 compared to 2021 is due to the termination of Covid programs in several European countries.

Through its business model, Teleperformance is committed to strengthening its positive impact on local economies and employment by providing stable employment, living wages, training and career development opportunities, and an inclusive work environment aligned with the highest market standards. The Group contributes in particular to providing young people with access to employment (125,000 people were hired for their first professional experience in 2022), and to developing women's employment and promoting the middle classes in developing countries, where it employs 70% of its workforce (see section 3.5.1 *Measures in favor of local and community development*).

### 3.3.2.2 Full-time equivalent (FTE) headcount by region

| | 2022 FTE workforce | 2022 payroll expenses *(€m)* | 2021 FTE workforce | 2021 payroll expenses *(€m, 2022 fx rate)* |
|---|---|---|---|---|
| North America and Asia Pacific | 167,274 | -1,807 | 144,455 | -1,531 |
| LATAM | 111,588 | -1,065 | 110,321 | -914 |
| Europe & MEA (EMEA) | 84,800 | -1,880 | 88,883 | -2,051 |
| **Core services** | **363,662** | **-4,752** | **343,659** | **-4,495** |
| Specialized Services | 15,686 | -371 | 10,708 | -356 |
| Holding companies | 70 | -25 | 68 | -37 |
| **TOTAL** | **379,418** | **-5,148** | **354,435** | **-4,888** |

Salaries are determined in accordance with the laws in force in the countries in which the Group operates. The above payroll expenses are presented in euros. The changes in euro expenses may be impacted by numerous factors, including changes in exchange rates from one year to the next, and therefore do not necessarily reflect all salary increases granted in local currency. Teleperformance is committed everywhere to paying attractive wages above market practice, enabling everyone to make a decent living from their work (see section 3.3.4.2 *Employee compensation and loyalty schemes*).

### 3.3.2.3 Change in total headcount in 2022 by type of employment contract

| | Permanent | Fixed-term | Temporary | Total |
|---|---|---|---|---|
| **At 01/01/2022** | **329,099** | **65,363** | **24,280** | **418,742** |
| Scope | 4,100 | 32 | | **4,132** |
| Hiring | 340,786 | 44,733 | 10,268 | **395,787** |
| Transfers | 10,773 | -11,013 | 240 | **0** |
| Resignations | -277,880 | -25,748 | -7,314 | **-310,942** |
| Other departures | -71,981 | -9,431 | -13,565 | **-94,977** |
| **AT 12/31/2022** | **334,896** | **63,936** | **13,909** | **412,742** |

The sector in which Teleperformance operates has an intrinsically high staff attrition rate. The COPC (Customer Operations Performance Center) industry standard refers to an average annual staff attrition rate of 87% for agent positions (COPC Global Benchmarking Services, Contact Center Outsourcing, March 2022). This is partly due to the profile of a large number of employees, i.e. young people seeking their first professional experience.

Teleperformance's attrition rate is below the sector average, with regional variations and significant differences between roles. The Group's average attrition rate for agents (who represent about 80% of the total headcount) is 6.9% per month in average or 82.8% per year, while for supervisors, support and management functions, attrition rate is between 2% and 3% per month. Globally, the Group's attrition is 6.4% per month in average and 76.5% per year in 2022.

However, the Group is committed to reducing this rate, particularly within the first few months after hiring. To this end, it has developed measures targeted to each key stage of the employees' professional life:

- continuous improvement of the hiring process to better identify people likely to thrive in their role (see section 3.3.3.1 *Attracting and hiring new talent*);
- ongoing employee listening, including satisfaction surveys at each key career stage (after hiring, induction, first months, etc.);
- creation of a retention team tasked with conducting interviews with departing employees to understand the reasons, identify solutions and retain talent where possible (see section 3.3.3.5 *Staff loyalty and retention*).

While 97% of employees are hired directly by the Group, 3% are temporary workers, who enjoy the same working conditions as direct employees, in keeping with Group policies.

## 3.3.3 Stages of an employee's career

Teleperformance's employees are the cornerstone of its success. To attract and train the best people, the Group has developed a high-touch strategy that involves hiring the right people, investing in training and career development and creating a diverse and inclusive working environment (see section 3.3.7 *Diversity, equity and inclusion*).

| Key risks and material topics | SDGs | Key Performance Indicators |
|---|---|---|
| • Wellbeing at work<br>• Training and career development |  | **20%** of hires via "Refer a Friend"<br>**166** hours of training per employee<br>**63%** internal promotion<br>**100%** of employees receive an annual review |

### EMPLOYEE PROFESSIONAL LIFECYCLE


### 3.3.3.1 Attracting and hiring new talent

The success of the Teleperformance teams starts at the recruitment phase. To attract the very best candidates, the Group offers competitive wages above the market average, a range of employee benefits, career development opportunities, engagement programs and the best possible working environment.

Teleperformance has set up robust hiring processes, enabling it to identify the right candidates from multiple talent pools. The hiring process has four phases: planning, attraction, selection and final assessment.

1. Planning: operational teams inform the HR Department of their staffing requirements. They specify their expectations and the ideal applicant profiles in terms of both technical skills and soft skills. This skills matrix includes a rating method and a pass threshold. Advance planning of staffing needs is critical to the success of operations and the smooth start-up of new client programs.
2. Attraction: the recruiting teams use a range of techniques, including calling specialist recruitment agencies, digital recruitment and the "Refer a Friend" referral scheme offered to Group employees. The success of the referral scheme reflects the satisfaction of employees, who are the best people to talk about their work and identify the skills required in order to enjoy a fulfilling career at Teleperformance. Around 20% of the total workforce are currently hired through the Refer a Friend scheme and over 60% within the Trust & Safety content moderation scheme. Analytics tools are used to identify high-potential candidates by combining their skills with the expected performance for each profile.
3. Selection: once the first lot of applications has been received, the HR teams check whether the applicants match the profile required by the operational teams. Preliminary phone interviews are conducted to compile a shortlist of candidates, who will then be asked to take a variety of tests. Candidates undergo psychographic assessments to assess and measure their abilities, understand their personality and emotional intelligence, and identify behaviors that correspond with the company's culture and that are most likely to help them thrive in their role.
4. Final assessment: the hiring process ends with a series of interviews with the recruiting teams, operations teams, and occasionally the client of the program to which the future employee will be assigned.

Once the hiring process is complete, successful candidates receive a job offer. If they accept the position, they will then begin their journey at Teleperformance by completing the standard induction process.

Several tools have been introduced throughout the hiring process to ensure effective procedures and optimum hiring time frames:

- an Application Tracking System has been deployed in order to provide a clearer view of hiring processes worldwide. Furthermore, **the Group has developed a digital recruitment model** that uses various digital solutions to identify and attract the best candidates more quickly and streamline the hiring phase, while taking into account candidates who appreciate the opportunity to work from home. It also reduces the risk of bias on the part of recruiters, as most of the process is performed through assessment solutions without direct intervention by the recruiter. In 2022, the system was fully deployed in 25 countries. The digital hiring process has reshaped both the candidate experience and the global platform, by combining high-touch, high-tech strategies and allowing candidates to interact flexibly while eliminating time losses through transitory manual procedures. A new strategy has been drawn up to quantify, measure and manage all stages of the employee's professional cycle: recruitment, training and professional development. With the **acquisition of PSG Global Solutions**, a leading US provider of digital solutions in the field of hiring process outsourcing, Teleperformance continues to strengthen its expertise in digital hiring processes;
- the RSOF (Recruiter Specialist Observation Form) enables job interviews to be assessed in order to identify areas of improvement for recruiters;
- recruiting teams are trained in emotional intelligence and recruiters follow coaching sessions to work on potential areas of improvement identified through the RSOF.

The sector in which Teleperformance operates has an intrinsically high staff turnover rate. The COPC (Customer Operations Performance Center) industry standard refers to an average annual staff attrition rate of 87% for agent positions (COPC Global Benchmarking Services, Contact Center Outsourcing, March 2022). Combined with the growth of the Group, this leads to a significant number of recruitments. The Group's major challenge is to hire a large number of people who will thrive in their day-to-day work; several levers have been put in place to achieve this. In addition to the new digital recruitment model described above, the Group promotes teleworking through the TP Cloud Campus scheme, which enables it to hire new employees regardless of the distance between them and the nearest Teleperformance location (3.3.4.1 *Work organization*), thereby expanding recruitment opportunities. The Group also seeks to further diversify its talent pools through the Impact Sourcing scheme (see section 3.5.1 *Impact Sourcing*), which aims to hire people who are typically excluded from employment.

While recruitment is a challenge in all regions where the Group operates, the issues are not always the same and local teams develop customized initiatives to tackle them.

For example, in 2022 Teleperformance India rolled out the "TP Shuttle", a bus that travels the roads of north-east India in order to offer job opportunities to people living far from employment catchment areas. Job offers are varied and may include work-from-home options or the possibility of moving near to one of the Group's ultramodern centers in India. The TP Shuttle is fitted with the resources required to complete the hiring process on the move: registration and assessment terminals, interview and pre-induction booths, etc. This innovative bus will ultimately cover the entire country in order to reach as many potential candidates as possible. With the exponential development of teleworking and initiatives such as TP Shuttle, Teleperformance filled 15% of its recruitment needs in India thanks to hiring in rural and remote communities.

In Portugal, the Group's recruitment challenges are quite different. As a multilingual hub, Teleperformance Portugal must succeed in attracting candidates from other countries, including people speaking rare languages and bringing salary claims in line with the standards of their own country of origin. To meet these challenges, the Group anticipates its staffing needs as far as possible, adapts its communications to reach the right people, highlights the differences between the cost of living in Portugal and in the candidate's country of origin, offers reception and accommodation solutions to foreign employees and helps candidates with their visa application if necessary.

## 3.3.3.2 Employee training

**Employee training is at the heart of Teleperformance's HR strategy**, given that its business relies on a considerably large workforce. **It makes it possible to deliver the best possible service to clients, and promote employees from within our ranks.** The Group is making significant investments in this area. This policy is based on a number of training and employee development programs offered to all employees from the moment they are hired and throughout their career with the Company.

**The Group has developed specific on- and off-site training programs for all employees.** These training programs cover a wide range of subjects, including Teleperformance corporate culture, individual functions and client programs the Company wishes to support, career development, compliance and data security. However, Teleperformance is aware that training can take many forms in addition to traditional in-person and online training. Training content is developed through workspaces, where employees can connect and share, or through simulations.

**All Group employees receive training**, including part-time employees, temporary employees and subcontractors. 62,981,592 training hours were provided in 2022, representing an increase of 3% vs 2021. The number of training hours per full-time equivalent employee was 166 in 2022, vs 173 in 2021. Teleperformance makes a considerable investment in training, well above the 35 hours of training delivered on average around the world, according to Statista.

The pandemic had a major impact on how training is provided; as such, any analysis of how training data has changed from one year to the next must be put in perspective and take new factors into account. Millennials and Generation Z now account for over 90% of the Group's headcount, while about 50% of employees work from home. Focus is also placed on developing shorter and more attractive content, while continuing to achieve the same learning outcomes as before.

### Stages of the training pathway at Teleperformance

**1st day**

- Welcome, campus tour and local induction
- Induction seminar dedicated to the Group's culture and values

*Global recruitment onboarding survey**

**Initial training**

- Company level group policies
- Specific client and role training
- Specific tools training
- Specific work training based on the work location (work from home vs. from office)

*Intermediate training satisfaction survey**

- En of initial training, transition and handover to operations

*Global D+30 training onboarding survey**

**Live in role**

- Welcome to team and department
- Working in everyday role
- Continuous support provided from manager
- Review with manager to set goals and provide training where necessary

*Global D+90 Go Live in Role onboarding survey**

**Ongoing training**

- Regular uptraining and refresher courses.
- Skills development
- Gamification to keep learning fun and engaging: quiz, games based on key performance indicators.
- Emotional intelligence and soft skills

**Moment of Truth surveys*

## Initial training certification

Since 2014, all new employees have attended an in-person or online orientation seminar on their first day at Teleperformance, with a strong focus on Group culture, values, data security and compliance. In 2020, this initial training program, named "Meet TP" at the time, was revised and deployed, ensuring that all employees were familiar with Teleperformance from Day One in the Company and that they completed all general training programs before branching out into specialized training geared to specific occupations or clients. In April 2021, this program was updated and now includes two types of certification: one for Teleperformance's physical facilities and the other for teleworking.

Both training courses provided to all employees cover areas such as Group policies, health and safety, and CSR policy. Every new employee must also complete a module on compliance to ensure that Teleperformance continues to provide rock-solid data security for corporate clients, end-users and employees alike. Teleworking employees also follow a series of modules on working from home, focusing on the digital tools they use every day and crucial topics such as wellbeing and remote engagement.

Following the introduction of these certification courses, the Group has seen progress in new employee attrition data after the first 30 and 90 days.

## MyTP Learning

In response to the pandemic, Teleperformance stepped up the provision of all online training courses via the MyTP Learning platform. The platform was deployed worldwide in 2020, giving employees the option to complete online training through courses created by Teleperformance and other providers like Skillsoft and LinkedIn. MyTP Learning gives everyone the opportunity to learn and develop their knowledge and skills. The platform is programmed to assign dedicated training content to each position at Teleperformance and enable employees to access and sign up for development content.

In 2021, this SaaS platform was upgraded into a combined **training, career management, internal communication and employee engagement platform**. Development continued in 2022 and now includes integrated workspaces accessible to everyone in key areas, such as the Group's TOPS and BEST operational standards, the Passion 4U wellbeing program, the Citizen of the Planet environmental protection program, and the Cloud Campus teleworking platform. These pages gathered more than five million views in 2022 (compared to 314,000 in 2021), with more than one million views of the TOPS and BEST sections. In addition to an online training catalog, the platform contains performance management tools, employee surveys, knowledge tests, gamification tools (learning through games), and more.

In 2022, MyTP Learning continued to be heavily used, with an average of 203,296 unique visitors per month. Online training hours per user increased accordingly, from 8.57 hours per user in 2021 to 9.33 hours in 2022.

### MyTP Learning key figures

| | 2020 | 2021 | 2022 |
|---|---|---|---|
| Total hours completed on MyTP | 2,537,694 | 7,596,319 | 9,302,809 |
| Total online training hours on MyTP | 1,557,495 | 3,356,939 | 3,585,206 |
| Total online training hours per employee on MyTP | 4.47 | 8.57 | 9.33 |

MyTP Learning is most frequently used by agents, supervisors and trainers.

## 2022 highlights

1. Engagement remains an essential factor for Teleperformance. Identifying employee sentiment at key times during their daily work at Teleperformance enables the Group procedures to be continually improved. In 2022, over 106,000 interactions were collected from employees through these **"Moment of Truth"** surveys, **which measure employees' experience** at various moments in their professional life cycle: Day One, after training, after 30 days, etc. The data collected through these surveys has been translated into action plans that have helped Teleperformance earn its status as a Great Place To Work®.
2. Due to the development of the TP Cloud Campus model allowing employees to work from anywhere in the world, it has become more important than ever to develop globalized content. In addition to the global training on the Group's Code of Conduct, Teleperformance took part in the October Cybersecurity Awareness Month. The training and development team has developed global content for the client sector specialist teams and for the Trust & Safety teams (content moderation). 11,940 people took the Trust & Safety Academy course, with a 91.4% satisfaction rate.
3. Mental health and wellbeing were a focus in 2022 and Teleperformance has set up global mental health training courses in addition to local initiatives.
4. Measuring the success of training content was a key factor in 2022, and new dashboards were created to provide training managers and executive directors with clearer visibility on all training and career development data. The following satisfaction levels were achieved in 2022: 93.9% for online training, and 96.7% for instructor-led training. The programs were assessed based on a common scorecard.
5. **Innovation in learning methods continued to play a key role in the Group's training strategy.** Teams and clients have access to a number of gamification solutions, including quizzes that can be deployed quickly. In 2022, the group developed 12,183 games (vs. 6,955 in 2021) that were played 2.55 million times (vs. 2.03 million in 2021). In addition, Teleperformance continued to seek and manage new ways of delivering content:
   - In Portugal and Colombia, Teleperformance inaugurated TP Esport Arena, an online gaming excellence center, while video games now form part of the Group's daily culture.
   - Pilot projects were developed during which employees complete the training on their own using gamification and training platforms. Learning time for employees is significantly reduced but with no impact on the experience.
   - In a pilot program, 65 people received induction training on the metaverse, while new training methods are currently being explored. 95% of these people said they would like to repeat the experience. Other tools are being developed and will be deployed in 2023.
   - Another priority in 2022 was the use of simulations in learning. Over 25,000 learners were provided with simulations to help them learn by doing, vs 10,000 in 2021.

## 3.3.3.3 Career development

The Group aims to encourage employees' professional fulfillment within a working environment that promotes performance and fosters skills development. **Teleperformance offers a range of programs and pathways to support all employees' career development and encourage internal mobility at all levels.**

### Learning path

The learning environment has been fully rolled out and covers all employees. In 2022, emphasis was placed on creating upskilling pathways to give employees with the right soft skills and learning capacities the technical skills they lack. A recent analysis by McKinsey & Company revealed that 90% of employees will need to acquire new skills by 2030.

As part of the Quality Department's transformation, for example, 427 employees completed the "From Data Analyst to Data Scientist" professional development program.

#### *Lean Six Sigma*

As part of the Group's transformation, Lean Six Sigma training programs continue to be rolled out globally, focusing on process improvement and efficiency gains. In 2022, the Green Belt program was launched and the Yellow Belt program was fine-tuned to make content more accessible to all.

#### *Language Academy*

In 2022, in addition to other existing training programs, Teleperformance launched its Language Academy offering all non-English-speaking employees the opportunity to improve their English, thereby enhancing their career prospects. A total of 17,772 learners attended these courses.

Teleperformance also invested in country-specific programs. In Colombia, 3,500 employees were able to move from a national to an international program thanks to an increase in language skills and other complementary training. In the Philippines, a project was launched to develop English language skills in local communities. 225 sessions were held, involving 20,000 live participants and over 414,000 replay views.

### Development of senior managers

In 2022, Teleperformance provided LinkedIn Learning licenses to all employees holding at least director status to offer new self-learning opportunities as well as courses on key topics such as diversity, equity and inclusion. Over the course of the year, 5,153 hours were spent on the platform, and the main topics covered included the creation of an inclusive work environment, unconscious bias, diversity, inclusion and belonging, and dealing with microaggressions as an employee.

Teleperformance University, the in-house university for high-potential executives aiming to become future Group executive directors and senior managers, was redesigned with a view to relaunch in April 2023. It will remain the main initiative for developing the leaders of tomorrow.

Furthermore, from the 2021 annual performance reviews, 33 individuals (40% women and 60% men) were identified for the high potential mentoring program. Under the program, this group of individuals was assigned a management-level mentor to support them in their development. They are also eligible to participate in the Emeritus executive development program.

Group managers and high-potential employees receive regular training on the Group's strategic guidelines and transformation, such as the week-long virtual seminar held in September 2022.

*JUMP!*

Teleperformance
JUMP!

Designed for Teleperformance employees, the JUMP! program was initially introduced to encourage promotion from agent to supervisor and supervisor to manager. The program has undergone a number of changes since then and has been supplemented by other programs designed to prepare individuals for their future role. The program is designed to:

- promote career development;
- identify high-potential employees and prepare them for management positions;
- encourage leadership at every level of the business;
- encourage internal promotion.

This program is based on a dual training program offering both technical and behavioral training, as well as personal development plans. Despite the pandemic, the continuation of programs such as JUMP! has been vital to the continued development of the talent pool. It is now offered both in-person and on the MyTP online platform.

**In 2022, over 4,400 employees took part in the JUMP! program and 11,500 people completed a self-guided module preparing them to enter the program in the future.**

### 3.3.3.4 Performance management

**Teleperformance has always encouraged internal promotion.** For 2022, the Group posted an internal promotion rate of 63% vs. 71% in 2021, meaning that nearly two-thirds of supervisor, manager and director positions are filled internally. This decrease can be explained by the strong growth of new business units such as Trust & Safety and video games, which require new profiles with new skills.

A performance management process is in place for all employees. Each employee has predefined quantitative and qualitative objectives. **All employees receive regular performance reviews, at least once a year**, to establish their career paths.

To go further, the group has undertaken a process to standardize performance reviews. While employee performance reviews were previously managed locally, the Group is increasingly moving towards a borderless organizational model and has developed a **new performance management process** using a single form to assess talent consistently, applying the same level of standards everywhere. In 2022, Teleperformance used this new process for the annual reviews of all employees from director upwards. While the process for evaluating senior managers was successfully implemented, the roll-out of a pilot project also made it possible to assess 39,000 employees ranking below director in 2022.

From January 2023, annual reviews of all non-agent employees will be conducted based on the same form and skill set, and action plans will be put in place. Agents will continue to have their annual reviews performed locally under the existing process in 2023, before a switch to the global platform from January 2024.

This performance management process also makes it possible to establish **individual training and career development plans** with each employee.

The Group regularly reviews its succession plans with a view to expanding the talent pool at all levels and implementing the development plans and training required to facilitate the Group's growth.

### 3.3.3.5 Staff loyalty and retention

As Teleperformance's employees are its main asset, it is essential for the Group to foster loyalty. This means offering attractive working conditions (see section 3.3.4 *Working conditions*) and a respectful and stimulating corporate culture. A number of workplace engagement and wellbeing programs have been developed and have earned Teleperformance a place among the world's best employers (see section 3.3.1.1 Great Place to Work® certification).

However, in a sector where staff turnover is particularly high, it is essential to find new ways to retain the best talent. The "Employee Save Team" project was launched in March 2021 to analyze and reduce the attrition rate resulting from voluntary departures. By understanding the reasons why people leave the company, Teleperformance aims to contact at-risk employees in order to find ways of keeping them on. The ultimate purpose of this project is to create a solution for detecting early warning signs of potential voluntary departures in order to take action before the employee tenders their resignation. At the end of 2022, the project is operational in 11 countries and is being rolled out in 19 other countries, allowing 90% of the Group's voluntary departures to be dealt with. In 2022, more than 152,000 employees planning to resign were contacted and the Employee Save Team managed to convince close to 60,000 of them to stay on, i.e. 39%. 42% of these employees stayed on for over six months following this interview.

## 3.3.4 Working conditions

**Teleperformance is committed to compliance with national and international standards and regulations that promote the highest standards** in terms of working conditions: the UN Global Compact, the Universal Declaration of Human Rights, ILO conventions and OECD guidelines. **In accordance with these international standards and local legislation and culture, the Group strives to outbid its peers and offer employees attractive employment conditions in each market**: remuneration above the sector average, flexible work organization, additional employee benefits, generous health insurance programs, and more.

| Key risks and material topics | SDGs | Key Performance Indicators |
|---|---|---|
| Working conditions | 1 NO POVERTY; 3 GOOD HEALTH AND WELL-BEING; 8 DECENT WORK AND ECONOMIC GROWTH; 10 REDUCED INEQUALITIES | **50%** of employees working from home<br>**99%** of Group employees have access to health insurance<br>**4.2%** absenteeism rate |

## 3.3.4.1 Work organization

### Working hours

The Group Human Rights Statement caps working hours at 48 hours per week, except for overtime, which is applied on an individual basis and always in compliance with local legislation, up to a maximum of 60 hours per week in accordance with ILO conventions.

Accordingly, the working hours of staff employed in contact centers and sales and administrative offices is organized in strict compliance with working time legislation, which varies from country to country, and always in accordance with the ILO conventions.

Group employees work according to different procedures, mainly depending on clients' needs and local preferences, in compliance with the applicable statutory and regulatory provisions of each country. These procedures also make it possible to adapt to employees' specific needs in order to reconcile their professional and personal lives (e.g. continue studies in parallel with their employment). The Group may hire employees under full-time and part-time contracts, working on-site, at home or a combination of both (see breakdown of employees by contract type in section 3.3.2.3). Around 86% of Group employees work full-time and 14% part-time. The Group makes limited use of temporary staff, mainly to manage seasonal peaks.

The Group is committed to reducing absenteeism at its facilities. Absenteeism is an ongoing measure of wellbeing and motivation. It is covered in a monthly report and a separate analysis per subsidiary, facility and region. This indicator is reviewed at each subsidiary's Board of Directors meetings. Average absenteeism was 4.2% in 2022 versus 3.9% in 2021, with a number of regional differences depending on pandemic waves and the local social and regulatory environment.

### Roll-out of teleworking

Working methods at Teleperformance have changed permanently as a result of the Covid-19 crisis. During the year, teleworking was extensively and systematically applied as soon as possible for all positions that allowed such arrangements in view of technical, material and legal constraints, in order to adapt to the changing situation at the Group's various subsidiaries.

At the end of 2022, approximately 50% of Teleperformance employees worked from home (they were 60% in average over the full year 2022, including 40% via the Cloud Campus solution in agreement with clients to pursue teleworking arrangements in the long term). For some positions, many subsidiaries also developed hybrid models involving employees working partly on-site and partly from home.

Teleworking cannot be deployed permanently without the express consent of Teleperformance's clients with regard to both the general principle and the specific terms and conditions.

#### *Teleperformance Cloud Campus*

Encouraged by this experience during a crisis, Teleperformance decided to roll out a permanent remote working solution on a large scale: **TP Cloud Campus, the new online platform** for employees, offering new-generation services in terms of customer experience. This solution combines the services of agents working from home, a flexible organizational structure, cutting-edge communications technology and the strictest security standards in the market.

It is based on five key principles:

- single contact point with clients;
- extended online hiring procedures to identify the most qualified candidates and provide a suitable environment for hiring, training, coaching, developing and supporting teams;
- a judicious combination of technologies, data analysis and support tools for agents to optimize team performance;
- highly secure technology, procedures and policies guaranteeing client data security;
- team commitment and productivity maintained despite remote working due to enhanced communication and numerous interactions and activities organized within teams.

The remote training model guarantees employee excellence. Remote management has become particularly effective at creating close ties, developing loyalty to the Company and brand and improving efficiency.

This service model also makes it possible to broaden the talent pool to all types of candidates:

- people in remote locations (rural areas);
- persons with disabilities (difficulties getting around);
- people with a specific profile and not seeking to work at a traditional contact center (seniors, homemakers, etc.).

In 2022, TP Cloud Campus had a presence in 57 countries, compared to 54 in 2021.

### 3.3.4.2 Employee compensation and loyalty schemes

The Group remuneration policy is based on shared principles and is applied in a decentralized manner in line with the regulatory framework and local labor and market conditions. This policy aims to:

- attract and retain talented individuals;
- reward individual and collective performance;
- be fair and consistent in line with the Group's financial and operational objectives.

**The Group has adopted a global remuneration policy whereby each employee is offered a competitive remuneration package comprising a fixed and variable part plus employee benefits.** To do so, analyses are conducted annually to verify Teleperformance's positioning in relation to the local benchmark market, as well as to assess salary levels in relation to the living wage (see below).

Entry-level wages at Teleperformance are higher than national minimum wages everywhere, and in most countries are significantly higher. This is the case in the Group's main countries, such as the United States, where the average base salary of Teleperformance agents is 96% higher than the minimum wage, and the average wage among the 10% lowest-paid employees is 50% higher than the minimum wage. In the Philippines, employees earn an average of 116% more than the local minimum wage, while the 10% lowest-paid employees earn an average of 41% more. In India, employees earn an average of 94% more than the local minimum wage, while average salaries for the 10% lowest-paid are 26% more than the minimum wage, without taking into account bonuses or employee benefits[1].

Teleperformance includes its eligible employees – executives and key managers – in a profit-sharing scheme through a bonus performance share plan, in compliance with its rules of governance. These share plans reward managers' loyalty and contribution to the Group's development, with almost 600 individuals benefiting. A detailed summary of the performance shares allotted by the Group is presented in sections 4.4.2.5 and 7.2.6.3 of this Universal Registration Document.

Certain Group subsidiaries have set up local staff incentive schemes. For example, the operating subsidiary in France has introduced an open-ended incentive scheme.

#### Living wage

To go further, Teleperformance has partnered with Wage Indicator since 2019 to conduct an analysis to benchmark local Teleperformance salaries against the local living wage. **As a market leader, the Group is committed to providing competitive remuneration to all its employees and to promoting higher standards for its sector.** Against a backdrop of high inflation in many countries, Teleperformance ensures that its employees continue to receive a living wage.

Different from the minimum wage, the living wage is a higher standard corresponding to the minimum income necessary for workers to comfortably meet their basic needs. The goal of a living wage is to allow a worker to afford a decent standard of living through employment. The living wage varies from one city or country to another, depending on the local cost of living.

To estimate the local living wage, Wage Indicator gathers local prices for accommodation, food, clothing, water and electricity, transportation, telephony, public education and health through cost-of-living surveys. Data is updated on a quarterly basis.

Wage Indicator sets the living wage as a range (low and high brackets), for an individual living alone, a standard family (two adults and two children) and a typical family (two adults and a number of children per family in line with the country average). Intervals reflect price variations within the same city, region or country.

This analysis allows Teleperformance to validate and improve its remuneration policy, and to ensure that the Group offers all of its employees a decent wage. It also allows it to track living wage and local cost of living trends so as to anticipate and close any gaps.

Wage Indicator is a non-profit foundation based in Amsterdam that has developed a highly robust methodology and global database on living wages. It operates national Wage Indicator websites in more than 125 countries, functioning as online local labor market libraries for employees, employers, governments, academics and the media. Thus, Wage Indicator provides an exhaustive database updated every quarter that can be used to assess and deploy a living wage approach in Teleperformance's operations.

### 3.3.4.3 Employee benefits

All Teleperformance staff receive employee benefits. Employee benefits are organized locally in accordance with established practices in each country. This is another area in which Teleperformance is committed to making these benefits available to the majority of its employees and to developing best practices in the market.

According to their financial performance, Group subsidiaries can decide to grant bonuses.

The employee benefits described below are provided to all employees, whether full-time, part-time or temporary, unless otherwise specified.

#### Extra leave

All Teleperformance employees benefit from paid leave. Of them, 93% have at least 10 working days of paid leave per year. In the United States, where local legislation does not provide for any minimum, the Group changed its paid leave policy in 2022 to grant a minimum of five days per year regardless of the position after one year's service, plus additional days in line with seniority. Most Group employees receive more paid leave than the minimum required by local legislation. Extra leave depends on company agreements in place at each Group subsidiary.

For example, employees benefit from two extra days of paid leave in Argentina and Lithuania, six in Malaysia, four to eight in Germany depending on the facility, 14 additional days in Nigeria, 11 in India, 10 in Tunisia, and varying amounts of additional days depending on seniority in Mexico, El Salvador, UK, France, Morocco and China. Other subsidiaries award paid holidays for special events (birthdays, family occasions, emergencies, etc.), for example in Albania and the Netherlands. In some countries where childcare leave is not a legal requirement for the second parent, Group subsidiaries grant paid leave, for example five days in India, three days in Malaysia and the Dominican Republic, two days in Suriname and one day in El Salvador.

93% of employees are entitled to paid maternity leave. For example, the Suriname subsidiary grants 16 weeks of maternity leave as a benefit.

*(1) Averages calculated taking into account differences in minimum wage by State or region.*

### Subsidized meals

Teleperformance employees receive partially or fully subsidized meals, depending on local laws and customs: access to a canteen, restaurant vouchers or food purchase vouchers.

This is a statutory requirement in some countries, including Brazil and France, while in others it is a benefit offered to employees.

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

### Free or subsidized transport

In all countries where the public transport system is not sufficiently accessible, or for night work, Teleperformance sets up a free shuttle service (e.g. Philippines, India, Colombia, Mexico and Madagascar).

### Preferential rates

Employees benefit from negotiated rates on various services, and sometimes enjoy them free of charge, including:

- discounts or free access to gyms and other sports facilities;
- discounts for cultural activities such as movies, concerts, shows and exhibitions;
- discounts at travel agencies and for holiday activities.

These discounted or free services are offered through the works councils, where they exist, or by the HR Department at each subsidiary, sometimes in partnership with clients.

## 3.3.4.4 Health insurance

99% of the Group's employees have access to health insurance, which is provided to all direct employees and almost all temporary employees. In some countries, this is a legal requirement, but for one third of employees it is a benefit awarded by Teleperformance.

Furthermore, health cover is extended to family members for over 93% of employees.

In the Philippines, Teleperformance provides inclusive health insurance extended to the employees' partners, irrespective of their marital status or sexual orientation.

More than half of Group subsidiaries also provide on-site medical assistance: doctors, nurses, psychiatrists, etc.

In Portugal, Teleperformance has rolled out the TP Feel Well program, which offers psychological and general clinic consultations, medical examinations and other initiatives focused on wellbeing. This program provides ongoing free professional medical assistance at the workplace.

The Group has helped its employees and their families get vaccinated by organizing vaccination campaigns at many of its facilities. Teleperformance has also covered the cost of vaccinations for its employees in all countries where the vaccine is not covered by the local healthcare system.

At the end of 2022, the Group launched an audit of local supplementary health, death, accident, disability and incapacity cover, with the aim of defining a minimum welfare protection base applicable to all and harmonizing benefits. The results will be available in 2023.

### 3.3.4.5 Human rights

#### Global Human Rights watch

Teleperformance draws on CHRB (Corporate Human Rights Benchmark) methodology to self-assess the existence and quality of its global human rights policy commitments, due diligence and redress mechanisms. This methodology, based on the UN Guiding Principles on Business and Human Rights, enables the Group to assess its overall human rights performance with a view to developing appropriate measures as part of a continuous improvement process. In 2022, the Group score was 72%. The main areas for improvement identified are the review of the Group's policies, in particular its human rights policy, as well as increased communication and transparency on human rights, the relevant governance and the measures in place to remedy any negative impacts. Various measures will be implemented to tackle these issues in 2023.

**GOVERNANCE AND COMMITMENTS**

| Section | Measures in place |
|---|---|
| Commitment to respect human rights | Public commitment to respect, among other things, the Universal Declaration of Human Rights, the Ten Principles of the United Nations Global Compact and the OECD guidelines. |
| Commitment to respect workers' human rights (ILO Declaration on Fundamental Principles and Rights at Work) | Public commitment to comply with the principles established by the ILO (Code of Conduct, Code of Ethics, Human Rights Statement, Diversity Policy) and list of expectations for suppliers (Supplier Code of Conduct). |
| Commitment to the right to redress | Whistleblowing and complaint monitoring mechanism available to all stakeholders (Ethics Hotline Policy). |
| **INTEGRATION OF HUMAN RIGHTS AND DUE DILIGENCE** | |
| Responsibility and resources in terms of human rights | The Human Resources Department and the CSR Department, reporting to the Deputy Chief Executive Officer, are responsible for monitoring and ensuring respect for human rights across the Group and its value chain. |
| Identification of human rights risks and impacts | Process for identifying, assessing and managing human rights risks set out in the **Group Vigilance Plan**, regular dialog with stakeholders and in-depth discussions when the materiality matrix was updated in 2022. |
| Assessment of human rights risks and impacts | |
| Management of human rights risks and impacts | |
| Monitoring the effectiveness of human rights risk management measures | |
| Communication on human rights impacts | Regular communications with stakeholders via meetings, press releases, interviews, conferences, etc. |
| **REDRESS AND WHISTLEBLOWING MECHANISMS** | |
| Whistleblowing mechanism for employees | Whistleblowing system available to all stakeholders, accessible in all appropriate languages and confidential. |
| Whistleblowing mechanism for external stakeholders | |
| Remediation of negative impacts | Remediation mechanisms have been introduced, such as disciplinary sanctions and procedures as described in the relevant Group policy, as well as procedural reviews and ad-hoc audits as required. |

An online human rights training module for employees is available on the MyTP platform. This training is mandatory for all managers. In addition, in 2023 the Group CSR Department will take part in the Business & Human Rights Accelerator, an intensive training course provided by the United Nations Global Compact and Shift human rights resource center.

#### Assessment of subsidiaries

Every year, the Group assesses its subsidiaries in terms of human rights and fundamental freedoms to ensure that their practices are in line with Group codes and policies, OECD guidelines, the Universal Declaration of Human Rights, ILO conventions and the United Nations Global Compact. This documentary audit conducted by the Group CSR Department also makes it possible to identify risks and monitor progress and the proper implementation of corrective action plans via an annual review. In 2022, the assessment was extended to 35 subsidiaries spanning over 87% of the Group workforce. Six new countries were assessed for the first time. The assessment comprises 70 checkpoints covering discrimination, working conditions, child labor, forced labor, freedom of association, availability of whistleblowing mechanisms (Global Ethics Hotline) and data privacy. The highest rated subsidiaries are generally governed by highly protective local human rights legislation and/or have implemented robust local human resources procedures in order to comply with the most stringent international standards. The overall score increases each year, which shows that the subsidiaries are duly implementing the action plans. For example, in 2020 Teleperformance Albania had a poor gender equality index and no peer-elected staff representatives. An action plan was developed following this initial assessment and the subsidiary's score was raised by 14 points in two years. Women now receive at least as many promotions as men and feature strongly among the top ten highest salaries. In terms of social dialog, in 2021 Teleperformance signed an agreement with the Albanian Union of Postal and Telecommunications Activities (SPPT), demonstrating the Group's desire to strengthen dialog between employees and the Company. Teleperformance thereby became the first company in its sector to sign a collective agreement in Albania.

## 3.3.5 Health and safety

Teleperformance requires matters of health and safety to be handled with the same level of expertise and according to the same standards across all regions. The quality and safety of the working environment must enable Group employees to feel comfortable and realize their potential.

| Key risks and material topics | SDGs | Key Performance Indicators |
|---|---|---|
| **Health and safety** | 3 GOOD HEALTH AND WELL-BEING | **0.23 Workplace accident frequency rate**<br>**94% of employees trained in the Health & Safety Policy**<br>**47K individual counselling sessions for content moderators** |

### 3.3.5.1 Health and safety policy organization and approach

The Teleperformance health and safety management system aims to identify and control risks efficiently, enhance wellbeing and prevent staff injuries and occupational illnesses during the performance of their duties.

The Group Health & Safety Policy may go beyond local regulatory requirements. In all cases, each subsidiary must first and foremost ensure full compliance with national regulatory requirements. **Where Group policy is more stringent than local requirements, Group policy must be applied.**

Teleperformance aims to provide the highest health and safety standards for its employees, clients, service providers and visitors and to reduce the risk of workplace illnesses or injuries by offering a safe working environment.

The Health & Safety Policy is based not only on employer and employee responsibilities, but also on raising awareness among all stakeholders regarding risks affecting the workplace, whether on-site or at home.

The Teleperformance Health & Safety Policy is designed to provide a consistent approach combining risk assessment with a health and safety culture within the Company. The global health and safety team works closely with each subsidiary through direct involvement with the local management team and via an operating relationship with all health and safety experts forming part of the Teleperformance global network.

#### Network of health and safety experts and training

**One or more health and safety experts are appointed by executive management or the local human resources department at each subsidiary.** The main role of an expert is to ensure the subsidiary's compliance with the Group Health & Safety Policy by implementing the rules and procedures laid down by the Group. In order to maintain a consistent approach and a high degree of compliance, the constant development of health and safety experts' expertise and skills is essential. In this regard, specific training sessions are provided covering the requirements and practices set out in the Teleperformance Health & Safety Policy. In order to monitor and assess network expertise, the health and safety experts are asked to complete questionnaires throughout their training. Health and safety experts are also expected to obtain recognized health and safety certification. A series of webinars and information sessions held throughout the year enable experts to keep abreast of the latest health and safety guidelines.

#### Local Health and Safety Committees

In an effort to strengthen the global organization and ensure consistency at local level, every subsidiary has its own local Health and Safety Committee. These local committees handle the collective issues facing each center, enabling managers to efficiently implement the Group Health & Safety Policy at their facility. Most of them include employee representatives.

#### Training and skills

Teleperformance aims to promote a health and safety culture and related expertise across all levels of the organization. As part of the orientation program, **all new employees complete mandatory health and safety training.** The goal is to raise awareness, encourage accountability and familiarize employees with these areas from the very beginning of their career. This online training module is available on the training platform for all employees, including teleworkers. The module provides an overview of health and safety issues as well as more specific information on workplace risks on site and at home, including ergonomic risks associated with posture. 94% of employees had completed their training by the end of 2022.

Additional training modules were developed in 2022 to cover more topics relating to safety at work. These include preparation in case of earthquakes, shootings, tsunamis, floods, tornadoes, cyclones, hurricanes, volcanoes, forest fires and bomb alerts. Some of these modules are mandatory in certain countries depending on local conditions.

The Group provides all of its subsidiaries with a health and safety toolkit on its intranet. This includes directives, procedures and best practices on subjects such as evacuation drills, emergency containment, smoke detectors and alarms, emergency exits and emergency plans. As part of the continuous improvement process, this toolkit is updated, expanded and renewed every year.

### Implementation and preservation of safe and healthy working conditions

Teleperformance is committed to providing all of its employees and subcontractors with a safe working environment and minimizing the risk of injury and illness. Despite the current circumstances, the working environment is still an integral part of an employee's life. Teleperformance is maintaining its goal to create an appropriate and innovative working environment, focusing on wellbeing and culture at work, in which employees can fulfill their potential.

Teleperformance implements directives and guidelines on workplace layout in order to provide a working environment conducive to wellbeing and efficiency. Acoustics and lighting are also important for a calm and healthy working environment. Good practices are submitted to the internal expert network for quality feedback. Teleperformance provides employees with specially designed relaxation areas and cafeterias, as well as gyms, games rooms and other communal areas.

Using a predefined validation process, Teleperformance makes sure that each new facility complies with Group principles in terms of workplace layout.

## 3.3.5.2 Health and safety risk management

### Risk identification

One of the cornerstones of the safety management policy is the identification of risks facing the Group at both global and local level. Annual assessments are carried out at each subsidiary to identify risks and implement risk mitigation or elimination solutions. The Group periodically audits these local assessments to improve their accuracy. The importance of health issues in the risk assessment has been increased in order to continuously improve staff safety and wellbeing.

### Audits and inspections

A global audit system has been set up to ensure that all locations comply with the Group Health & Safety Policy. Due to the global health crisis, the Group decided to carry out all of these audits online. On-site audit inspections resumed in 2022 with the easing of government restrictions and the increase in vaccinations. Depending on the maturity level and results obtained by each inspected location, the Group offers to work closely with the subsidiary in order to achieve compliance with the required standards through a successful action plan.

| | Objectives | Methodology | 2022 audits |
|---|---|---|---|
| **Health and safety audits** | Assess whether key health and safety elements comply with Group H&S requirements, identify discrepancies and prepare an action plan to rectify them. | Each company provides documents as proof of its compliance with Group minimum requirements, via the Group's compliance platform.<br>Each supporting document is examined by a Group auditor. Compliance reports are issued monthly to all country directors for their respective entity, and quarterly to the Group management team. | 169 health and safety audits were conducted in 2022. |
| **Online health and safety inspections** | Inspect the facility from a health and safety point of view, including protective and preventive measures related to the health crisis. Determine whether the key elements are satisfactory or if any findings or risks, critical or otherwise, have been identified. Define an action plan to correct any deviation. | These inspections are conducted by an in-house safety and compliance audit team trained in critical health and safety aspects, via a three-stage process:<br>1. prior evaluation;<br>2. on-site or online inspections using an evaluation sheet;<br>3. bi-monthly meetings to align with auditors.<br>These inspections are now carried out in person or remotely depending on the facility and the risk factors involved.<br>The inspection findings are forwarded to country management, which then requests an action plan with monthly tracking.<br>The overall findings are sent to Group management every quarter. | 119 online and on-site inspections were carried out in 2022. |
| **Compliance of H&S licenses** | Check that all facilities have the health and safety licenses required by local legislation. | An investigation was conducted by each subsidiary to identify all licenses required for each facility. Next, each license identified was recorded in the internal system. This review is carried out three times a year and the results presented to the Management Committee and Audit, Risk and Compliance Committee attached to the Board of Directors. | The compliance team broadened the scope of subsidiaries covered in order to include the whole Group. 6,267 licenses were reviewed and documented in 2022. |
| **Client audits** | Employee health and safety is a core component of most major international clients' subcontracting policies. In this context, clients conduct their own H&S audits.<br>Some clients carried out specific audits and inspections to verify compliance with the rules designed to protect employees against Covid-19. | The methodology varies depending on the client. | Data unavailable. |

### External certification

In 2022, emphasis was placed on aligning the occupational health and safety management system with ISO 45001. Eight countries covering nearly 50% of the workforce are already ISO 45001 certified. ISO 45001 is an international occupational health and safety standard used to assess the compliance of the management system in place with legal, regulatory, industry and stakeholder requirements.

## 3.3.5.3 Global health crisis management

In response to the global health crisis and as a continuation of the efforts made in 2021, Teleperformance maintained the level of service provided to its clients and an optimal level of employee protection for both on-site and remote workers. Teleworking arrangements were established on a long-term basis for many employees in order to meet government requirements in response to the health crisis. Teleworking helps protect employees by eliminating the risk of transmitting the virus in the workplace.

In addition, the Group maintained strict health and safety standards at its facilities in order to handle the various waves of the pandemic under the best possible conditions. In some cases, the Group's health and safety measures may go beyond those imposed locally by governments. Besides the main health and safety measures (protective masks, hygiene, social distancing), the World Health Organization (WHO) and the Center for Disease Control and Prevention (CDC) issued strict recommendations on the ventilation and airing of rooms and on vaccinations. Where possible, Teleperformance encouraged and facilitated access to vaccines for employees at subsidiaries.

At the end of 2021, many governments began making access to workplaces dependent on a complete vaccination regimen or negative test result (accepted tests defined by the government) at a specific frequency (e.g. weekly testing). All subsidiaries met the local requirements, in accordance with the General Data Protection Regulation (GDPR). Teleperformance undertook to help all of its employees get vaccinated against Covid-19 and to reimburse the cost incurred by its employees in countries where the vaccine is not covered by the local healthcare system. For this purpose, in 2021 the Group set up free on-site vaccination points to help protect its entire workforce against Covid-19 as soon as possible.

Throughout 2022, numerous government restrictions began to ease off. Teleperformance continued to focus on compliance with local government restrictions, while maintaining mandatory on-site health measures. A scoreboard was produced showing up-to-date country-by-country statistics of Covid-19 cases and vaccination rates. This helped local teams monitor changes in risk levels in their respective countries.

## 3.3.5.4 Workplace accidents

In 2022, the Group evolved its definition of accident frequency rate to align with the calculation method from the OSHA (number of accidents multiplied by 200,000, and divided by total working hours). According to this definition, the workplace accident frequency rate in 2022 was 0.12 (excluding commuting accidents), compared to 0.10 in 2021. Including commuting accidents it was 0.23, compared to 0.19 in 2021. This commuting accidents indicator is tracked by most subsidiaries in accordance with local regulations.

Data reported in 2021 used the prior definition, i.e. number of accidents resulting in time off work divided by the number of paid hours of production multiplied by one million). With this calculation, the rate was 0.7 excluding commuting and 1.4 including commuting.

Any accident or incident at the workplace is reported and recorded. Each accident is analyzed in detail in order to determine the root cause and continually improve employee safety by mitigating the risks identified.

The dramatic increase in remote work has had a significant impact on the accident frequency rate when comparing pre-pandemic data with data from 2021 onwards.

## 3.3.5.5 Wellbeing at work and mental health

### Wellbeing at work

Group employees spend a substantial amount of time and energy at work. Teleperformance therefore plays a vital role in improving their health, wellbeing and, ultimately, their quality of life, both as an employer and as a contributor to the health of broader society. As such, Teleperformance provides education and support for better health and to combat the stigma attached to mental health issues.

The global Passion 4U initiative promotes wellbeing and better quality of life at work. By improving awareness of the benefits of adopting healthy habits and reducing stress, this program encourages the sharing of best practices between all Group entities.

Passion 4U programs are deployed locally and include initiatives to combat stress, improve work-life balance, health and nutrition, ergonomics, fitness, physical activity, etc. An online platform dedicated to Passion 4U is available on the MyTP platform for all employees, who can find out about work-life balance tips, healthy recipe ideas and relaxation exercises.

To combat stress, the Group focuses on creating ergonomic workspaces, relaxation areas, flexible schedules and programs to combat specific types of stress. Workshops to help understand stress and how to manage it, specifically in the workplace, are offered to all employees, regardless of their job level.

| Main themes | Examples of policies |
|---|---|
| Work-life balance | A healthy work-life balance is essential for every employee. Having too little time to relax can cause stress and impact employees' health. Teleperformance aims to strengthen this balance through teleworking, more flexible work schedules, family programs and childcare subsidies. In Mexico, for example, Teleperformance pays a monthly contribution to the national social security institute, enabling employees to use their childcare facilities without additional charges. The work schedules of the parents concerned are adjusted to the opening times of these facilities.<br><br>During the health crisis, Teleperformance deployed a module on the MyTP platform for sharing advice and good practices in relation to stress management and work-life balance while teleworking. |
| Health and healthy eating | Healthy eating, regular physical exercise and getting enough sleep can help employees reduce stress and illness and have a better sense of wellbeing. The Group encourages each subsidiary to communicate and offer a balanced and varied choice of food and drink. Local campaigns are organized with a focus on specific issues, such as smoking, obesity, sleep disorders and hydration. Weeks dedicated to health initiatives are also organized. The Group provides access to health platforms, health specialists and dietitians, on-site doctors and nurses and complementary healthcare. |
| Ergonomics | Given that the positions Teleperformance offers are predominantly sedentary, workplace ergonomics are an important health and safety factor. Through local and global campaigns and training, the Group aims to create a working environment that takes employee diversity into account with regard to size, height, age and different working environments in terms of noise/hearing, lighting/sight, temperature and design. |
| Fitness | To promote wellbeing, performance and health, Teleperformance encourages employees to do physical exercise through initiatives such as fitness, yoga and zumba classes at work, stretching exercises, riding to work, sports days and active breaks. Employees are also encouraged to take part in locally organized sports challenges and games (see Xtra-Mile challenge in section 3.5.2.2). A number of online fitness and yoga classes are offered to employees. |

## Mental health

As part of the Passion 4U program, **Teleperformance has rolled out a global mental health program** that aims to create an environment in which all employees can talk freely and openly about their mental health. With a large proportion of employees working from home, most practices and programs have been adapted to support employee wellbeing both on and off site.

### Tools available to employees

Mental health requires an in-depth understanding of its causes and challenges. As such, employee training at all levels is an absolute must. The Passion 4U intranet workspace continued to be developed to include articles, guides, videos, hotlines and webinars on mental health, available for anyone at any time. Employees are offered training on how to better handle difficult or sensitive conversations with clients and reduce stress. In partnership with Insight Timer, the Group offers all employees an annual subscription to an application providing courses on meditation, sleep, anxiety, stress, and more.

Dozens of thematic charts on topics such as burnout, harassment, depression and eating disorders are available to employees to help them overcome their difficulties. The charts were developed on the basis of comments received by Teleperformance from employees directly concerned by these issues.

Local wellbeing and mental health campaigns are regularly organized according to the global calendar and monthly webinars are held to raise awareness of a particular mental health issue.

### Creation of a network of mental health experts

A network of mental health experts comprising specially trained employees has been created to ensure the proper implementation of the global mental health program.

Local mental health officers are responsible for the strategic management of the mental health program among the subsidiaries, in accordance with Group policy. The mental health officer fosters the creation of a secure environment for employees, ensuring that the necessary resources are provided to eliminate stigmatization and prejudice regarding mental health, promote a positive culture, manage crises and provide ongoing support to employees. In 2022, 67 mental health officers were trained, covering all key operations.

Teleperformance has set up a global training scheme called "Mental Health First Aiders" offering certification equivalent to the occupational first aid qualification. These first aiders are trained to help employees in need. They are the point of contact for emotionally distressed employees and work reactively to guide them quickly towards a suitable support structure. A special "Suicide First Aid" course has been set up to help prevent suicide. These first aid officers look after employees who might have suicidal tendencies to protect them at times of crisis and over the long term.

Local human resources teams are trained to help supervisors communicate better and provide them with tools to identify and support employees who may require additional support.

Managers also receive mental health training to promote a safe workspace, share mental health awareness campaigns and promote self-assistance tools and support networks within their team.

### Special measures for content moderators

Special attention is paid to employees in charge of social media content management and moderation, as their job can be particularly stressful and affect their mental wellbeing.

Moderators are supported by a **team of approved psychiatrists, global and local wellbeing officers and experts** available at all times. This team strives to foster and develop a positive culture focused on wellbeing and resilience and instill a sense of purpose and pride into the teams. Moderators are hired on the basis of a specific job description that clearly explains the work they will have to do. During the recruitment phase, candidates undergo **in-depth interviews and screening** to select the profiles best suited to their future assignments.

During the induction phase, content moderators complete the module on wellbeing at work followed by all Group employees as well as a **series of specific sessions and training courses on their role and on mental health**. To ensure optimal follow-up for all moderators during the performance of their tasks, **each client content moderation program is assigned a dedicated wellbeing officer trained by a psychiatrist**, on-site access to third-party approved counselors and a weekly wellbeing schedule including a list of activities in which they can take part. These activities focus on the eight dimensions of wellbeing and include group debriefing sessions, yoga, meditation, walking sessions, lunch conferences, stress management techniques and sports lessons.

In addition, moderators are strongly encouraged to take part in at least one **individual counseling session each month** and to make use of the paid times reserved for their wellbeing during the day. They may also follow additional counseling sessions on request and have permanent access to a wellbeing application where they can record their mood, arrange appointments with advisors, read about wellbeing, answer surveys, connect with other moderators through blogs or forums, take part in wellbeing challenges, and more.

Lastly, an **external employee assistance program is available 24/7.** Managed by a third-party service provider, it is made up of advisors, therapists, psychiatrists and other health professionals if necessary. This program remains available to employees for six months after the end of their content moderation assignment. In 2022, they accessed close to 47,000 individual counselling sessions.

In 2022, each Trust & Safety employee was able to dedicate at least 30 minutes of their daily working time to their mental health and wellbeing.

To continuously improve its wellbeing program for content moderators, Teleperformance has created a dedicated research department that frequently conducts studies in collaboration with third-party tech providers and experienced educational institutions such as Stanford University in the United States.

## 3.3.6 Labor relations

Since its creation, Teleperformance has developed its business on the basis of its convictions and values, while remaining committed to its social responsibility. The Group is aware of the role played by trade unions in representing and promoting employees' interests, and aims to build its reputation as an ethical company that applies good practices with regard to labor relations, in compliance with local regulations. All employees are free to meet or join organizations without interference, reprisals or discrimination. Teleperformance maintains regular and constructive dialog with recognized trade unions and other employee legal representatives. Social dialog takes place at every level within the Company and may exist in different forms depending on the culture, customs, practices and applicable legislation in each country.

Since 2020, employees have been represented by two members of the Group Board of Directors, who act as spokespersons for employees by taking active part in the Board's operations and decision-making procedures.

| Key risks and material topics | SDGs | Key Performance Indicators |
| --- | --- | --- |
| • Social dialog<br>• Employee-manager relations<br>• Governance<br>• Stakeholder dialog and transparency |  | **2 directors representing the employees on the Board of Directors**<br>**1 global agreement** |

### 3.3.6.1 Social dialog

**Teleperformance respects freedom of association and recognizes the right to collective bargaining, in accordance with the third principle of the UN Global Compact.** In countries where these fundamental freedoms are not guaranteed, Teleperformance ensures that channels for social dialog exist. Employee representative bodies take various forms: staff representatives, Works Council, Health and Safety Committee, Grievance Committee (committee responsible for reviewing complaints), etc.

Employees can also share their opinions and express their concerns through employee satisfaction surveys, regular chats with the CEO and discussion groups. *The Sentiment Surveys help gauge employees' feelings on a daily basis and provide appropriate responses (see section 3.3.1.2 Satisfaction Surveys*).

An Ethics Hotline is also available to any employee or third party wishing to report breaches of international commitments, including principles relating to freedom of association (see Global Ethics Hotline Policy in section 3.4.2.2).

#### Multiple channels of dialog and consultation

The corporate culture encourages direct access to Group managers and executives. Teleperformance has implemented a number of initiatives at its subsidiaries to encourage dialog and discussion with employees:

**Examples of initiatives to encourage discussion with employees**

| Initiatives | Description |
|---|---|
| Meetings with management | Organization of regular meetings between management and staff representatives or, where they exist, trade unions. |
| Chats with the CEO | Offer employees the opportunity to talk about current operations at the facility and share their views, without the involvement of their direct supervisor, and in a friendly atmosphere. |
| Focus groups | Focus groups between agents and managers. |
| Intranet and online communication tools | Deployment of an online communication tool enabling employees to anonymously share their concerns with HR and management. |

#### Collective agreements

**In December 2022, Teleperformance and UNI Global Union ("UNI") signed a global agreement to strengthen their shared commitments in terms of employee rights to form trade unions and participate in collective bargaining.** This agreement also reflects a determination to improve the working environment, particularly in terms of health and safety. The agreement covers all Group employees. Initially, UNI, its member trade unions and Teleperformance management will begin to implement the agreement in Colombia, Poland, Jamaica, El Salvador and Romania. The agreement is based on the recognition of fundamental labor rights as established by the International Labor Organization and on compliance with the OECD Guidelines for Multinational Enterprises. Teleperformance also recognizes UNI as a stakeholder under the French duty of vigilance law.

Certain Group subsidiaries have a specific collective bargaining agreement. If no such agreement exists, the labor laws in the country in question apply. Collective agreements are also regularly entered into each year with staff representatives. These agreements generally provide for the number of working hours, the notice period in the event of departure, salary increases, vacation time, the length of parental leave, payment of public holidays, team rotas, etc. In addition to the global agreement with UNI covering all Group employees, local unions are recognized in 22 countries, covering 40% of the Group's employees (Albania, Argentina, Brazil, Chile, Colombia, Dominican Republic, Finland, France, Germany, Greece, Italy, Mexico, Morocco, Netherlands, Sweden, Norway, Switzerland, Poland, Portugal, Spain, Tunisia, United Kingdom). Collective agreements are in place in 17 countries. Teleperformance also maintains an open dialog with trade unions in most of the countries where it operates.

#### European Works Council

Launched in 2014 and officially registered in 2015, a Works Council currently comprising 20 standing members represents employees in the 18 European countries in which the Group operates. In 2022, the main topics of discussion were the Group's economic and financial position, CSR policy, the situation in Ukraine and its impact on the Group and the signing of the agreement with UNI.

#### Monitoring of the specific circumstance filed with the NCP

**Teleperformance promotes social dialog at all levels of the Company and is committed to setting up appropriate representation and dialog bodies at each of its entities.**

Specific procedures and communication resources were deployed Group-wide in order to facilitate dialog between staff and management during the crisis: video-conferences organized by senior management in order to communicate transparently with employees, a dedicated Covid-19 channel on the Ethics Hotline, SMS alerts sent directly to employees, discussions with employee and trade union representatives, etc.

On April 17th, 2020, the international union UNI Global Union filed a specific circumstance concerning Teleperformance with the French OECD National Contact Point. The French National Contact Point (NCP) for the implementation of the OECD Guidelines for Multinational Enterprises is a tripartite forum for non-judicial resolution of disputes related to the implementation of the guidelines. According to the referral, the absence or inadequacy of preventive measures and the lack of social dialog endangered workers in eight countries in the context of the Covid-19 epidemic. While strongly contesting these allegations, Teleperformance agreed to the procedure and indicated its willingness to engage in a dialog with the NCP to provide evidence. Thus, the Group participated in several hearings, and provided detailed documents and notes to explain precisely each of the points raised in the specific circumstance. It has endeavored to respond with transparency and professionalism, and to report on all the measures taken to protect its employees, such as the deployment of accelerated teleworking (more than 200,000 employees switched to teleworking in just eight weeks), the implementation of an appropriate Health & Safety Policy at all its facilities, dedicated governance, enhanced communication with all its stakeholders and control tools to ensure safe, consistent and effective crisis management in all its operations.

On July 5th, 2021, at the end of this first stage, the NCP issued its final statement and found that **the pandemic prevention, management and monitoring policy in all Group subsidiaries fulfilled the expectations of corporate duty of due diligence, in accordance with the OECD guidelines**. Additional recommendations were made by the NCP, which Teleperformance is committed to implementing.

On January 30, 2023, **the NCP closed the procedure and welcomed the actions taken by Teleperformance to follow its recommendations and maintain its duty of vigilance on the issues raised.**

Teleperformance has implemented the NCP recommendations. Employee dialog has therefore been strengthened in several key countries:

- In India, four staff representatives were admitted to the Health and Safety Committee in December 2020. These new members have enabled the Committee to reach a broader cross-section of Teleperformance India's employees and better understand their expectations with regard to health and safety. One of the main areas of focus was communication: many employees were not aware of existing initiatives, especially in relation to wellbeing at work. Various communication channels have been activated to raise employee awareness of preventive measures, social distancing and vaccination, for example.
- In the Philippines, Teleperformance changed the structure of its Health and Safety Committee to include a staff representative chosen from among the 21 Group facilities in the country. This employee representative submitted some interesting ideas that were taken up and proved to be very useful, such as a shuttle system for employees to get to the Covid-19 vaccination sites. Prior to each Health and Safety Committee meeting, the representative gathers questions and comments from colleagues to be shared directly with the Committee, which employees see as further evidence that the Company is open to employee feedback.
- In Albania, Teleperformance entered into its first agreement with the Albanian Union of Postal and Telecommunications Activities (SPPT), demonstrating the Group's desire to strengthen dialog between employees and the Company. The agreement covers remuneration, vacation leave and paid days off so that staff representatives can take part in union activities. Teleperformance is the first company in its sector to sign a collective agreement in Albania.
- In Colombia, Teleperformance has recognized local union Utraclaro and is in the process of negotiating a collective agreement.
- In addition, the Group signed a global agreement with UNI Global Union in December 2022 - see above.

### 3.3.6.2 Reorganizations

Since the ramp-up of its digital transformation initiated in 2018, the Group has not carried out any major reorganizations resulting in significant layoffs or transfers. As part of its business operations, some customer experience management programs have come to an end and allocated resources have been reduced. The Group is committed to ensuring that any reorganizations that occur are conducted in a responsible manner. Thus, the Group's subsidiaries inform their employees in advance of any significant operational change, regularly consult with staff representative bodies where required by law, and offer compensation or redeployment measures to the employees concerned: internal mobility plans, changes of position or client program, mobility bonuses, generous compensation, training, early retirement, assistance with regional mobility, adjustment of work schedules, individual employee follow-up, and more.

## 3.3.7 Diversity, equity and inclusion

**Teleperformance's commitment to diversity, equity and inclusion forms part of the Group's core values.** Its intrinsic diversity and active decision to encourage diversity and inclusiveness positions it as a leader in its market. The diversity of Teleperformance's employees is vital in gaining different perspectives on how to approach its business and the solutions offered to clients and stakeholders. Employees are judged on their performance, not on their differences, which are considered a genuine asset: the Group's success is built on a diverse range of talents, skills and perspectives, and an environment that fosters each person's individual development.

| Key risks and material topics | SDGs | Key Performance Indicators |
|---|---|---|
| Diversity and inclusion | 5 GENDER EQUALITY<br>10 REDUCED INEQUALITIES | **91%** of employees trained in the Diversity & Inclusion Policy<br>**48%** women in management positions,<br>**54%** in total workforce<br>**30%** women on the Management Committee<br>**7,200** persons with disabilities hired in 2022 |

The Teleperformance Diversity, Equity & Inclusion Policy (DE&I) is based on the 6th principle of the United Nations Global Compact: "The elimination of discrimination in respect of employment and occupation."

The policy provides guidelines to the subsidiaries so that procedures promoting equal access to employment, the elimination of discrimination, diversity, integration and fair hiring practices are respected. The policy prescribes a conscious proactive approach to hiring people from a diverse range of backgrounds and promoting gender balance and equal pay for men and women.

The selection and promotion process is not founded solely on the type of vacant position. It is designed to offer equal opportunities to all candidates, irrespective of personal characteristics such as ethnic background, religious beliefs, gender, political opinion, nationality, social background, age, health, union membership or sexual orientation.

The Group's DE&I strategy is founded on four pillars:

- **Governance**: the Company and its leaders must lead by example, and employee diversity must be represented in all areas in keeping with the Group's DE&I priorities. A dedicated diversity and inclusion team has been set up to deploy Teleperformance's DE&I approach and instill the Group's culture alongside management.
- **Systems**: review policies and processes to foster diversity and an inclusive environment. Tools to measure progress are being developed and targets have been set or are being implemented.
- **Culture**: diversity, equity and inclusion are everyone's responsibility. Through learning resources, a variety of communication channels and meaningful engagement activities, Teleperformance encourages everyone to contribute to change, acceptance, awareness and mutual understanding.
- **Reputation**: the Group is transparent about its current situation, progress and DE&I goals, and ranks itself against the highest standards and most successful and innovative players in the field.

Teleperformance employees are at the heart of everything the Group does. It is therefore essential that the diversity of profiles and experiences of its employees is given due recognition.

The Group's DE&I approach focuses on five main areas:

- achieving **equality** at all levels;
- integrating **persons with disabilities**;
- increasing **ethnic and cultural** diversity;
- committing to professional equality for people from the **LGBTQIA+ community**;
- taking into account **local diversity issues** specific to each entity (veterans, over-fifties, Generation Z, etc.).

Cultural diversity is present at all levels of the Group's structure, starting with its employees in 91 countries who provide services in over 300 languages and dialects. Building on this approach, a voluntary selection procedure is being deployed for management positions. Its purpose is to increase diversity within management bodies. Similarly, succession and development plans are being reviewed to better integrate diversity.

A dedicated governance structure, including a DE&I Committee, a central DE&I team and Employee Resource Groups (ERGs), has been set up to steer and accelerate these changes.

## 5 priority areas

- **gender**: Achieve gender equality in management roles in all business units and countries
- **disability**: Ensure the inclusion of people with disabilities, appropriate arrangements and awareness-raising among employees
- **LGBTQ+**: Promote a workplace that respects all sexual orientations through equal rights and equal benefits and opportunities
- **ethnicity**: Increase ethnic and cultural diversity within teams and management positions
- **local priorities**: Give consideration to the local diversity challenges specific to each entity

## 4 drivers

**Leadership**
Management should reflect the diversity within the Group and promote TP's proactive policy in this area.

**Systems**
Implementation of policies, procedures and monitoring indicators to promote diversity and ensure progress.

**Culture**
Disseminate the DE&I policy throughout the Group *via* training modules, awareness campaigns, dedicated workshops, etc.

**Reputation**
Incorporate best practices in this area to drive continuous improvement and establish partnerships with stakeholders in order to promote diversity throughout the ecosystem.

## Highlights

**Four advanced DE&I learning paths** are assigned to all employees from director upwards. Target: 100% of employees trained in 2023.

**New tools for managing DE&I data** on Power BI software and launch of a collection campaign regarding demographic data on priority areas in 13 countries in 2022.

**Dozens of campaigns throughout the year** according to a global calendar covering priority areas and global awareness days.

**In 2022, TP ranked among the winners in four Comparably Awards categories:** best CEO, best company for diversity, best company leadership and best company for women.

As part of the induction program, all employees are trained in the Group's Diversity, Equity & Inclusion Policy. As of December 31st, 2022, 91% had completed the training. In addition, four advanced learning paths on DE&I issues are assigned to all employees from director upwards. The aim is to have all employees trained by the end of 2023.

### 3.3.7.1 Gender equality

Having established an even gender balance among the workforce and in management positions, Teleperformance has set bold targets for increasing the proportion of women on governing bodies, thereby promoting equality across the board.

**The Group is committed to maintaining a balanced distribution in its workforce and management positions, and to having at least 30% women on the Executive Committee by 2023.**

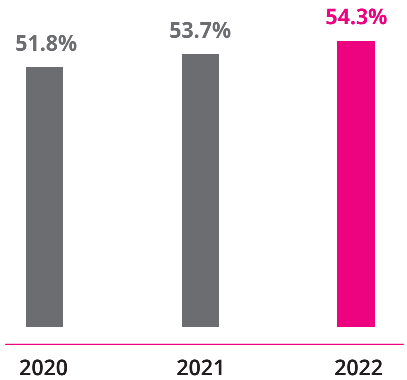
The Group has introduced a set of procedures and directives in order to promote equal treatment for women and men:

- salary bands, classification, career opportunities and work schedules are not based on gender. Job descriptions are detailed for each position with related salary bands. Job descriptions and offers are reviewed to eliminate any bias that might discourage women from applying. The results of the equal pay index show gender salary disparities of less than 2% (see below);
- to go further, a proactive selection procedure in terms of gender equality and diversity is deployed for management positions. Job offer distribution channels are diversified to attract candidates from all backgrounds;
- the employee satisfaction survey generates an alert when a correlation is detected between the degree of satisfaction expressed and the gender of the respondents;
- since 2019, the TP Women global initiative has developed a network of women and men to raise awareness of gender equality issues at all levels, countries and functions of the organization (see below).

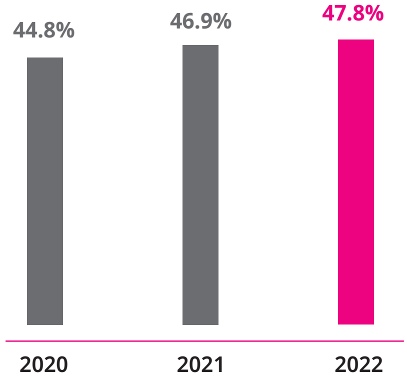
**In 2022, more than 180,000 Teleperformance employees who completed the Great Place to Work® questionnaires stated that they were treated fairly regardless of their gender and origin.**

#### Change in the percentage of women in the total headcount

In 2022, the proportion of women in the total workforce was 54.3% female to 45.7% male.




#### Change in the number of women in management positions




In 2022, the proportion of women in managerial positions (all employees excluding agents and supervisors) was 47.8%, compared with 46.9% in 2021.

As of December 31st, 2022, eight women sat on the Teleperformance SE Board of Directors, i.e. 50% of Board members, a ratio that complies with the recommendations of the AFEP-MEDEF Corporate Governance Code and statutory provisions regarding gender balance on boards of directors (see section 4.1.2 for more details).

The Group reshuffled the Executive Committee in 2020, and 25% of its members (two out of eight) are now women. The goal is for at least 30% of the Executive Committee to be women by 2023. Women make up 30% of the Extended General Management Committee which is composed of 33 members.

In addition, the Group has identified 2,180 employees as being in positions of higher responsibility (holding at least one director position), 32.6% of whom are women.

#### Initiatives to promote gender equality

##### *TP Women*

**TP Women is an initiative launched in 2019 that promotes diversity, inclusion and equality and is committed to equal opportunities at all levels and in all respects.** The initiative aims to create a more diverse working environment, increase the number of women promoted to management positions, and develop a network of men and women devoted to raising awareness and promoting equality at work, while encouraging a corporate culture based on equality.

It aims to promote best practices and set up initiatives to achieve gender equality in the respective positions and countries. A mentoring program helps high-potential female talent access more senior positions in the Company.

The proportion of women in all Group departments and regions is regularly monitored in order to assess progress and implement appropriate action plans (promotion, mobility, candidate diversification, etc).

**All Group subsidiaries have joined the TP Women initiative and are currently developing awareness-raising activities, manager training and mentoring programs.**

##### *TP Men*

The TP Men initiative was launched in 2022 to further break down gender bias. This initiative promotes the wellbeing of men at Teleperformance by creating a secure community where men from different backgrounds can share their experiences and support each other without making judgments. It aims to reduce stigmatization related to mental and physical health issues among men, encourage conversations that raise awareness of common concerns and challenges, and provide emotional support.

In addition, each subsidiary rolls out local initiatives geared towards gender relations in accordance with cultural issues:

| Country | Examples of local initiatives |
| --- | --- |
| Argentina, Chile | Teleperformance Argentina and Chile have developed a mentoring program to support women in the Company. Training has been provided to combat gender biases that prevent women from accessing leadership positions, and over 130 employees took part in the workshops. |
| France | Each year, TP France prepares a comparative report on the number of women and men in the company, which serves as a basis for annual negotiations on gender equality, including with trade unions. In 2018, these discussions resulted in the signing of an agreement formalizing the company's commitments in five areas: hiring and access to employment, professional training, career development, remuneration and working conditions. In 2022, these measures were supplemented by a new agreement to foster manager awareness of sexism. |
| Germany, Greece | Several subsidiaries, such as Germany and Greece, allow parents to adapt their schedules around their family life. |
| India | In 2014, when the gender ratio was particularly unbalanced, TP India created the GenderSmart initiative to guarantee equality and equal opportunities for men and women at the company. GenderSmart is a system of targeted communications to schools and higher education establishments in order to hire more women, present our corporate culture and the safety and security measures we have implemented for our employees. The percentage of women in the workforce has increased from 14% in 2014 to 39% in 2022, almost reaching the initial goal set in 2014 of at least 40% women by 2025.<br>Flexible working hours compatible with family life are also offered, as well as teleworking options, the right to maternity leave irrespective of seniority as well as a guaranteed return to the same position and salary.<br>Teleperformance is committed to promoting equality between its male and female employees in terms of promotion and pay, as well as maintaining a healthy work-life balance. The subsidiary has established strict and efficient procedures for preventing sexual harassment at work and has set up a special committee for this purpose, as required by the Indian POSH Act. |
| Nigeria | On International Women's Day, TP Nigeria organized hiring campaigns aimed at attracting female candidates, in particular via the "Refer a Friend" scheme. |
| Philippines | TP Philippines has set targets to ensure balance at all levels, and to increase the percentage of women in management positions from 17% to 40% and of women in the executive management team from 10% to 30%. |
| Portugal | Teleperformance Portugal has created a guide for employees and managers to facilitate the return to work following maternity leave.<br>Teleperformance Portugal has 42% women on its Management Committee, thereby achieving its target of exceeding 40% and achieving gender equality. |

## Professional equality index

**In 2022, Teleperformance France scored 93/100 on the professional gender equality index**, up from 84 in 2019 when the index was first published.

Companies with a score above 75/100 are considered to be workplaces that promote gender equality.

In accordance with the French Decree No. 2019-15, this index evaluates five criteria:

- closing the gender pay gap: **Teleperformance France scored 38 out of 40 in this criterion, placing salary disparities between 1% and 2%;**
- equal opportunities to get a raise;
- equal opportunities to get a promotion;
- the fact that all women receive a raise when they return from maternity leave, whenever raises have been granted during their absence;
- the number of people from the underrepresented gender among the 10 highest-paid employees.

The Group has decided to roll out the professional equality index across 31 of its subsidiaries representing over 85% of the workforce, using the same methodology. The average score obtained by the 31 subsidiaries evaluated was 78/100, which is above the 75 threshold. The average score obtained for the wage gap between men and women is 38/40, i.e. wage disparities of between 1% and 2%.

## Other initiatives to promote gender equality

In 2022, nine subsidiaries received Best Workplaces for Women™ certification: China, Colombia, Costa Rica, Dominican Republic, El Salvador, Guatemala, India, Peru, UK.

The following criteria are taken into consideration for these certifications:

- quality of life at work: being a company that has received Great Place To Work® certification;
- the percentage of women in the organization and in management positions;
- a positive collaborative experience: positive perceptions of women in the Trust Index® survey;
- strong, proactive professional equality practices in place.

In India, Teleperformance has received numerous awards as the best employer for women and the best organization for the promotion and empowerment of women: Best Women Advancement – Businessworld People HR Diversity & Inclusion Awards, Diversity & Inclusion Awareness Campaign of the Year, D&I Vision and Innovation Awards, Top 100 Best Companies for Women in India, 2022 Avtar & Seramount, India's Best Workplaces™ for Women 2022, The Economic Times Best Organizations for Women 2022, Organization supporting women's leadership – Future Woman Leader Awards 2022. In addition, two employees took the Business Woman of the Year and Best Woman in Training and Development awards at the Future Woman Leader Digital Summit & Awards 2022, and one employee was recognized for best execution of a contact center training and development program at the BPO Innovation Summit & Awards 2022.

## 3.3.7.2 Measures taken in favor of employment and integration of persons with disabilities

The Group employs workers with disabilities and complies with applicable local legislation on hiring, non-discrimination and workstation layout. In addition to its legal obligations, wheelchair access at the centers has also been taken into account; a number of premises have already been adapted.

Local initiatives are implemented to promote the hiring of persons with disabilities, regardless of whether their disability is physical or mental, apparent or imperceptible.

**In 2022, Teleperformance hired over 7,200 persons with disabilities.**

### Main local initiatives implemented to promote the hiring of persons with disabilities

| Country | Initiatives |
|---|---|
| Germany | An agreement on the inclusion, employment and promotion of persons with disabilities came into force in 2019. The agreement provided for the creation of working groups at each center comprising employee, HR and company representatives tasked with developing programs to encourage the promotion of persons with disabilities. Work on the employer brand is also underway for the hiring of workers with disabilities. |
| Argentina | Teleperformance works with local organizations such as COPIDIS to include persons with disabilities in its hiring process. |
| France | 7% of the Teleperformance France workforce were officially recognized as disabled. Working alongside organizations such as GEIQ Avenir Handicap, Cap Emploi and ARPEJH, Teleperformance hires many persons with disabilities.<br><br>Group employees take part in European Disability Employment Week in partnership with the LADAPT and AGEFIPH organizations, schools and charities, and in the Handiperformant week in France. This program includes daily personal support, reorganization of workstations and an internal policy of raising awareness so that each person's differences and specific traits are considered as assets conducive to working better together.<br><br>Throughout the year, in partnership with the CAP Emploi disability services and support organizations and local integration organizations, the Group constantly strives to safeguard employment for persons with disabilities, adapt workstations and help them integrate into the workplace. |
| Mexico | In 2021, in partnership with multinational Nestlé Mexico, Teleperformance signed the *Unidos por el Propósito* agreement, aiming to support the professional development of more than 8,000 young people and persons with disabilities through training and employment opportunities. In particular, Teleperformance plans to hire 10% persons with motor disabilities among the 500 new agents to be hired under the Nestlé *Cerca de ti* client program. This year TP Mexico hired 63 persons with disabilities, thus exceeding its target of 52. |
| Philippines | TP Philippines launched the Echo project, an inclusive recruitment program for the hearing impaired for one of its clients (a group specializing in the distribution and expoitation of cinema films and television programs). The project was a success, largely due to the client's desire to promote diversity and inclusion and the development of specific training courses for the hearing impaired. Awareness sessions were provided for the entire Cebu facility to show each employee and service provider how to interact with the new hearing-impaired agents, while several recruiters, trainers and supervisors learned sign language. |
| Portugal | Teleperformance uses support structures for persons with disabilities to get in touch with potential candidates. Thanks to the TP Cloud Campus, people who cannot leave their home for health reasons are able to work remotely.<br><br>TP Portugal facilities were assessed in 2022 in order to detect potential obstacles encountered by persons with disabilities and implement the necessary measures to facilitate the welcome and induction process. |

## 3.3.7.3 Measures to support the LGBTQIA+ community

On the occasion of the 2022 pride parade, the Group launched a new program entitled "Beyond Labels" designed to celebrate diversity, equity and inclusion and boost the voices of the LGBTQIA+ community worldwide. Beyond Labels offers awareness programs, in-person activities and events, enhanced visibility on social media, donations to charities, etc. The TP Pride platform, the result of a year's work fueled by contributions from many Teleperformance employees worldwide, provides employees with a comprehensive LGBTQIA+ inclusion education kit on various topics such as the importance of gender pronouns and how to use them, how to be an LGBTQIA+ ally, a guide to coming out, and a history of LGBTQIA+ issues and the meaning of "pride".

In addition, Teleperformance sponsored the Decentraland pride parades, an interactive virtual reality simulation metaverse, and its music festivals, DJ sets, parades and round tables exploring issues close to the LGBTQIA+ community. TP Shuttle, the Teleperformance recruitment shuttle bus, was present virtually for its first hiring initiative in the metaverse. Candidates were able to apply for the various job offers on the stand during the event, which was available 24/7 from June 11th to 30th, 2022.

### 3.3.7.4 A multilingual, multicultural Group

Given the Group's international scale and the development of multilingual centers, Teleperformance naturally hires people of different origin and nationality to work in every center. Specific programs are organized to welcome foreign nationals and help them integrate.

In Europe and Asia, Teleperformance is leading the way in the development of multilingual hubs where employees of all nationalities work together in a single location to serve pan-European and pan-Asian programs. These platforms, located in Portugal, Spain, Greece, Malaysia and Egypt, provide large multinational corporations with dedicated, optimized omnichannel solutions in over 40 languages.

Teleperformance organizes local culture days for all new foreign employees and provides assistance to help them settle in their new country of residence.

**Most of the management teams come from local communities and, like the Group, are decidedly international and multicultural** (13 nationalities represented on the Management Committee). Teleperformance also promotes diversity in all its forms, including ethnic and cultural backgrounds, through awareness campaigns.

To improve representation of all the Group's cultures and origins, several Employee Resource Groups (ERGs) were created in 2021 and developed in 2022. For example, Asian@TP, Black@TP and Latinx@TP are all ERGs that encourage experience-sharing and the strengthening of minority voices within the Group. Unconscious bias training is available online or in person and mentoring programs are set up.

# 3.4 A TRUSTED PARTNER

**Sharing the economic value it has created is an important principle adopted by Teleperformance.** The Group is committed to ensuring that this economic value also benefits society, by examining its overall needs and challenges. Teleperformance is committed to seeing social progress alongside its own success.

## 3.4.1 Driving innovation and development

The heart of the Group's business lies in quickly and accurately responding to consumers and citizens in need of information, contacts or solutions to their day-to-day problems. Teleperformance serves a broad spectrum of customers and handles over a billion interactions every year worldwide. "Each interaction matters" for Teleperformance. This catchphrase reflects the importance it places on excellence in its line of business, which is the cornerstone of its success.

| Key risks and material topics | SDGs | Key Performance Indicators |
|---|---|---|
| • Innovation and digitalization<br>• Value chain | 8 DECENT WORK AND ECONOMIC GROWTH<br>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE | **95%** client retention rate<br>**2,000** TP Digital experts (digital, analytics and business process solution architects) |

Teleperformance is a major player in the provision of innovative, multilingual solutions in local communities. This mission contributes to the social, economic and cultural development of Teleperformance's various markets.

Consumers' and citizens' needs are often largely ignored or unfulfilled by the different internal structures in place at large companies. **Teleperformance's goal is to streamline the relationship between customers/citizens and brands/public authorities, despite processes that are becoming increasingly complex.** Consequently, the Group has a role to play in informing and educating the broader public about processes and functions that require human assistance. This can be easily understood when it comes to technical support for everyday devices and digital services. Teleperformance is thus working with more and more global brands and social networks looking to moderate their users' online content.

**The ability to effectively and rapidly distribute reliable, verified information to a large multilingual customer base is one of the Group's fundamental qualities, making it an effective vehicle for distributing, developing and spreading innovation.**

In order to best meet end-user and client expectations, Teleperformance is continuously expanding its portfolio of solutions, with a strong focus on developing digital solutions, analytics, automation and specialized services, as described in section 1.1. The Group, and particularly its commercial structure, relies on a three-pronged expert approach: services, sectors and countries. The Group is continuously strengthening its high value-added services and has developed a transformation solution, TP Digital (former T.A.P.™ for Technology, Analytics, Process excellence), which offers transformation and automation solutions tailored to the needs of each client. It comprised close to 2,000 digital, analytics and business process solution architects at year-end 2022.

To guarantee the best possible service, the Group's procedures ensure optimal quality of service in all its operations, thanks in part to its TOPS (Teleperformance Operational Processes and Standards) and BEST (Baseline Enterprise Standard for Teleperformance) operating practices – see section 1.1.4.3.4 of this document. These practices are in line with the most stringent international standards, such as ISO 9001 and the COPC (Customer Experience Standard). 16 subsidiaries have also achieved ISO 9001 certification for their quality management system, covering 55% of Group revenue.

With close to 1,200 clients, 50% of which are global accounts, Teleperformance has the most diverse client base in its sector. Their loyalty, illustrated by a retention rate of over 95% and an average client relationship of 13 years, is the best indicator of their satisfaction.

## 3.4.2 Ethics & Compliance

Teleperformance is deeply committed to fair practices, which must guarantee integrity and honesty between Teleperformance, its stakeholders and its direct and indirect customers. Fair practices are essential components of an effective and comprehensive CSR policy.

| Key risks and material topics | SDGs | Key Performance Indicators |
|---|---|---|
| • Ethics & Compliance<br>• Governance<br>• Stakeholder dialog and transparency | 8 Decent work and economic growth<br>16 Peace, justice and strong institutions<br>17 Partnerships for the goals | **95%** of employees trained in the Code of Conduct<br>**Full** deployment of the Global Ethics Hotline |

### 3.4.2.1 Commitments to ethical business practices

Teleperformance is committed to complying with international regulations that promote the highest ethical standards, such as the United Nations Global Compact, the Universal Declaration of Human Rights, ILO conventions, OECD guidelines, and relevant local laws and regulations.

#### The United Nations Global Compact

A signatory to the United Nations Global Compact since 2011, Teleperformance is committed to upholding and promoting the ten fundamental principles of the Global Compact relating to human rights, working conditions, the environment and anti-corruption. The Group actively supports the United Nations Sustainable Development Goals (SDGs) - see section 3.2.2.

#### Teleperformance values

The Group's business ethics commitments are based on its five values: Integrity, Respect, Professionalism, Innovation and Commitment. These values underpin the Group's strategy and reflect Teleperformance's firm commitment to fair business practices in compliance with applicable laws and regulations.

#### Teleperformance Code of Conduct and Code of Ethics

The Teleperformance Code of Conduct and Code of Ethics define the rules, attitudes, actions and behavior expected and adopted by the Group, its directors and employees vis-à-vis all stakeholders (employees, service providers, suppliers, clients, shareholders and other external partners including the media and public bodies). They set out the general ethical principles incumbent on all Group employees, whatever their status or duties. These codes are inspired by the Group's values and refer to international texts, including the United Nations Global Compact. They are an expression of the Company's ongoing commitment and approach as a responsible, humane and honest corporate citizen. They strengthen the legal and regulatory framework applicable to the Group's activities. Compliance with these Codes is a condition for membership of the Group, whose reputation is based on the fair practices and relationships that it builds with all of its partners and stakeholders, both internal and external.

The Code of Ethics and Code of Conduct, both approved and signed by senior management, are available on the Group's website at https://www.teleperformance.com/en-us/csr/our-responsibilities/global-compact-and-policies/.

All employees are trained in the Code of Conduct. 95% of employees had completed their training by the end of 2022.

#### Governance

The global Teleperformance Compliance Department is a dedicated unit comprising members of Group management, the Global Compliance and Security Council and the Audit, Risk and Compliance Committee attached to the Teleperformance SE Board of Directors. It sees that compliance policies and procedures are implemented at Group level.

Compliance and audit duties fall under the responsibility of the Finance Department and the Legal and Compliance Department, at both global and local level. The compliance team establishes and updates policies, procedures and controls in order to adapt them to the regulatory framework and risks identified for the Group. Teleperformance is committed to being a trusted partner and working with its stakeholders to ensure a suitable and efficient compliance framework.

The audit teams use a risk-based audit approach to ensure that proper procedures, controls and governance are in place and correspond to Group policies.

Teleperformance has launched a review of ISO 37001 (anti-corruption) and ISO 37301 standards to prepare for global certification.

### 3.4.2.2 Global Ethics Hotline Policy

The purpose of the Global Ethics Hotline is to provide a channel for reporting behavior that may be deemed unethical (acts of corruption, anti-competitive practices, violation of human rights, discrimination attempts, environmental damage, health and safety breaches, fraud, etc.).

Alerts submitted via this system are treated confidentially. Where applicable, the hotline works in tandem with other existing whistleblowing channels in accordance with applicable local legislation. The Ethics Hotline can be used by all stakeholders, both internal and external, and can be found on the Group's website (https://www.teleperformance.com/en-us/footer/ethics-hotline/). Whistleblowers are protected against any repercussions, as outlined in the Group's whistleblower policy.

All alerts made via the Ethics Hotline are carefully reviewed, under the responsibility of the Group Compliance Department, which reports regularly to the Audit, Risk and Compliance Committee of the Board of Directors. The most serious and material alerts are reported to the Chairman and Chief Executive Officer.

Remediation mechanisms have been introduced, such as disciplinary sanctions and procedures as described in the relevant Group policy, as well as procedural reviews and ad-hoc audits as required.

All Group subsidiaries have access to the Global Ethics Hotline.

In 2022, the hotline recorded 1,249 alerts. Upon investigation, 428 of these incidents, i.e. 34% of alerts, proved to be admissible alerts within the purview of the hotline. Of these 428 cases, 63 were referred to the Group's Ethics Committee. In 2021, the hotline received 1,303 alerts, of which 496 or 38% were admissible within the purview of the hotline, and 44 cases were referred to the Ethics Committee.

The remaining alerts did not fall within the hotline's remit; in the vast majority of cases, they were HR matters that were forwarded to the relevant departments (e.g. payroll, scheduling and operational issues).

Of the legitimate reports made via the Ethics Hotline, 72% involved potential workplace misconduct, 15% involved ethics, 9% involved suspected fraud and 4% involved potential misuse or misappropriation.

28% of alerts were made in the English-speaking region, 26% in the LATAM region, 10% in the Europe, Africa and Middle East region, 23% in India, 8% in the Asia Pacific region and 5% related to Specialized Services, in line with the geographical distribution of the Group workforce. On average, alerts reported through the Ethics Hotline were resolved within 32 days.

### 3.4.2.3 Anti-corruption measures

Teleperformance is committed to preventing and combating the risk of the Group's exposure to acts of corruption and influence peddling. This commitment is based on the principles of the United Nations Global Compact and on compliance with local laws and regulations that prohibit corruption, in particular the US Foreign Corrupt Practices Act, the UK Bribery Act, the French Sapin II Law and all other similar anti-corruption laws in the countries in which it operates.

Measures to prevent and combat corruption and influence peddling have been significantly strengthened since 2020 following a compliance audit of existing procedures. Following this audit, the Group overhauled its procedures, implementing and deploying the Teleperformance Global Anti-Corruption Program, which is designed to harmonize procedures throughout the Group and increase its efficiency.

This program is based on a strong commitment from management, a clear structuring and definition of responsibilities, a specific communication plan and a raft of measures to prevent acts of corruption or influence peddling, detect them and take corrective action where required.

#### Strong management commitment

The Teleperformance Global Anti-Corruption Program is the cornerstone of the measures and is based on a strong commitment from the Group's governing bodies.

This commitment is reflected in the definition of the global strategy for preventing and combating corruption, which is based on:

- one of the Group's five core values: integrity;
- a commitment to combating all forms of corruption;
- a zero-tolerance approach.

The governing bodies also form the core of the validation and supervision process for all components of the measures. Through its Audit, Risk and Compliance Committee, the Group's Executive Committee and Board of Directors approve all measures and oversee their implementation.

The Chairman and Chief Executive Officer and members of the Executive Committee promote the program to all internal and external stakeholders through communication initiatives.

#### A defined structure and responsibilities

A multidisciplinary team reports to the Group's Deputy Chief Executive Officer and the Legal and Compliance Department and is responsible for the development of the measures, their implementation, the monitoring of performance and compliance indicators, and the communication plan.

This team is made up of two anti-corruption officers tasked with overseeing these measures, who liaise constantly with all Group support functions and operational teams at regional and local level.

#### A dedicated communication plan

To guarantee their effectiveness, a communication plan is drawn up to ensure that all internal and external stakeholders are properly informed of the existence of the measures and their contents.

The Teleperformance website was updated in 2021 to facilitate access to information about the fight against corruption and influence peddling.

#### Measures to prevent, detect and respond

Teleperformance's Global Anti-Corruption Program, which is part of the Group's overall compliance strategy, is based on a set of measures designed to prevent or detect acts of corruption and influence peddling as soon as possible, to put a stop to them and to take any appropriate response measures.

Prevention measures include:

- **Corruption risk mapping:** the Group has put in place a specific methodology to identify, analyze and assess risks of corruption and influence peddling according to the relevant business process. The corruption risk map initially drawn up in 2018 was extensively revised in 2021.

- **Code of Conduct:** the code contains all of the fundamental principles that enable the Group's employees and managers to adopt the appropriate ethical behaviors. Designed to serve as a practical guide, it defines the rules that each employee must follow and the behavior to be avoided, as well as providing a contact for questions. It also provides for disciplinary measures to be established in the event of any failures to comply, in accordance with local laws and regulations.
- **Training Program:** through the Group's e-learning platform, a training module has been developed to raise employee awareness of the risks of corruption. Since January 1st, 2022, it has been mandatory for all Group employees and contains a test to verify knowledge acquired through the module. A specific three-hour training session is provided to persons identified as being the most exposed to risks of corruption. This training program, provided by an external consultant, offers initial training for new employees and a refresher course every three years.
- **Due Diligence procedure:** a verification process is put in place prior to the signing of contracts with third parties (clients, suppliers, subcontractors). This procedure was reinforced in 2021 through the integration of the supplier assessment procedure within the Group's ERP system (see section 3.4.4 *Responsible procurement*).

Detection measures include:

- **Controls and audits:** accounting controls are in place at various levels to prevent or detect any acts of corruption. These controls are supplemented by internal audits to verify subsidiaries' compliance with the Teleperformance Global Anti-Corruption Program.
- **Performance and compliance indicators:** in response to the goal of continuously improving the measures, key performance and compliance indicators have been defined to ensure their effective implementation. These indicators make it possible to evaluate the existence, quality and effectiveness of each of the measures put in place. These indicators are evaluated whenever necessary, and at least once a year.
- **Global Ethics Hotline:** the purpose of this system is to enable the reporting of behavior or acts that may constitute acts of corruption or any other unethical behavior, as described above.

Response measures include:

- **Sanctions and disciplinary action:** the measures provide for the application of disciplinary action in the event of failure to comply with the principles set out in the Code of Conduct, in accordance with applicable local laws and regulations. They shall be applied in addition to any administrative or penal measures that may be taken.
- **Feedback and corrective measures:** the measures for preventing and combating corruption were designed to be adaptable to any new risk of corruption related to the Group's activities, its environment or the countries in which it operates. The Global Anti-Corruption Program will be updated whenever necessary to improve its content and strengthen its application.

There were no confirmed incidents of corruption in 2022.

### Further measures

Teleperformance's Italian subsidiary was the first to be ISO 37001 certified, demonstrating that an anti-corruption management system and robust controls are in place.

## 3.4.2.4 Fair practices

### Prevention of antitrust practices

Teleperformance's relationship with the market and its competitors is based on fair and ethical competitive practices, in compliance with the law. Teleperformance abides by the principle of fair competition and does not enter into agreements or adopt behaviors that could be qualified as antitrust practices (abuse of a dominant position, dumping, interference with free market prices).

Practices between competitors that intentionally or otherwise would lead to a result inconsistent with normal market operation are prohibited. Teleperformance seeks to stand out from its competitors, not through anti-competitive practices, but through the quality of its services and the relationships it maintains with existing and potential clients.

Group employees are made aware of these subjects through training, particularly on the Code of Conduct.

No legal action for anti-competitive behavior and antitrust practices is currently underway.

### Code of Conduct regarding securities transactions

Teleperformance has introduced a Code of Conduct regarding securities transactions pursuant to the recommendations of the French Financial Markets Authority (Autorité des marchés financiers) guide on prevention of insider misconduct in listed companies. The guide applies primarily to Group senior management and members of the Board of Directors. The procedures in place are described in section 4.3.4.1 *Code of Conduct regarding securities transactions.*

### Combating tax evasion

The Group believes that combating tax evasion and paying taxes are actions that show support for regions and communities. Through the activities of its subsidiaries in 91 countries, the Group pays not only corporate income tax, but also all taxes due in the various countries where it operates, such as local taxes and social security charges. In addition, the Group ensures that all entities comply with the laws and regulations applicable to them, including the filing of the required tax returns and timely payment of taxes. There is no Group-wide policy that would allow tax evasion through complex arrangements. Furthermore, as the Group's activities are essentially international, the Group complies with the international tax standards set forth by the OECD and ensures that intra-group transactions comply with the arm's length principle. Transfer pricing documentation is updated annually to meet the requirements of local tax authorities. The declaration relating to taxes paid on a country-by-country basis (CBCR) is communicated by the parent company, Teleperformance SE, to the French tax authorities in accordance with applicable regulations.

The tax rate of 28.5% in 2022 as described in note 5 *Income taxes reflects these practices*.

The tax policy is implemented by the Group Tax Department reporting to the Deputy Chief Executive Officer and Chief Financial Officer. The tax policy is reviewed by the Audit, Risk and Compliance Committee of the Board of Directors.

### 3.4.2.5 Responses to controversies

Teleperformance has been involved in a number of controversies, to which it has endeavored to provide a clear and transparent response to its stakeholders.

- On April 17th, 2020, the international union UNI Global Union filed a specific circumstance concerning Teleperformance with the French OECD National Contact Point (NCP). According to the referral, the absence or inadequacy of preventive measures and the lack of social dialog endangered workers in eight countries in the context of the Covid-19 epidemic.

  On July 5th, 2021, the NCP issued its final statement: **"The NCP notes that after an emergency management phase, Teleperformance has deployed and continues to deploy a pandemic prevention, management and monitoring policy at all of its subsidiaries in order to address the health risks associated with the pandemic. This policy generally corresponds to the expectations for corporate due diligence recommended by the OECD guidelines."**

  On January 30, 2023, the NCP published its follow-up report on its recommendations. **It welcomed the actions taken by Teleperformance to follow its recommendations and maintain its duty of vigilance on the issues raised and put a definitive end to the procedure**. Further information on these policies may be found in section 3.3.6.
- On August 4th, 2022, an article published in Forbes magazine included testimonials from two former employees. They called into question the training conditions of Teleperformance content moderators at the El Paso facility in the United States and claimed to have had access to highly sensitive content during their training. Both internal and external audits were immediately conducted. The findings published on the Teleperformance website did not substantiate these allegations. The Group also reviewed all its procedures and strengthened communication and training on the wellbeing and mental health measures made available to employees.

  Teleperformance places great importance on the wellbeing and mental health of its moderators. Specific procedures have been developed and are accessible throughout employees' careers (from the moment they are hired and even after they have left the Company), as described in section 3.5.5.5 of this document. All content moderators are trained in wellbeing and mental health as soon as they join the Company and benefit from ongoing psychological support.

  Employee satisfaction surveys are conducted frequently. In 2022, 93% of the Group's content moderators stated they were satisfied or very satisfied. 89% of them felt proud to be "Guardians of the Internet".

  Teleperformance's Trust & Safety solutions provide ongoing protection of consumer and client data, ensuring regulatory compliance, safeguarding brand reputation and making platforms safer in a wide range of sectors such as social media, e-commerce, technology, travel, financial services and online gaming. These services are therefore crucial for both the Company and society.
- On November 9th, 2022, an article published in TIME magazine recounted testimonials from nine Teleperformance Colombia content moderators, mentioning poor working conditions for moderators handling the most sensitive content and a lack of communication with union representatives. Once again, the Group commissioned several audits, the findings of which were published on the website. Firstly, the safety and compliance internal audit team found no incidents of non-compliance regarding working conditions and health and safety issues. Some areas for improvement were identified, such fixing the temperature settings in training rooms, repairing lifts and access ramps, and replacing some emergency exit signs. Moreover, **Bureau Veritas provided the independent assurance about the use and inclusion of Social Responsibility International Standard ISO 26000 in its operations** in Colombia, Greece, India, Indonesia, Malaysia, Portugal and the United States, covering all countries where the Group has significant content moderation operations.
- **An independent study conducted by Korn Ferry, a leading global HR consulting firm, concluded that the quality of the employee experience in Teleperformance's Trust & Safety content moderation activities is well above that in the peer sample**. This comprehensive study was conducted between December 2022 and January 2023. The firm found that Teleperformance stands out especially in the fields of training, fairness in employee appraisal, coaching, promotion opportunities, availability of information, reasonable workload and resources allocated to the successful completion of assignments. The study was based on online surveys and virtual and face-to-face interviews with employees at Teleperformance's main Trust & Safety locations, including Lisbon, Bogota and Athens. Nearly 60% of the Group's employees in these activities took part.
- Teleperformance has proactively contacted the Colombian government and trade unions to engage in constructive dialog. The Group's investors were also invited to visit the Colombian subsidiary on November 29th, 2022.

  After consulting its stakeholders, in particular its main shareholders and clients, Teleperformance decided to withdraw from the most offensive segment of its content moderation business. Teleperformance has partnered with its clients to find suitable alternatives to its current activities in this field, while paying more attention to employee safety and wellbeing. The Group will no longer sign any new contracts of this type.

  In addition, Teleperformance has signed a global agreement with UNI to strengthen their shared commitments in terms of employee rights to form trade unions and participate in collective bargaining. This agreement also reflects a determination to improve the working environment, particularly in terms of health and safety.

**The Board of Directors closely monitored the controversies** as they unfolded and the responses provided, via dedicated meetings and regular reports to the CSR Committee.

For the sake of transparency, **Teleperformance has maintained continuous dialog with its stakeholders** in order to keep them informed of the development of these controversies through regular publications, meetings with its shareholders, calls to all clients, internal conferences for employees and external conferences for all stakeholders.

In January 2023, Teleperformance organized open days at several of its facilities around the world, offering more than 60 analysts and investors an immersive experience and a first-hand view of the Group's activities and the work environment in which its employees operate. These days were an opportunity to address various issues such as the management of employee wellbeing and the working environment - in particular through open discussion sessions with content moderators and advisors - or the Group's development strategy and digital transformation.

All of this is in line with the communication methods established with the Group's stakeholders, as described in section 3.1 and in the Vigilance Plan.

## 3.4.3 Data protection and cybersecurity

In an increasingly complex and challenging environment with regard to data security, Teleperformance has become a leader in this field within its business sector. Clients recognize this positioning as a major differentiating factor.

| Key risks and material topics | SDGs | Key Performance Indicators |
|---|---|---|
| • Data privacy<br>• Data security and cybersecurity | 16 Peace, justice and strong institutions | **100%** of operational facilities deemed GDPR-compliant<br>**100%** of facilities ISO 27701 certified<br>**96%** of employees trained in the data security policy |

### 3.4.3.1 Data privacy

The Group is a leader in terms of compliance with international standards, such as ISO 27701, ISO 27001, ISO 22301, the General Data Protection Regulation (GDPR) and the Payment Card Industry (PCI-DSS) standard, and is certified under other standards such as HITRUST.

**On November 9th, 2021, Teleperformance obtained global ISO 27701** certification, which was successfully renewed in 2022. This new standard strengthens data privacy controls and requirements and includes two new appendices that apply to Teleperformance in its roles as data controller (processing controlled by Teleperformance) and data processor (at the client's instruction).

The Group's policies and processes comply with all international laws relating to data security, confidentiality and data protection in the countries where Teleperformance operates.

The Group has implemented a set of operational and security rules called the Global Information and Security Policies (GISPs) designed to identify and limit potential risks of fraud or breach of statutory data security requirements.

These policies are regularly reviewed and were updated in December 2022. They relate to the following themes:

1. Global information security policy
2. Organization of the information security policy
3. Risk management
4. Human resources management policy
5. Asset management policy
6. Acceptable use policy
7. Social media policy
8. Access management and control
9. Physical and environmental security
10. Operational safety
11. Communications security
12. System acquisition, development and maintenance policy
13. Supplier relationship management policy
14. Information security incident management
15. Information security in managing business continuity
16. Operational Global Compliance Framework

**All employees, including part-time employees, temporary workers and subcontractors, are trained in data security, privacy and data protection policies.** As of December 31st, 2022, 96% had completed their training module.

The Group's Internal Audit Department reviews operational facilities (including TP Cloud Campus work-from-home activities) on a rotating 24-month basis or, for major clients, every 12 months to ensure compliance with the GISPs and client requirements. External auditors also conduct periodic audits at selected facilities to assess compliance with the GISPs and other applicable security processes.

**In 2022, 204 audits were conducted**, including 185 on-site audits, 9 TP Cloud Campus audits and 10 operational audits. In addition to GISPs compliance, the audits review areas such as new technology risks, client contracts, health and safety inspections, etc.

As part of the Group's ongoing efforts to proactively manage data privacy and compliance, a dedicated team has been set up at Group level. Comprising the Group's Chief Compliance Officer, Chief Privacy Officer and global and local specialists, the team is tasked with implementing the Group's data privacy policy and ensuring that Teleperformance complies with global data protection regulations.

An independent team audits the subsidiaries and the privacy and compliance team to ensure their work is consistent with the Group's data privacy program. All subsidiaries are audited on a rotating basis every three years, and an external review is conducted during the intermediary period. A number of areas are reviewed: personal data protection program requirements, global processes, compliance with the global privacy policy, ISO 27701 controls, etc.

The personal data protection framework also relies on proprietary technology to inform managers of inappropriate access to information by agents, provide a standard and secure method for agents to take notes while moving from one screen to another, thereby reducing the risk of data leakage, and manage and track compliance end-to-end.

In 2018, the French Data Protection Authority (CNIL), a supervisory authority within the European Union, noted the compliance of Teleperformance's Binding Corporate Rules (BCRs), in its capacity as both data controller and data processor, enabling Teleperformance to transfer and process data on a global scale.

**The Global Technology, Privacy and Security Committee (TPSC) is the governance body** responsible for assessing all new and existing technologies prior to deployment, ensuring that a Data Protection Impact Assessment (DPIA) has been completed. This process ensures that Teleperformance considers the privacy impact of the technologies it uses to collect or process data as both data controller and data processor. The TPSC also performs in-depth reviews to identify and resolve intellectual property, information technology, cybersecurity and data security matters. It is co-chaired by the Chief Information Security Officer and the Chief Privacy Officer. It is co-managed by the Information Security, Privacy and Compliance Departments.

**In addition to the TPSC, the Global Compliance and Security Council meets quarterly to review security incidents,** analyze data privacy issues, assess compliance and third-party risks, ensure continued compliance with GISPs, and review internal and external audit findings. As Teleperformance pays special attention to security matters, all regional Presidents and regional operational and compliance managers attend the Global Compliance and Security Council meetings chaired by the heads of the Information Security, Privacy and Compliance Departments.

The Third-Party Risk Committee (see "Responsible procurement governance" in section 3.4.4) ensures that all third-party risks, including data privacy matters, are identified and handled.

These issues are among the priorities of the Board of Directors. **Regular activity reports are presented to the Audit, Risk and Compliance Committee of the Board of Directors**.

## 3.4.3.2 Cybersecurity

Like many large B2B and B2C firms, Teleperformance operates in an increasingly high-risk IT security environment marked by a surge in cyber attacks on IT systems of large companies and government agencies.

**Teleperformance has finalized the deployment of its comprehensive four-year (2019-2022)** cybersecurity program called Project Eagle, which is based on several pillars:

- the implementation of **appropriate governance structures** with a Group director in charge of cybersecurity, shifting from a regional to a global information security management strategy;
- **adoption and appropriation of the principles of the NIST** (National Institute of Standards and Technology, U.S. Department of Commerce) Cybersecurity Framework to align with industry best practices and be a "cyber-resilient" business partner for its clients;
- the implementation of **tools and procedures for the identification, assessment and management of cyber-risk**;
- improved **perception and awareness** through global training programs translated into 16 languages and given to all Group employees, including part-time employees, temporary workers and subcontractors;
- the review of processes and the improvement of **detection devices** through the deployment of relevant tools and new technologies throughout the Group. The Global Security Operation Center (GSOC) is now fully operational. It now provides continuous 24/7/365 monitoring and assistance to the global IT Department infrastructure;
- adoption of Teleperformance's **unique security tools** for services to protect against fraud;
- the deployment of a specific operational component for **crisis management** in this area.

Following Project Eagle, the Group launched the Eagle Talon project at the end of 2022 with the aim of strengthening the protection and management of privileged user accounts and implement the zero-trust model. Roll-out is scheduled for 2023.

These cybersecurity programs have reduced the risk of a cybersecurity incident impacting revenue, while protecting Teleperformance and its clients from data breaches. Attempted attacks have increased with the Covid-19 crisis and form part of the major operational risks. In 2022, there were no major data security incidents with an impact on revenue.

While the global IT teams are deploying a "Cloud First" strategy, the Teleperformance cybersecurity team ensures that the Group's global information system security and privacy standards and policies are aligned with sector best practices and provide "security lifelines" for cloud deployment and the performance of services. The roll-out of VDI (Virtual Desktop Infrastructure) solutions helps to manage data security risk in both teleworking and on-site mode. VDIs will facilitate incident resolution and the implementation of workstation security locks.

The adequacy and effectiveness of controls are regularly reviewed by the Global Compliance and Security Council (see above) to make the necessary investment decisions and provide high-level guidance to address the ever-increasing number of cyber-threats. **Reports are submitted to the Audit, Risk and Compliance Committee of the Board of Directors.**

## 3.4.4 Responsible procurement

Teleperformance makes sure that its subcontractors and suppliers are committed to an ethical approach in line with its Supplier Code of Conduct, and is strengthening its CSR-oriented partnerships.

| Key risks and material topics | SDGs | Key Performnance Indicators |
|---|---|---|
| Value chain | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS; 17 PARTNERSHIPS FOR THE GOALS | **Enhanced supplier due diligence process deployed across the entire Group** |

### 3.4.4.1 Types of purchases

Teleperformance's procurement spending (external expenses) mainly consists of computer hardware and software, telecommunications services, temporary employment agencies and providers of on-site services such as cleaning and security. Furthermore, Teleperformance makes limited use of outsourcing, except for payroll management in some countries or for certain specialized services, for example.

Teleperformance has developed a project to globalize financial and purchasing processes by implementing a single ERP system in the Microsoft environment, thereby harmonizing all procedures Group-wide. New features were added in 2021 to expand the procurement cycle, which now includes complete management of tenders and supplier relationships at global, regional and local level. The system also provides a real-time overview of major expense items, savings made and Teleperformance's main suppliers. The Group extended its partnership with Microsoft and added the Power Platform solutions to its services, applying low-code technology enabling the application to be developed with little to no coding.

Four main purchasing categories have been identified through this platform, each involving specific CSR issues.

| Main purchasing categories | CSR issues |
|---|---|
| **Computer hardware suppliers** | Conflict minerals, working conditions, production pollution, energy efficiency of products |
| **Telecommunications** | Reduction in energy consumption, data privacy |
| **Temporary employment agencies** | Living wage, working hours, leave |
| **Providers of on-site services such as cleaning and security** | Working conditions, impact of products used on health and the environment |

### 3.4.4.2 Due diligence process

Teleperformance ensures that its new and existing suppliers and subcontractors respect the principles of its **Supplier Code of Conduct.** The Code sets out the Group's updated requirements with regard to human rights, working conditions, health and safety, the environment, business ethics, integrity (including anti-corruption) and compliance with the General Data Protection Regulation (GDPR). The Supplier Code of Conduct ensures the consistency of procurement processes, the continuous improvement of procurement practices and their understanding by all internal and external stakeholders. The Code can be consulted at www.teleperformance.com. **The Supplier Code of Conduct is provided to all partners, who must sign it.**

The Group is committed to exercising vigilance in identifying potential adverse impacts of its business on its supply chain, whether direct or indirect, in order to prevent and, if necessary, mitigate such impacts. The Group requires its subsidiaries to work with suppliers and subcontractors that agree to comply with the Group's requirements in this area and to abide by the Supplier Code of Conduct. Suppliers and subcontractors are subject to regular assessment at subsidiary level in accordance with the Supplier Code of Conduct. Since 2019, risks related to the supply chain have been incorporated into the internal control questionnaires.

**Suppliers are assessed based on their risk level.** In 2021, a process of ranking suppliers by risk was set up in order to prioritize and adapt procedures for each supplier. Purchasing teams complete a **criticality questionnaire** for all new suppliers to assess their criticality and gross risk level. Suppliers who receive a medium to very high risk score are then subjected to a **detailed supplier risk assessment** to ascertain the exact level of risk. This assessment comprises at least 70 questions on anti-corruption, human rights, health and safety, the environment and personal data. A review is also carried out to confirm that these suppliers do not appear on any sanctions lists. Based on the results of this assessment and any potential inadequacies, **enhanced due diligence** is then carried out to adjust controls and assess whether the supplier relationship should be terminated. Documentary or on-site inspections may be envisaged for even more thorough controls. A continuous improvement approach is always preferred, and purchasing teams work closely with suppliers to implement corrective action plans.

This new due diligence process was extended to all regions in 2022. The purpose of these procedures is to ensure that the Group does not enter into relationships with suppliers who do not meet the Group's minimum compliance, safety and security, privacy and CSR requirements. They also help to identify existing high-risk suppliers and take the necessary steps to help them improve and correct any instances of non-compliance.

In 2022, based on the criticality questionnaire, 587 suppliers were identified as potentially high risk. They received a request for a detailed assessment. So far, 242 have already completed the detailed assessment, of which 211 were approved. A further 19 were approved subject to conditions, with action plans to be implemented, and 12 suppliers were rejected.

The due diligence process will be supplemented in 2023 with continuous monitoring of the 200 highest risk suppliers by a specialist service provider. A third party will also conduct a financial analysis for all suppliers where the Group's procurement spending exceeds €1 million.

Since December 2022, the supplier due diligence platform has been merged with the supplier management platform in order to streamline the supplier selection process, rendering the due diligence procedure mandatory in any search for new suppliers, similarly to other selection criteria.

### 3.4.4.3 Governance

Teleperformance has also created procurement committees at Group, regional and local level in order to ensure the systematic application of Group-wide policies and procedures. In order to strengthen and standardize procurement processes at all Group entities, a new **global procurement governance** structure was put in place in 2020 and a Chief Procurement Officer appointed. The CPO's tasks include restructuring the approach and ensuring that the procurement process is consistent with the Group's values and Global Compliance Framework at every step of the relationship. The Group purchasing team's missions include reviewing the internal procurement policy, harmonizing purchasing categories and supplier relationship management tools, and defining a global strategy for negotiations.

To ensure the correct deployment of due diligence measures with respect to third parties, a **Third-Party Risk Committee,** co-chaired by the Chief Privacy Officer and the Chief Information Security Officer and comprising various departments (purchasing, CSR, privacy, information security, legal and compliance), was formed in 2020. The Committee ensures that all risks generated by the Group's relationships with third parties are identified and handled appropriately, and ensures the continuous improvement of the supplier assessment procedure, its monitoring and the implementation of risk mitigation measures. It provides regular reports on supplier risks to the Global Compliance and Security Council and to executive management.

A training program on responsible procurement was developed for all buyers in 2022.

# 3.5 A MAJOR SOCIAL COMMITMENT

As a leading employer in most of the regions where it operates, the Group is committed to having a positive impact on local economies and, more generally, on people's lives.

| Key risks and material topics | SDGs | Key Performance Indicators |
|---|---|---|
| • Impact on local employment<br>• Impact on local communities |  | **20%** of employees from minority or vulnerable groups<br>**€11 million** raised for charities<br>**98,900** hours of volunteer work |



## 3.5.1 Measures in favor of local and community development

### 3.5.1.1 A strong foothold in regions and communities

#### Facility location strategy

The choice of the Group's facility locations is primarily based on an employment area approach. The business relies on a considerably large workforce. It is vital that the Group has suitable candidates nearby. Facilities are therefore mainly located:

- in areas that are easy to access via an extensive public transport network; while proximity to an airport is also a priority for the centers dedicated to offshore business;
- near universities, in order to facilitate the recruitment of suitable candidates and multilingual personnel;
- in regions where the unemployment rate is high.

Thanks to the deployment of the TP Cloud Campus teleworking solution, the Group is able to access a larger talent pool, while also offering people in more remote areas greater access to employment.

#### An important local employer

With more than 410,000 employees, the Group is one of the main employers worldwide and in most of the regions where it operates, conscious of the major role it plays in society. With close to 60,000 employees across the country, Teleperformance Philippines is the third-largest Business Process Outsourcing (BPO) employer in the country. Therefore, Teleperformance's impact on the economy and employment market is considerable, particularly in Manila. This is also the case in Colombia: with over 42,000 employees, the Group is the leading employer in the country. In India and El Salvador, Teleperformance is the main employer in its sector. The Group is also the leading employer in Tunis (Tunisia) and Temara (Morocco), one of the top ten employers in Albania and the fourth largest in Greece. In Portugal, the Company has been repeatedly recognized as one of the fastest growing companies in the country.

**The Group contributes to young people's access to employment, the growth of middle classes and the development of women's employment in particular.**

Teleperformance is a gateway to employment for young people: **in 2022, over 125,000 people were hired for their very first professional experience.** In Colombia alone, over 5,000 employees signed their very first employment contract in 2022. In some of the countries where the Group operates, the youth unemployment rate is particularly high. In South Africa, for example, where the youth unemployment rate is 64.2%, over 45% of Teleperformance's workforce is under the age of 25 (youth unemployment rate according to ILO data, 2021*)*. In Albania, the country with one of the highest emigration rates in Europe - especially among young people - Teleperformance employs nearly 3,500 people, 26% of whom are under 25 years old.

**The Group encourages the development of women's employment,** including in countries where the proportion of women in the workforce is among the lowest *(source: ILO, 2021 data).* In India, while only 19% of women are part of the workforce, Teleperformance employs 39% women, thanks to nearly a decade of targeted initiatives under the GenderSmart program (see section 3.3.7.1 for further details). Women make up 45% of the Teleperformance workforce in Egypt, where the overall proportion of working women is 15%, and 49% in Morocco, a country where 22% of women are employed.

Teleperformance offers numerous opportunities for advancement: it has a high internal promotion rate and most of its senior managers come from local communities.

By providing hundreds of thousands of jobs, Teleperformance has a significant economic impact on the regions in which it operates, especially in developing countries where it employs around 70% of its workforce. The Group's impact is direct, as it provides a living to more than 410,000 employees and their families, but also indirect and induced, as it purchases products and services from other local players and pays local taxes and duties there. The Group thus helps combat poverty and contributes to the **sustainable development of the local economy**.

## Employment partnerships with local players

Teleperformance works in partnership with government employment agencies and schools on a regular basis. In most countries, job vacancies are shared with local employment agencies to access a large talent pool and give people the chance to find their first job or change jobs.

### Examples of major initiatives in place

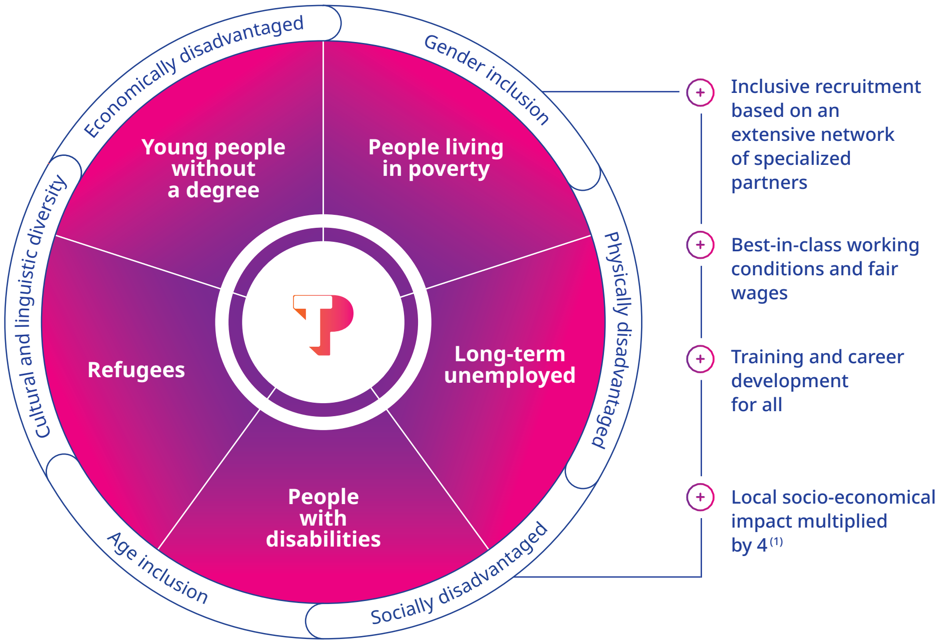
| Types of partners | Country | Partners | Initiatives |
|---|---|---|---|
| Educational institutions | France | Schools and apprenticeship programs (CCI Campus du Lac, CNAM, 2i Tech, etc.) | Training support and apprenticeship contract offers. |
| | Greece | Universities and institutions:<br>Aristotle University, National and Kapodistrian University of Athens | Joint organization of webinars and seminars on accessing employment and starting a career. First job offers to students from partner institutions. |
| | Mexico | Local universities (ITESM, UANL, UDEM, UVM, ITESO) | Partnerships offering scholarships and jobs. |
| | Netherlands | Local universities | Internship offers for students. |
| | Portugal | Local universities and schools (Católica Lisbon School, ISEG, ISCTE Business School) | Participation in professional forums, interview preparation and training workshops, skills development, first job and internship offers to students. |
| | El Salvador | Local universities (ESI, Universidad Francisco Gavidia, Universidad Pedagogica, etc.); English schools (English for Call Centers, Direct English, Be Bilingual, Teach Me SV, etc.). | First job offers to students. Reduced registration fees for employees. |
| | Togo | University of Lomé | Open day with job offers for newly-qualified students. |
| Government agencies | Egypt | Employment platforms (Wuzzuf, Career 180, Egypt Hiring Summit) | Increase employment opportunities for recent graduates or experienced job seekers. |
| | France | National employment agency (Pôle Emploi) | Operational employment preparation program, aiming to facilitate job seekers' professional integration. This program can lead to a long-term employment opportunity. In 2022, 50 employees at TP France had completed this program. |
| | Philippines | Department of Labor and Employment (DOLE); local employment offices. | Job offers and skills development programs. |
| | Portugal | Portuguese government. | Teleperformance has signed up to the agreement for the development of youth employment in Portugal, a partnership with the José Neves Foundation and the Portuguese Ministry of Labor (hiring of young people, internship offers, training and career development, access to higher wages, retention). |
| | Morocco | National employment agency: ANAPEC | Partnership to hire people for their first job |
| | Mexico | National employment agency and the Human Development and Equality Secretariat of Monterrey | Teleperformance job offers |
| | El Salvador | Ministry of Labor and Social Welfare, Ministry of Economy | Job offers at trade fairs |

In addition, most subsidiaries receive interns or students under apprenticeship and professional qualification contracts.

### 3.5.1.2 *Impact Sourcing*

Teleperformance has been involved in Impact Sourcing for over a decade. Impact Sourcing aims to offer job opportunities to people who would otherwise have limited access to formal employment opportunities, such as unqualified young people, long-term unemployed people, people living below the poverty line, persons with disabilities, refugees, etc.

It provides access to decent employment and better living conditions. The Group has therefore developed inclusion programs in its main operating countries, and a number of partnerships with specialized local governmental or non-governmental organizations. In order to expand its sphere of positive influence, Teleperformance is also working on Impact Sourcing programs with certain clients.




*(1) Incentives and opportunities for scaling the Impact Sourcing Sector, Avasant and The Rockfeller Foundation.*

As of December 31st, 2022, about 20% of the Group's workforce came from vulnerable groups, minority groups or disadvantaged communities. Among these employees, the vast majority are young people without diplomas.

The estimated proportion of Impact Workers in the workforce is based on recruitment partners data and the results of an anonymous survey answered voluntarily by employees from 23 key countries, which collectively gather 300,000 employees.

Teleperformance is included in the IAOP (International Association of Outsourcing Professionals®) ranking of Impact Sourcing Champions as an Impact Sourcing leader.

Several countries have established Impact Sourcing initiatives:

| Country | Initiatives |
|---|---|
| South Africa | In South Africa, the youth unemployment rate is extremely high. Teleperformance works with the government and numerous local organizations (CapeBPO, SETA, BPESA, etc.) to target these candidates and train them in advance to provide them with the necessary skills to join the Company. |
| Brazil | Teleperformance works in partnership with NGOs Adus, TENT, Sefras and UNICEF to attract candidates from disadvantaged backgrounds and receive their CVs. In Brazil, the Group is a major employer of young people without diplomas, who represent nearly 40% of its workforce, in one of the countries with the highest number of young people excluded from both higher education and the job market. |
| Bosnia | Teleperformance has hired around twenty people from Roma communities, a minority regularly discriminated against in Europe, after posting job offers on a Roma platform. |
| Colombia | In partnership with several governmental and non-governmental organizations, including the United Nations High Commissioner for Refugees (UNHCR) and TENT, an NGO that mobilizes the private sector on behalf of refugees, Teleperformance has implemented several initiatives to hire and retain refugees displaced by the crisis in Venezuela. According to the UNHCR, almost 6 million Venezuelans have fled their country since 2015. In 2022, around 1,900 employees at TP Colombia were Venezuelan refugees. In addition to these measures, the Group provides administrative support, such as assistance in obtaining a work permit, thanks to a dedicated internal department. |
| Egypt | Teleperformance employs dozens of refugees fleeing conflicts in Syria, Iraq and several African countries. |
| United States | In the United States, Teleperformance has set up Project@Home, an initiative that seeks to hire war veterans, their partners and other members of their family. Teleperformance also aims to hire people living under the poverty line and refugees. The collaboration with the Idaho Office for Refugees has led to the hiring of refugees from Iraq, Congo, Myanmar, Afghanistan and Somalia. |
| France | Teleperformance has developed a number of partnerships to promote the inclusion of people excluded from the workforce. With the NGO NQT (Nos Quartiers ont du Talent) for example, Teleperformance helps young people from priority neighborhoods or disadvantaged social backgrounds find work. |
| Greece | In 2020, Teleperformance created a dedicated Impact Sourcing team in Greece. Thanks to partnerships with dozens of Greek and European NGOs and public employment services, this team receives and analyzes the applications that are sent to them to identify which positions might be most suitable for each individual. Numerous initiatives are in place to encourage people from minority groups to submit applications and persevere in their search for employment: discussions with social workers and therapists to adopt the right approach with certain candidates, following up with NGOs in the event of a lack of skills preventing immediate recruitment, webinars to help refugees prepare their CV, weekly calls with NGOs to share new job openings, etc. 15% of TP Greece employees identified themselves as belonging to one of the Impact Sourcing categories in an internal anonymous survey conducted in January 2023, including nearly 1,000 people who were long-term unemployed before being hired by Teleperformance. |
| Guatemala | Teleperformance has partnered with Agexport and the UNHCR to offer job opportunities to refugees. |
| India | Through the TTNA program, the Teleperformance recruitment team works closely with several NGOs, which run training centers for people from rural and low-income areas. TP India has also set up programs to hire persons with disabilities. |
| Jamaica | Through a partnership with national vocational training agency HEART Trust, Teleperformance gives applicants who do not meet the selection criteria for vacant positions the opportunity to complete additional training before joining the company. HEART Trust operates 29 technical and vocational training sites where anyone can access training, including people excluded from employment and early school-leavers. |
| Mexico | In Mexico, Teleperformance works alongside governmental and non-governmental organizations to help vulnerable and unemployed young people find work. The *Unidos por el Propósito* agreement signed in partnership with Nestlé Mexico aims to recruit many unemployed young people and persons with disabilities. Various skills development workshops for young people were organized, bringing together 7,000 people with the aim of improving the skills of young people to help them get their first job and gain access to better professional opportunities through career guidance. |
| Morocco | Seven volunteer employees joined the Global Mentorship Initiative, which connects students and professionals through a mentoring program. Each volunteer mentor supports a student in their search for employment for 14 weeks at a rate of two hours per week. |
| Peru | Teleperformance has set up a refugee program that has helped many Venezuelan migrants and refugees to find employment. |
| Philippines | Teleperformance officially launched its Impact Sourcing program in the Philippines in 2022, including the Echo project aimed at hiring the hearing impaired (see 3.3.7.2 *Measures taken in favor of employment and integration of persons with disabilities*). As a result of a proactive and inclusive recruitment policy and a particularly young talent pool, Teleperformance has around 18,000 young people without qualifications in its workforce, thereby giving them access to employment. |
| Poland | Teleperformance has recruited around 20 Ukrainian refugees in Poland, the European country that has welcomed the most refugees since the beginning of the war. |
| Portugal | Teleperformance has built a network of NGOs in Portugal to hire people from disadvantaged backgrounds who speak Portuguese, French, German or Italian. Marketing campaigns dedicated to inclusive hiring have been carried out since September 2021 and the Impact Sourcing concept is showcased on internal communication platforms and social media. The main profiles targeted by the campaigns are persons with disabilities, single parents in precarious situations and refugees. |

*There are also several initiatives in place to promote the inclusion of persons with disabilities (see section 3.3.7.2).*

## 3.5.2 Citizen of the World (COTW)

Founded in 2006, the Citizen of the World (COTW) **charitable initiative strengthens Teleperformance's commitment to supporting vulnerable persons and local communities**. Through partnerships with global and local associations and NGOs, the Group supports two main causes, in line with its mission:

- vulnerable children, notably through education programs;
- local communities impacted by natural disasters, humanitarian emergencies or health crises.

The Group encourages its employees to take an active part in initiatives, such as donation campaigns and volunteer work.

At each Teleperformance subsidiary, one or more COTW ambassadors are appointed by the CEO. Their main responsibilities are to plan and carry out philanthropic activities, forge lasting partnerships with local NGOs and associations, and encourage employees to get involved in the local community.

All charities are selected at global or local level following Group guidelines, ensuring that the charity is legitimate and operates ethically. Receipts of donations made to registered charities are to be signed and reported to both the local and the Group CFO through an online tracking tool, along with the description of the campaign, its main objectives and the nature of the donations.

In order to ramp up and unify its efforts, the Group organizes quarterly COTW meetings, where internal and external best practices are shared, as well as ad-hoc training sessions on specific topics, policies and procedures.

As part of the Citizen of the World program, **Teleperformance raised the equivalent of €11 million in cash and kind from the Company and its employees in 2022, exceeding the €7 million target and up sharply from the €6.3 million raised in 2021. Group employees took part in 98,900 hours of volunteer work (+65% vs. 2021).** Since its inception in 2006, the COTW program has collected more than €62.5 million.

Globally, Teleperformance is involved in various international awareness days to engage its stakeholders on major topics: Zero Discrimination Day, International Women's Day, Earth Hour, International Day of Peace, World Habitat Day, Human Rights Day, etc. Subsidiaries roll out various initiatives on these days, such as posting on social media, organizing activities and raising employee awareness.

The COTW program is also an opportunity to bring employees together around shared values and goals. The Group organizes events during the year including initiatives in which all subsidiaries are involved: in September, Teleperformance joined the World Cleanup Challenge, in which employees from multiple countries joined forces to clean up public spaces and pick up trash.

Philanthropic activities and collections of several types are organized throughout the year:

| Company donations | Global and local partnerships with associations and NGOs |
|---|---|
| Cash donations | Fundraising and payroll donations in several subsidiaries, which offer the possibility for employees who wish to do so to support the actions of the associations of their choice, by making micro-donations from their net salary each month. |
| Volunteering | Organization of voluntary actions and skills patronage in order to support the missions of partner NGOs. |
| Clothing/food drive | Organization of events and activities to raise money and collect non-perishable food and clothing to supply local families and children in need. Employees are encouraged to get involved in their local campaigns by volunteering in the collection and distribution process. |
| Health drive | Fundraising for medicine, toiletries and hygiene kits, as well as other essential healthcare items. With the belief that health equals wealth, the goal is to help ill and disabled children around the world by partnering with organizations that provide medical care. |
| School drive | Collection of school supplies for children in need returning to school, helping them access quality education. |
| Toy drive | Collection of toys and encouraging donations to local selected charities bringing joy to children and families in need during the end-of-year holiday period. This initiative aims to give back to the less fortunate by spreading holiday cheer all around the world. |

### 3.5.2.1 Global initiatives

#### TP for UNICEF

In April 2022, Teleperformance decided to join forces with UNICEF, forming a long-term partnership. The Company is providing support in the form of a US$6 million donation over three years. This partnership supports various programs, in line with COTW's main causes:

- **Education programs** in the Group's two main operating countries, India and the Philippines, where the education system was heavily impacted by the Covid-19 pandemic:
  - In India, the program focuses on five key areas: education of teenagers, education of young children, quality of education and learning, access to digital educational resources and support and assistance for out-of-school children. In 2022, Teleperformance contributed to the equivalent of 7,200 "school in a bag" kits, providing for the needs of close to 290,000 students.
  - In the Philippines, the education program mainly focuses on assisting local authorities and primary schools and implementing a system for identifying young children presenting a risk of learning difficulty or disability.
- **Support for UNICEF's emergency fund** for disaster victims.
  - In the Philippines, Teleperformance supports victims of Typhoon Rai that struck the Visayas and Mindanao Islands in December 2021. In 2022, Teleperformance contributed to the emergency needs in Water, Sanitation and Hygiene (WASH kits) for 5,900 families.
  - In 2022, a significant portion of the emergency fund was allocated to victims of the war in Ukraine.

#### Emergency aid in Ukraine

Teleperformance is committed to providing direct support to those affected by the war in Ukraine, notably through partnerships with UNICEF and the International Committee of the Red Cross (ICRC). Teleperformance employees were also able to contribute via collections of food, hygiene kits, clothing and medical equipment.

These ongoing efforts have raised over US$1.5 million in cash and kind to date for emergency aid in Ukraine.

Teleperformance's contribution has helped meet certain urgent humanitarian needs, such as donations of medicine and medical equipment, the rehabilitation of the main waterworks, and the facilitation of the safe evacuation of thousands of civilians from cities such as Mariupol, including many women and children.

The Group has also set up helplines and provided logistics and psychological support to its employees in Ukraine and their families.

### 3.5.2.2 Local initiatives

#### Assistance to highly vulnerable children and promotion of quality education

Believing education to be the foundation for improving people's lives, Teleperformance has made education one of the pillars of its corporate philanthropy program. The Group works for the education of disadvantaged children in the various countries in which it operates.

**In 2022, its actions in partnership with NGOs and associations worldwide helped support education programs that have impacted over 60,000 children.**

| Beneficiary country | Initiatives |
|---|---|
| Europe, Middle East & Africa (CEMEA) and United States | Teleperformance employees in 31 countries in Europe, Africa and the Middle East took part in two Xtra-Mile operations, combining sports with philanthropy. Volunteer employees register their physical activity in an application so that the total can be recorded and converted into donations. The first operation took place in June 2022, with 2,614 employees taking part and raising €50,000 in donations for the Red Cross to support victims of the war in Ukraine. The second Xtra-Mile challenge took place in November 2022, involving 3,615 volunteers who donated €30,000 for the Plan International association for children in need around the world, and an additional €20,000 to support Ukraine. |
| South Africa | In partnership with Menstruation Foundation and the Western Cape Education Department, Teleperformance has facilitated access to essential healthcare products by installing sanitary product dispensers in four girls' high schools.<br>TP South Africa supports The Umtshayelo Foundation's after-school program, which provides students in need with a welcoming communal area space where they can meet after school. |
| Argentina | Teleperformance takes part in student support programs alongside Fundación León. 16 young people aged between 13 and 16 currently receive financial, emotional and psychological support from volunteers. |
| Brazil | Teleperformance organizes an annual book donation drive for schools attended by the children of Group employees. Teleperformance has also provided free marketing courses to 40 students through the Projeto Amigo das Crianças association. |
| Colombia | Working in partnership with the Recupera Tu Silla association, Teleperformance was able to convert 8 tons of plastic waste into 1,000 school desks, which were then distributed across the disadvantaged region of La Guajira. The Group has also donated state-of-the-art electronic equipment for the benefit of over 8,000 children. |
| United States | Teleperformance has formed a number of partnerships with NGOs in the United States to provide support to the most disadvantaged children. The main associations the Group works with are Feed the Children, Ronald McDonald House Charities, Alan Truitt Force of Good and Make-A-Wish America. Every year, Teleperformance gives a child the chance to realize their dream in partnership with Make-A-Wish.<br>Many employees have volunteered for a salary donation program. Thanks to these donations, $15,000 is donated to Feed the Children on average each month.<br>This year 1,000 schoolbags packed with a complete set of school supplies for pupils and teachers were distributed to five schools in the United States.<br>Finally, TP USA has prepared over 2,400 food kits to be given to children in need. |

| Beneficiary country | Initiatives |
|---|---|
| Guatemala | Teleperformance is working with the Sociedad Protectora del Niño and the Niños de Fatima orphanage to protect orphans and single mothers through donations of clothing, food, money and volunteer time. |
| India | Teleperformance partners with various organizations to promote education, nutrition and digital literacy and has contributed to the education of thousands of children for several years (more than 10,000 in 2022).<br>In 2021, the COTW initiative in India was awarded first prize in the "Best Corporate-Community Partnership" category at the ACEF Asian Leaders Awards for its work to support the education of underprivileged children to give them a better future. Teleperformance India is committed to donating €2.5 million over the next three years, directly benefiting communities in 29 Indian cities. |
| Morocco | Teleperformance provides volunteers and donations (food, computers, school supplies) to local boarding schools, supporting young girls from rural areas to prevent them from dropping out. |
| Malaysia | Volunteers helped to renovate and clean a local school after a two-year closure. |
| Mexico | For the past ten years, Teleperformance has partnered with the Un Kilo de Ayuda NGO, which sets up development programs for vulnerable children between the ages of 0 and 5. In 2022, Teleperformance provided support to 250 children from the Sinaloa region through a six-month program, including neurological development assessments, a game-based emotional support program, medical check-ups and nutrition programs. To improve health and hygiene and increase local agricultural production, a drinking water storage system was built for Mazahua communities. |
| Philippines | In cooperation with Brigada Eswela, around 50 volunteer employees took part in renovating a primary school that opened in June 2022. |
| Portugal | Teleperformance donated 60 computers to two separate associations to improve their learning conditions. |
| Togo | In partnership with the Ange NGO, Teleperformance distributed school supplies to ensure students had the materials they needed for learning. |
| Turkey | Teleperformance has trained around 60 students in various programs *(*Silicon Valley in my mind, cybersecurity, innovation) and awarded them scholarships. |

## Mentoring program in India

In India, Teleperformance has supported education programs for many years, benefiting over 10,000 children in 2022 alone. To build on this approach, Teleperformance has **developed two support programs for students and young graduates from disadvantaged backgrounds seeking employment.** In July 2022, the Group launched its **mentoring program for students at a school** that it has supported for around fifteen years. This program provides students with assistance and support in carrying out their projects. For example, 26 pupils wishing to expand their knowledge for a project on vehicle robotics received 120 hours of training from volunteer employees on coding, software programming, artificial intelligence, etc.

The second program, called "Bridging the gap between education and livelihood", provides **support for young people entering the job market**. It first welcomed 22 students who were able to attend training sessions presenting various professions (human resources, graphic design, finance, etc.). A Teleperformance volunteer was assigned to mentor each student so that they could receive personalized support. At the end of 2022, 38 young graduates received coaching sessions to prepare for job interviews. Students were then invited to start the application process for an internship or job. Since the start of the program, 15 young people have completed job interviews with the Company and **one person has already been hired at Teleperformance.**

### Assistance to victims of natural disasters and humanitarian emergencies

All around the world, subsidiaries organize campaigns for disadvantaged or disaster-stricken families and children, in order to assist local communities. The COTW program also has a dedicated emergency fund for natural disaster and humanitarian assistance programs.

| Beneficiary country | Initiatives |
|---|---|
| United States | As part of its partnership with Feed the Children, in August 2022 Teleperformance sent two trucks filled with bottled water, food, hygiene products and essential necessities to Hazard and Henderson, Kentucky, to help flood victims.<br>Teleperformance organized monthly clothing drives in 2022 for the Goodwill Industries International association. |
| Greece | In Greece, donations of essential medical equipment worth €98,000 were made to Ukraine via various associations to support victims of the conflict. |
| Indonesia | Teleperformance provided assistance to victims of the earthquake that hit the Cianjur region on November 21st, 2022. In partnership with the Green Edelweiss foundation, TP Indonesia helped set up a medical service and evacuation attempts as well as donate essential products (food, tents, blankets, baby products, toiletries). These initiatives had a positive impact on 500 residents of the Cikadal village, including 200 children.<br>In partnership with the Sumba Foundation, 18 Teleperformance volunteers took part in building a water purification system. Over 322 inhabitants of Western Sumba now have access to drinking water, even in the dry season. |
| Tunisia | This year, Teleperformance took part in two blood donation campaigns, with a total of 303 blood bags filled. These donations had a positive impact on the lives of 909 people. |
| Portugal | Teleperformance made donations in kind (clothing, sanitary products, food, medical kits) worth €75,000 to families who have been victims of the war in Ukraine. |

Besides initiatives to support underprivileged children and families affected by natural disasters or humanitarian emergencies, some subsidiaries support other local causes.

# 3.6 PROMOTING GROUP ENVIRONMENTAL RESPONSIBILITY

In February 2020, the World Economic Forum announced that, for the first time in its history, the five most probable global risks all relate to climate change and the environment. Moreover, according to the latest special report of the Intergovernmental Panel on Climate Change (IPCC), climate change is already affecting many industries and regions around the world, and its impacts will continue to increase in the near future.

Covid-19 has also highlighted the urgent need to adopt more environmentally friendly and sustainable practices in the global economy, and has amplified the call for transparency surrounding environmental factors in corporate strategy and governance.

The COP26 United Nations Climate Change Conference reaffirmed the aim of the Paris agreement and the urgent need to accelerate its implementation.

Teleperformance is committed to reducing the environmental impact of its operational activities at each of its facilities.

**Teleperformance's commitment is underpinned by an organization-wide environmental policy that focuses on two main areas: reduction of its environmental impact, and raising employee and stakeholder awareness.**

| Key risks and material topics | SDGs | Key Performance Indicators |
|---|---|---|
| • Climate change<br>• Waste management<br>• Circularity |  | **1.079 ton** carbon footprint per employee, **- 49%** vs. 2019<br>**27.8%** renewable energies<br>**77 tons** of waste recycled<br>**500,000** trees planted |

Climate change is one of the organization's material risks (physical and transitional risks). These risks represent an increased reputational risk for companies. In addition, access to financing is increasingly linked to these issues. As a result, Teleperformance has decided to strengthen its reporting on climate change performance by adopting a reporting framework called the Task Force on Climate-related Financial Disclosures (TCFD). In accordance with TCFD recommendations, the climate change performance report is broken down into four sections: governance, strategy, risk management, and metrics and targets.

## 3.6.1 Climate change governance

The Board of Directors oversees the organization's climate change strategy, approach and performance. It is chaired by the Group Chairman and Chief Executive Officer. The main responsibilities of the Board of Directors are:

- examining key corporate social responsibility issues, including climate change;
- promoting long-term value creation by the Group by taking into account the social and environmental aspects of its activities, and conducting regular reviews in line with the Group's strategy;
- overseeing the Group's approach to risk management and opportunities, including environmental/climate risks, and the measures taken to manage those risks and opportunities.

The Board of Directors receives regular updates on various CSR-related topics, including climate-related issues, at the annual seminar on Group strategy and risk management, and on ongoing discussions and reports from the Executive Committee throughout the year. The Board of Directors coordinates with its various committees to ensure active and ongoing monitoring of these issues.

**As of January 1st, 2021, the Board also has a CSR Committee whose duties include a specific review of climate-related issues.** Its composition and the details of its responsibilities are presented in section 4.1.2 of this document.

The Deputy CEO (who is also Group Chief Financial Officer) is responsible for ensuring that Group facilities operate efficiently and, among other things, examines their energy performance. He ensures the proper implementation of environmental objectives at the subsidiaries and accelerates transition. The Group CSR Department reports to him directly. This department is responsible for measuring and monitoring the Group's greenhouse gas (GHG) emissions and developing concrete action plans to reduce them, periodically reviewing the environmental policy and ensuring its consistent application throughout the Group. It also liaises with subsidiaries and develops climate change best practice guides and awareness campaigns. It relies on cross-functional teams to successfully implement action plans, in coordination with the Finance Departments, local CSR ambassadors, Technical Departments, IT Departments and the Purchasing Department. The Group's carbon footprint reduction targets have been broken down by region and key country. Regional and local CFOs are responsible for achieving these objectives and monitoring the environmental policy in their respective regions.

Environmental performance, including climate change, is also published annually in the Teleperformance Universal Registration Document and Integrated Report.

Achieving the environmental objectives is one of the long-term remuneration criteria for corporate officers and a criterion for performance share allocation, affecting more than 600 key Group managers (see section 7.2.6.3 of this document).

## 3.6.2 Climate change strategy

Teleperformance's presence in 91 countries increases its exposure to geopolitical risks and health crises, including epidemics and natural disasters, which may be made more intense by climate change.

The Group began its approach to sustainable development and the fight against climate change in 2008 with the launch of the Citizen of the Planet (COTP) program, which aims to promote responsible and environmentally friendly operations.

### Our commitment

**SCIENCE BASED TARGETS**
Validated for scope 1, 2 and 3

**CLIMATE PLEDGE**
Net Zero by 2040 10 years ahead the Paris Agreement

**RENEWABLE ENERGY**
Increase renewable energy to at least 30% by 2026

#### How do we reduce?

Reduce by 2026
- Scope 1 & 2 by **49%** per FTE*
- Scope 3 by **38.3%** per FTE*

**ENERGY EFFICIENCY**
Energy Management Systems
Green Premises Standards
Green IT equipment

**RENEWABLE ENERGY**
Energy Attribute Certificates
Solar panels

**DIGITAL TRANSFORMATION**
Reduced emissions through Digital
TP Cloud Campus (work-at-home solution)
Migration to cloud services

**WASTE MANAGEMENT**

OFFICE WASTE
Recycling of plastics and furniture
Reduction at source
Sorting at source

CIRCULARITY PRACTICES
Electronic Waste
Repair & Repurpose
Recycling & Donation

#### How do we engage?

- Employee engagement and awareness
- COTP training and volunteering
- Client and supplier partnership

#### And, consequently, restore?

- One Tree Planted global partnership
- 500K trees planted and pledge to reach 1 million
- Biodiversity conservation campaigns
- World Clean-up challenge

#### How do we monitor and report?

- Integrated report | GRI
- Task Force on Climate-Related Financial Disclosures | TCFD
- Carbon Disclosure Project | CDP
- Alignment with ISO 14001

**Full-time equivalent*

The environmental impacts of Teleperformance's business primarily result from electricity consumption (Scope 2), as well as the impacts of purchasing and employee commuting (Scope 3). Its business does not generate material direct emissions into the atmosphere, water or ground and does not create any particular noise disturbance for the local community. The Group's business has no material direct impact on biodiversity, and there have been no environmental incidents.

### Science-Based Targets initiative (SBTi)

Teleperformance decided to ramp up its own climate ambitions by committing to the Science-Based Targets initiative (SBTi). The Science-Based Targets initiative is a partnership between the Carbon Disclosure Project (CDP), the United Nations Global Compact, the World Resources Institute (WRI) and the World Wildlife Fund (WWF). The SBTi is an international body that validates companies' carbon trajectories using a proven and globally recognized scientific method. This involves adopting a greenhouse gas emissions reduction target in line with the objectives of the Paris agreement, namely to limit the average global temperature increase over pre-industrial levels to well below 2°C, and to continue efforts to limit global warming to 1.5°C.

Accordingly, **Teleperformance is committed to reducing Scope 1 and Scope 2 emissions by 49% per full-time equivalent (FTE) employee between 2019 and 2026,** representing a reduction of 17.5% in absolute terms over the period, while the workforce is expected to increase by 62% over the period. The Group is also committed to **reducing its Scope 3 emissions related to purchases and employee commuting by 38.3% per FTE employee between 2019 and 2026**. The Group is assessing the impact of climate change scenarios on its business plans and potential decarbonization pathways. The adoption of Science-Based Targets involves the implementation and ramp-up of decarbonization initiatives in the Company's operations around the world. Thanks to this commitment, Teleperformance is moving towards measures that aim to make it more resilient and better prepared for a carbon-constrained world. **The Group has also joined the Climate Pledge, a coalition of over 200 companies committed to achieving carbon neutrality by 2040**.

To go further, the Group is working to align its objectives with a global warming trajectory of no more than 1.5°C. To this end, the Group's CSR experts have successfully followed the Global Compact's Climate Accelerator program.

Teleperformance has adopted risk mitigation and decarbonization as key strategies to reduce its climate change risks.

### 3.6.2.1 Risk mitigation strategy

Teleperformance's commitment to the environment is guided by a comprehensive environmental policy that focuses on reducing its environmental impact and raising employee and business partner awareness, while making efforts to support the circular economy and responsible procurement.

Teleperformance has continued its climate-related risk mapping exercise based on the location of commercial operations. In 2022, the analysis was expanded to include both the IPCC's SSP2-4.5 and SSP5-8.5 scenarios. The SSP2-4.5 scenario is the intermediate scenario, forecasting global warming of around 2°C medium-term and 2.7°C long-term over pre-industrial levels. The SSP5-8.5 scenario is the most pessimistic, forecasting global warming of around 2.4°C medium-term and 4.4°C long-term over pre-industrial levels.

The Group's climate risk analysis was based on the recommendations of the TCFD, the Global Climate Risk Index 2021, the University of Notre Dame Global Adaptation Index (ND-GAIN), the COFACE report (*Country & sector risks handbook 2022 major trends in the World Economy*) and the reports published by the Climate Watch and the World Resources Institute (WRI).

According to the climate risk vulnerability analysis developed using the University of Notre-Dame Adaptation Index (ND-GAIN), which takes into account countries' vulnerability and their readiness for climate risks, **none of Teleperformance's operations are located in high vulnerability zones**, while 15% of its global office areas are located in medium-high vulnerability zones, 14% in low-medium vulnerability zones, and the remaining 71% in low vulnerability zones.

However, India and the Philippines, where 33% of Teleperformance's total workforce operates, are on the ND-GAIN's list of countries vulnerable to climate change, and are also ranked among the ten most affected countries according to the Global Climate Risk Index 2021. The key risks are set out below:

| | | | Main risks | | | | |
|---|---|---|---|---|---|---|---|
| **Country** | **ND-GAIN vulnerability** | **Scenario** | **Rising sea levels** | **Storms and floods** | **Drought and fires** | **Water stress** | **Extreme temperatures (>60 days)** |
| Philippines | High | SSP2-4.5 | • • | • • | • • | • | • • |
| | | SSP5-8.5 | • • • | • • • | • • | • | • • • |
| India | Very high | SSP2-4.5 | • • | • • | • • | • • | • • |
| | | SSP5-8.5 | • • | • • | • • • | • • • | • • • |

*Risk level is presented on a three-level scale: high (• • •), intermediate (• •), and moderate (•).*

The increased likelihood of extreme weather phenomena requires the Group to put rigorous mitigation measures and a business continuity plan in place, as well as asset insurance mechanisms. The detailed mitigation strategy, as well as the potential financial impact related to physical risks, is presented in the table below.

| Physical risks | Impact | Mitigation strategy | Horizon | Criticality[1] |
|---|---|---|---|---|
| **Acute risks:**<br>The potential financial impact of extreme climate events has increased the cost of facility operation due to rehabilitation costs after a climate event and business disruptions. | The Group's business may be affected or interrupted in regions more prone to extreme weather events. | • Teleperformance has identified a number of geographic areas that are more prone to extreme climate conditions, such as the **Philippines and India** (see above). These subsidiaries all have solid business continuity plans in place.<br>• The impact of these events is mitigated by the Group's geographic diversification, which allows emergency solutions to be implemented at other facilities or in other countries whenever possible.<br>• Contractual business continuity plans are also signed with clients for this purpose. These plans include the roll-out of emergency solutions and alternative means of production. | Short- to medium-term | • • |
| **Chronic risks:**<br>Increase in global temperature. | Changing global temperatures have increased the cost of greater cooling or heating requirements for facilities, as well as electricity costs. The energy crisis and increased costs exacerbate these potential effects. | • Teleperformance applies energy efficiency and energy supply criteria upon the acquisition of any new building.<br>• Teleperformance's Global Premises Standard complies with LEED (Leadership in Energy and Environmental Design) standards, incorporating environmental criteria and favoring green buildings wherever possible.<br>• The Group also makes efforts to acquire STAR- and EPEAT-certified electrical and IT equipment for its activities, in accordance with the requirements of Teleperformance's global environmental policy, which contributes to reducing costs related to the heating and cooling needs of buildings. | Medium- to long-term | • • |

*(1) Criticality is determined on the basis of risk materiality and probability of occurrence. It is presented on a three-level scale: high (• • •), intermediate (• •), and moderate (•).*

In addition to these physical risks, the Group has assessed the transition risks, particularly for its main geographic locations, and appropriate mitigation plans have been identified, as set out in the table below.

The criticality of each of the risks was assessed with help from CSR ambassadors and environmental experts from Teleperformance's main subsidiaries, based on interviews on the magnitude of the impact and probability. These risks are in line with the Group's SBTi targets (under 2°C) and take into account the IPCC SSP2-4.5 scenario.

| Transition risks | Impact | Mitigation strategy | Horizon | Criticality (1) |
|---|---|---|---|---|
| **Existing regulations** | Failure to comply with local environmental laws and international environmental standards constitutes a risk for any organization.<br>Climate change regulations exist in many regions and are an important part of the identification process for climate-related risks.<br>Regulations relating to the energy efficiency of buildings, energy control and GHG emissions reduction already exist in India, the United Kingdom and Europe. | • Teleperformance complies with applicable environmental laws and regulations in all countries in which it operates, and actively monitors its operations to ensure its compliance with all existing standards.<br>• Teleperformance's risk management and internal control system ensures the preparation of reliable information that meets statutory and regulatory requirements.<br>• The Group's environmental policy and environmental performance management system are based on the principles of the ISO 14001 standard. | Short- to medium-term | • • |
| **Emerging regulations** | Emerging regulations such as carbon taxes (taxes on coal or fossil fuels, which result in higher electricity prices), carbon taxes on air travel in the EU, and mandatory energy audits in India, the UK and the EU are examples of emerging regulations that impact the Group. | • These risks are taken into account when developing the Company's sustainability strategy and roadmap in order to prepare for the future. Teleperformance has also taken a proactive step by publishing an integrated report comprising financial and non-financial performance.<br>• Teleperformance takes these risks into account and regularly reviews its directives, strategies and best practices to ensure compliance with local regulations and Group expectations. | Medium- to long-term | • • |
| **Technological risks** | Increased costs and turnaround times for IT equipment and HVAC systems due to rising global temperatures; increased maintenance, repair and replacement costs for existing systems. | • Technological risks are significant for Teleperformance's operations, primarily in India, the Philippines, Mexico, the United States, Brazil and Colombia, where the Group has more than 60% of its operations.<br>• Environmental criteria, such as more efficient systems and computers (STAR and EPEAT), are integrated into the sourcing and procurement of IT and electronic equipment.<br>• With the arrival of more energy-efficient buildings on the market, maintaining the ecological efficiency of the Group's facilities is a process of continuous improvement in which Teleperformance evaluates the new options available and anticipates the gradual renewal of its equipment. | Short- to medium-term | • • • |
| **Market risks** | The risks and opportunities of climate change are driving a series of changes for clients. | • Investments in innovation, research and development of service offerings are being accelerated to meet changing market demand.<br>• Opportunity to support clients' endeavors to mitigate climate change by supplying more efficient and agile solutions and process automation. | Medium- to long-term | • • |

*(1) Criticality is determined on the basis of risk materiality and probability of occurrence. It is presented on a three-level scale: high (• • •), intermediate (• •), and moderate (•).*

Teleperformance also takes into account other environmental issues such as waste management, the circular economy and water conservation.

### 3.6.2.2 Decarbonization strategy

The results of the environmental risk mapping exercise helped to establish the climate action roadmap for the Group and increased understanding of how it translates into action on the ground. Teleperformance's overall decarbonization strategy to mitigate environmental and climate change risks is as follows:

- switch to greener energy by increasing the percentage of renewable energy in total electricity consumption whenever possible, reaching at least 25% by 2023 (target reached a year early in 2022) and 30% by 2026;
- achieve high energy performance at the Group's facilities by adopting efficiency measures;
- streamline the IT infrastructure by adopting measures to reduce energy consumption in data centers and purchasing STAR-rated and EPEAT-certified electrical and computer equipment;

Teleperformance is also making efforts to optimize resources and reduce waste, while encouraging sustainable practices among its employees and suppliers in order to reduce its environmental impact.

To achieve specific environmental objectives, Teleperformance measures, monitors and analyzes its greenhouse gas (GHG) emissions and has developed a best practices guide for resource optimization and energy efficiency. The Group has implemented environmental initiatives through standardized processes, monitoring of environmental impact performance and partnerships with stakeholders, including employees.

#### Climate change-related opportunities

| Type of opportunity | Strategy for achievement |
|---|---|
| **Products and services** | • Teleperformance is always striving to strengthen partnerships with its clients based on shared values and common objectives in the fight against climate change. The services offered by Teleperformance now include new offers and new models developed to assist clients in their sustainable development efforts. The introduction of Cloud Campus is just one example.<br>• Teleperformance's new virtual campus solution, Cloud Campus, is the most effective model for hiring, training and managing staff remotely while ensuring an exceptional and consistent customer experience. The introduction of Cloud Campus at Teleperformance promotes a sustainable and inclusive model. The reduction of commercial facilities helps it to reduce its carbon footprint and provide sustainable services to its clients. Similarly, TP Cloud Campus has helped reduce the number of employee commutes to and from work, which is one of the Group's major sources of emissions. On average, a Teleperformance advisor working from home generates 55% less GHG emissions per year than an advisor working on site.<br>• The growing demands of Teleperformance's clients are driving the need for collaboration to achieve their environmental sustainability goals across all business functions, by making use of digital technology. |
| **Supply chain** | • Since Teleperformance is a service company, climate change risks in the supply chain mainly originate from the products purchased for its activities. Teleperformance mainly purchases computer hardware and software, telecommunications services, and goods and services related to its contact centers and temporary service agencies.<br>• To reduce its energy consumption and environmental impact, the Group gives preference to STAR- and EPEAT-certified electrical and computer equipment, in accordance with Teleperformance's global environmental policy. The Group also partners with its main suppliers on environmental projects. |
| **Operational efficiency** | • In-depth energy performance reviews are conducted in the Group's main geographic regions: India, Mexico, the Philippines, the United States, Brazil, Colombia, Greece and Portugal, which account for 70% of the Group's emissions.<br>• These reviews identify potential sources of energy savings that can be implemented to reduce electricity consumption and emissions.<br>• The Company's CSR Department has formalized this process for identifying and tracking energy-saving initiatives implemented at subsidiary level in quarterly reports. |
| **Energy sources** | • Teleperformance is exploring options to purchase renewable energy whenever possible, to further reduce its GHG emissions. In 2022, the use of renewable energy in total electricity consumption at Teleperformance facilities reached 27.8% worldwide. |

## 3.6.3 Risk management

At Teleperformance, the identification, assessment and response to risks are primarily the responsibility of three Group departments: Finance, Legal and Compliance, and Operations, at both subsidiary and Group level. This provides a framework for risk management, which is described in chapter 2 of this document. The process of identifying climate change risks and associated commercial opportunities is carried out for the entire organization to assess all risks, including physical, compliance, operational, financial and reputational risks.

The Group has implemented a methodology to identify, assess and manage risks at different levels with a top-down and bottom-up approach that covers the Company, business units, geographic regions, functions and projects. The main risks identified and analyzed, as well as the measures that can be used to limit their impacts, are monitored by Group management and the Board of Directors, and in particularly through the Board's CSR Committee.

Due to the nature of Teleperformance's business model, data security issues, human resources issues and currency fluctuations are greater risks for the Group as a whole as they have a direct impact on operations. Climate-related risks, although not related to the core business, are considered significant because of the potential direct impact they may have on the Company's operations and supply chain. The monitoring process, as well as the operational priorities and management controls to be adopted with respect to those risks, are reviewed jointly by all Group executives.

**A) Direct operations:** given that Teleperformance's activities are widely distributed throughout the world and that solid business continuity plans have been put in place, the direct risks related to climate change are generally considered to be less significant at Group level. Climate change risks are greater at facility level and comparable to other risks such as fires, earthquakes and other natural disasters that could lead to business interruptions.

**B) Supply chain:** the Group's main suppliers supply computer hardware and software, telecommunications services, temporary service agencies and on-site services such as cleaning and security. The measures adopted by the Group in this regard are set out in section 3.4.4 of this document.

The main risks and their mitigation measures are shared with stakeholders in the annual report. Teleperformance also prepares a Vigilance Plan, whose purpose is to present the reasonable vigilance measures implemented throughout the Group to identify risks and prevent serious violations to human rights and fundamental freedoms, health and safety, and the environment resulting from Teleperformance's activities. The plan can be viewed on the Group website.

## 3.6.4 Climate change performance – Metrics and targets

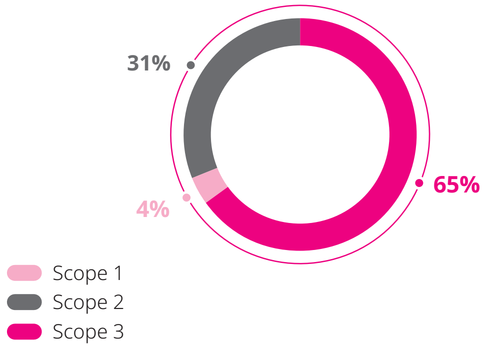
Teleperformance is a service company committed to reducing environmental impacts by adopting smart technologies and best practices to reduce emissions from its commercial activities.

**Reported data covers the entire Group consolidation scope and corresponds to the period from October 1st, 2021 to September 30th, 2022.**

### 3.6.4.1 Carbon footprint

2022 carbon footprint

**Per scope** *(tCO₂)*




The Group's carbon footprint is calculated based on the Greenhouse Gas Protocol (GHG Protocol):

- Scope 1: direct emissions related to fuel consumption and refrigerants;
- Scope 2: indirect emissions from electricity consumption;
- Scope 3: indirect emissions related to employee commuting, purchased goods and services and business air travels.

**In 2021, Teleperformance adopted new greenhouse gas emissions reduction targets, approved by the Science-Based Targets initiative (SBTi) and in line with the objectives of the Paris agreement**, namely to limit the average global temperature increase over pre-industrial levels to well below 2°C, and to continue efforts to limit global warming to 1.5°C. The Group is committed to reducing Scopes 1 and 2 emissions per FTE (full-time equivalent) employee by 49% between 2019 and 2026, equivalent to a reduction of 17.5% in absolute terms over the period, and to reducing Scope 3 emissions from purchasing and employee commuting by 38.3% per FTE employee between 2019 and 2026. The workforce is expected to increase by 62% over the 2019-2026 period.

The Scope 3 emissions reduction target approved by the SBTi only relates to the two highest emissions categories under Scope 3, i.e. purchasing and employee commuting, which together account for over 90% of the Group's Scope 3 emissions.

In keeping with the GHG Protocol, Teleperformance has included the three scopes in its environmental reporting. Data is presented in absolute and relative terms per full-time equivalent employee (FTE). The independent third-party body's assurance report is presented in section 3.9 of this document.

As a business services company, Teleperformance does not generate downstream transportation. Upstream transportation is mostly linked to purchased goods and services, and are therefore accounted for in the Scope 3 emissions from purchased goods and services.

Teleperformance's carbon footprint assessment in absolute data, including all sources of Group emissions, amounted to 396,157 tons $CO_2$ equivalent in 2022, i.e. 1.079 tons $CO_2$ equivalent per FTE employee and 49 tons of $CO_2$ equivalent per euro of revenue.

**Thanks to the measures implemented, the Group is ahead of its objectives.** Regarding Scopes 1 and 2 emissions, after emissions plummeted in 2020 and 2021, partly due to Covid-19, Teleperformance is continuing to reduce its emissions in absolute terms and per FTE employee, albeit at a slower pace. The return of a portion of the workforce to the office (from 30% in 2021 to approximately 50% at the end of 2022, i.e. more than 80,000 additional on-site workers) has resulted in additional emissions, offset by the energy efficiency measures put in place and by a more widespread adoption of renewable energy. The Group does not rule out a rise in Scopes 1 and 2 emissions in 2023 or 2024, linked to the Group's strong growth as well as the return of an even greater proportion of the workforce to the office. Nevertheless, the long-term deployment of the TP Cloud Campus work-from-home solution and the actions undertaken to increase the proportion of renewable energy and improve energy efficiency put the Group on the right track towards achieving its long-term reduction targets.

Regarding Scope 3 emissions, after a strong decrease in 2020 and 2021, the Group faces a rebound, linked to its development but mostly to the return of a portion of the workforce to the office, which mechanically generates more emissions linked to employee commuting. The Group raises awareness on green mobility and provides free collective shuttles in many of its sites (more details on the Group's approach are available in the below sections).

To go further, the Group is also working to align its objectives with a global warming trajectory of no more than 1.5°C.

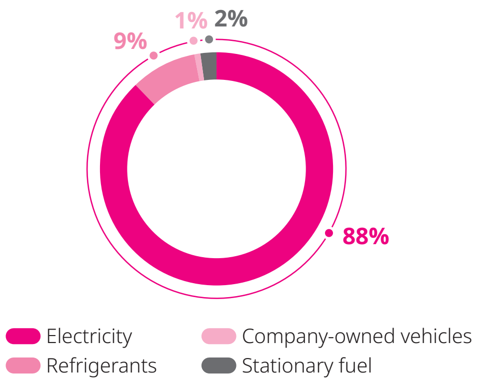
| | EMISSIONS (*$tCO_2e$*) | | | | | | EMISSIONS PER FTE (*$tCO_2e$*) | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Emissions category** | **2019** *(baseline year)* | **2020** | **2021** | **2022** | **Change 2022 vs. 2021** | **Change 2022 vs. 2019** | **2019** *(baseline year)* | **2020** | **2021** | **2022** | **Change 2022 vs. 2021** | **Change 2022 vs. 2019** |
| **SCOPE 1** | | | | | | | | | | | | |
| Stationary fuel combustion sources | 6,811 | 1,785 | 2,132 | 3,005 | 41% | -56% | 0.024 | 0.006 | 0.006 | 0.008 | 33% | -66% |
| Company vehicles | 1,959 | NA | 7,859 | 1,125 | -86% | -43% | 0.007 | NA | 0.023 | 0.003 | -86% | -55% |
| Refrigerant leakage | 22,476 | NA | 10,559 | 13,382 | 27% | -40% | 0.079 | NA | 0.030 | 0.036 | 20% | -54% |
| **Total Scope 1** | **31,246** | **1,785** | **20,550** | **17,512** | **-15%** | **-44%** | **0.109** | **0.006** | **0.059** | **0.048** | **-20%** | **-56%** |
| **SCOPE 2** | | | | | | | | | | | | |
| Electricity consumption | 184,899 | 148,374 | 126,646 | 124,354 | -2% | -33% | 0.647 | 0.470 | 0.365 | 0.339 | -7% | -48% |
| **Total Scope 2** | **184,899** | **148,374** | **126,646** | **124,354** | **-2%** | **-33%** | **0.647** | **0.470** | **0.365** | **0.339** | **-7%** | **-48%** |
| **TOTAL SCOPES 1 + 2** | **216,145** | **150,159** | **147,196** | **141,866** | **-4%** | **-34%** | **0.756** | **0.476** | **0.425** | **0.387** | **-9%** | **-49%** |
| **SCOPE 3** | | | | | | | | | | | | |
| Purchased goods and services | 144,696 | 143,186 | 139,429 | 134,090 | -4% | -7% | 0.506 | 0.454 | 0.402 | 0.365 | -9% | -28% |
| Employee commuting | 230,157 | 89,930 | 76,098 | 109,513 | 44% | -52% | 0.805 | 0.285 | 0.220 | 0.298 | 36% | -63% |
| Business air travels | 18,920 | 11,027 | 3,771 | 10,688 | 183% | -44% | 0.066 | 0.035 | 0.011 | 0.029 | 167% | -56% |
| **Total Scope 3** | **393,773** | **244,143** | **219,298** | **254,291** | **16%** | **-35%** | **1.377** | **0.774** | **0.633** | **0.692** | **9%** | **-50%** |
| **TOTAL SCOPES 1 + 2 + 3** | **609,918** | **394,302** | **366,494** | **396,157** | **8%** | **-35%** | **2.133** | **1.249** | **1.057** | **1.079** | **2%** | **-49%** |

| | **Average full-time equivalent (FTE) headcount over the period (October 2021 - September 2022)** |
|---|---|
| 2019 | 285,942 |
| 2020 | 315,617 |
| 2021 | 346,610 |
| 2022 | 366,982 |

## 3.6.4.2 Scopes 1 and 2 emissions

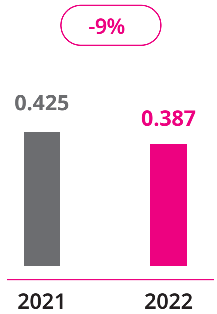
### Scopes 1 and 2 emissions

**Scopes 1 and 2 emissions by source** *($tCO_2$)*




Scopes 1 and 2 emissions have fallen 4%, from 147,196 tons $CO_2$ equivalent in 2021 to 141,866 tons $CO_2$ equivalent in 2022. The environmental impacts of Teleperformance's commercial activities in the form of direct emissions (Scope 1) are much lower than indirect emissions, which primarily relate to electricity consumption at the Group's operating facilities (Scope 2 emissions).

**Scopes 1 and 2 emissions per FTE employee** *($tCO_2$)*



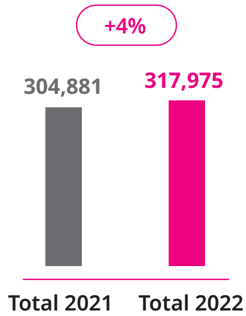

In 2022, Teleperformance's Scopes 1 and 2 emissions per FTE employee fell 9% from 0.425 tons $CO_2$ equivalent in 2021 to 0.387 tons $CO_2$ equivalent in 2022.

Reporting on the entire Scope 1 was introduced in 2021 (stationary fuel combustion sources, company vehicles and refrigerants). The increase in Scope 1 emissions in 2022 compared to 2021 is mainly due to this larger reporting scope.

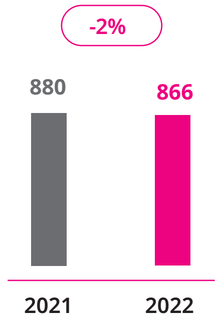
The reduction in Scope 2 emissions stems from initiatives to reduce on-site energy consumption, the increased adoption of renewable energy and the ongoing roll-out of teleworking, despite the return of some employees to on-site work. Around 50% of Teleperformance employees were working from home at the end of 2022 (compared to 70% in 2021 and 1.2% in 2019). Teleperformance has also implemented various energy efficiency measures to further reduce its Scope 2 emissions.

### Electricity consumption

**Electricity consumption** *(MWh)*




**Electricity consumption per FTE employee** *(kWh)*




Electricity consumption in 2022 totaled 317,975,394 kWh, compared to 304,880,597 kWh in 2021, representing a 4% increase. To put this figure into perspective, the average FTE workforce grew by 11% over the same period. It is also due to the return to on-site work for a large portion of employees (50% at the end of 2022, compared to 30% in 2021). Electricity consumption in absolute terms is therefore increasing at a slower rate than the Company's workforce.

Electricity consumption per FTE employee fell 2% from 880 kWh in 2021 to 866 kWh in 2022, reflecting the energy efficiency measures put in place and in line with the targets set.

Teleperformance aims to constantly improve its energy efficiency through a whole raft of measures, such as:

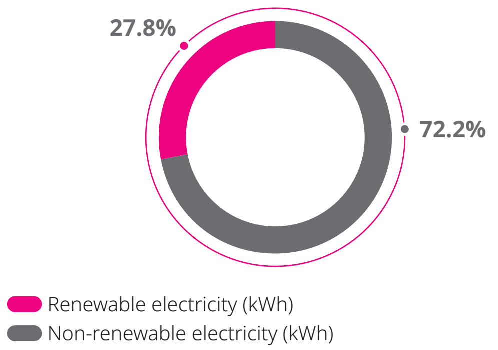
- giving preference to high-energy performance buildings;
- conducting energy performance reviews for subsidiaries and identifying opportunities for improvement and energy efficiency projects, with quarterly monitoring;
- the implementation of measures to reduce energy consumption, such as the widespread use of low-energy light bulbs, the installation of motion detectors, light sensors and timers, the optimization of air conditioning systems, the modernization and upgrade of existing infrastructures, such as the replacement of old coolers, etc.

Since 2020, the Group has deployed an energy efficiency best practices guide at all Teleperformance facilities worldwide. These energy efficiency measures fall under two categories: "Must-Have" initiatives and "Invest with Rapid Payback" initiatives, according to the ENERGY STAR classification. The "Must-Have" initiatives must be implemented by all facilities, regardless of their size and surface area. "Invest with Rapid Payback" initiatives may be implemented after a thorough review of the payback period and cost and kWh savings calculations.

| Examples of energy efficiency measures in various subsidiaries | |
|---|---|
| Brazil | • Replacement of the air conditioning systems in the data center with precision systems at Lapa and other facilities in Brazil |
| Costa Rica | • Installation of LED lights and sensors, building management system to monitor consumption |
| United States | • Implementation of an Energy Management System (EMS), a set of IT tools to optimize resource consumption<br>• Replacement of existing lighting with LEDs at the main facilities |
| France, Greece, *LanguageLine Solutions* | • Replacement of existing lighting with LEDs |
| India | • Installation of solar panels and investment in a wind farm to supply renewable energy at a new facility in Chennai<br>• Replacement of air conditioning systems<br>• Installation of fans |
| Italy | • Installation of electric sub-meters to measure energy consumption by building area and implement targeted actions<br>• Project underway involving the installation of solar panels at the country's main facility |
| Mexico | • Replacement of air conditioning<br>• Replacement of existing lighting with LEDs<br>• Energy management information campaign<br>• Deployment of solar power |
| Netherlands | • Installation of solar panels at the two main facilities |
| Portugal | • Replacement of existing lighting with LEDs<br>• Installation of solar panels at the Nations facility |
| Philippines | • Replacement of existing lighting with LEDs<br>• Programming of air conditioning and lighting according to occupancy levels<br>• Deployment of renewable energy at four facilities |

### Renewable energy

The proportion of renewable energy in the Group's total electricity consumption reached 27.8% in 2022, exceeding the target of 25% by 2023 a year early. Teleperformance has made significant progress in this respect, with renewable energy representing around 11% in 2019, 17.2% in 2020 and 20.7% in 2021. The Group aims to reach at least 30% by 2026.




Renewable sources of energy primarily consist of solar, wind and hydro. Countries that receive some or all of their electricity from renewable sources for their business operations are Greece, the Netherlands, Finland, Norway, Sweden, Denmark, Italy, Albania, France, Spain, Switzerland, the UK, Egypt, Mexico, Guatemala, El Salvador, Costa Rica, Honduras, Colombia, Peru, Nicaragua, Portugal, Brazil, India, the United States and the Philippines, as well as LanguageLine Solutions in the UK and several TLScontact subsidiaries.

## 3.6.4.3 Scope 3 emissions

Teleperformance's Scope 3 emissions mainly relate to commuting and purchases of products and services, which account for more than 90% of the Group's Scope 3 items. Business flights represent nearly 5% of Scope 3, and are subject to regular monitoring and continuous reduction targets.

### Employee commuting

Emissions related to employee commuting are directly related to the proportion of employees who work from home.

Commuting in 2022 generated 109,513 tons of $CO_2$ equivalent, i.e. 0.298 tons of $CO_2$ equivalent per FTE employee.

Emissions from commuting totaled 230,157 tons $CO_2$ equivalent in 2019 versus 76,098 in 2021, i.e. 0.220 tons $CO_2$ equivalent per FTE employee.

Emissions from commuting are estimated based on the proportion of employees working from home during the period, and a survey of employees to identify how they travel.

At the end of 2022, around 50% of employees were working from home, compared to 70% in 2021. They were 60% in average over the full year 2022. To estimate how employees get to work, the results of the October 2020 survey of 196,225 Group employees were used. According to this survey, 58% of employees took public transport, 33% use their personal vehicle, 3% cycle to work and 7% walk. The results were extrapolated to cover the entire workforce.

In 2019, only 1.2% of the employees surveyed were teleworking, 61.1% took public transport, 29.9% used their personal vehicle (car or motorcycle), 2.1% cycled to work, and 5.8% walked.

Due to the spread of Covid-19 and multiple lockdowns, as well as the ongoing deployment of the TP Cloud Campus teleworking solution, most Group employees now work from home. Teleperformance also takes part in a range of initiatives to promote alternatives to personal vehicles:

- **Large-scale roll-out of teleworking:** thanks to the deployment of the TP Cloud Campus teleworking solution, Teleperformance has reduced emissions generated by commuting.
- **Promotion of public transport:** most of the Group's facilities are located in areas that are easily accessible by public transport. Where this is not the case, or simply to encourage employees to avoid using their personal vehicles, contracts with private transportation companies are implemented locally. Numerous subsidiaries offer a transport service to employees or subsidize purchases of public transport tickets. For example, a system of regular shuttles has been made available free of charge to employees in Brazil (Agua Branca and Lapa) and at all facilities in India, the Philippines, Central America, etc.
- **Promotion of "green" transport:** Teleperformance and its subsidiaries encourage their employees to use the greenest forms of transportation. The main initiative is to promote the use of bicycles, which are particularly suitable for facilities located in city centers. Several campaigns have been set up to encourage employees to use this mode of transportation, especially to get to and from work. Bicycle parking facilities have been installed at Group facilities. In addition to these initiatives, the Group encourages the use of less harmful fuels for employee commutes.
- **Promotion of carpooling:** carpooling is included in the Group's recommendations. Carpooling is sometimes organized by Teleperformance, as is the case in Mexico, for example. This practice is widely encouraged, through posters in break rooms, announcements on the Company's intranet and reserved parking spaces.

## Emissions related to teleworking

With the large-scale roll-out of teleworking arrangements, first under emergency conditions related to the Covid-19 pandemic, and then on a permanent basis via TP Cloud Campus, the Group is starting to think about various methods for capturing emissions linked to teleworking.

Even though teleworking reduces many types of emissions (mainly Scopes 1 and 2 emissions related to on-site resource consumption and emissions related to employee commuting), it also implies additional emissions related to energy, heating or air conditioning used at home during working hours.

However, the reduction in greenhouse gas emissions thanks to telework (reduction in on-site electricity consumption and especially commuting) is far greater than the additional Scope 3 emissions generated at employees' homes. According to a survey conducted in 2021 by a consulting firm at Teleperformance's request, taking into account the reduction in on-site resource consumption, the reduction in commuting and the additional emissions generated at employees' homes, it appears that on average, a Teleperformance employee working from home generates 55% less GHG emissions per year than an on-site employee.

Teleworking employees are made aware of eco-friendly behaviors in order to limit their electricity consumption and extend their computer's life cycle.

## Emissions relating to purchased goods and services

To calculate emissions related to purchased goods and services, the Group has adopted the spend-based method recommended by the GHG Protocol, by multiplying the amount of expenses incurred per purchasing category by the sector-based emission factor provided by Exiobase.

The resulting estimates totaled 134,090 tons of $CO_2$ equivalent in 2022, i.e. 0.365 tons of $CO_2$ equivalent per FTE employee.

Of the group's top 50 suppliers, 21 have committed to reducing their carbon footprint under the Science-Based Targets initiative.

The 2021 data has not been restated and relied solely on the spend-based method. Emissions amounted to 139,429 tons of $CO_2$ equivalent in 2021, i.e. 0.402 tons of $CO_2$ equivalent per FTE employee. Using the same method, emissions totaled 144,696 tons $CO_2$ equivalent in 2019, and 143,186 tons $CO_2$ equivalent in 2020.

The Group has integrated environmental criteria into its supplier selection process, particularly for electronic equipment, as described in section 3.4.4.

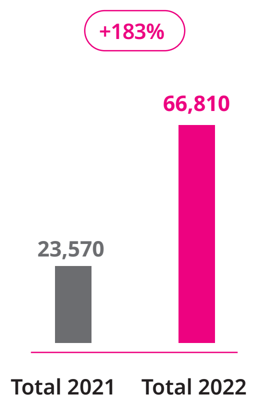
Teleperformance's Global Premises Standard complies with LEED (Leadership in Energy and Environmental Design) standards and favors green buildings wherever possible. Environmental criteria are integrated into the selection criteria for new facilities. These criteria are reviewed regularly to adapt to the latest standards.

To reduce its energy consumption and environmental impact, the Group gives preference to STAR- and EPEAT-certified electrical and computer equipment, in accordance with Teleperformance's global environmental policy.

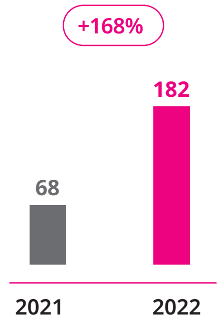
Teleperformance data centers are mostly outsourced. Their energy efficiency is measured on a regular basis. The Group is also developing its cloud infrastructure.

## Air travel

**Air travel** *(thousands of km)*



**Air travel per FTE employee** *(km)*



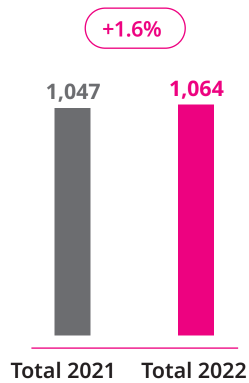

Air travel totaled 66,810,196 km in 2022, compared to 23,569,745 km in 2021 and 143,196,123 km in 2019. Air travel in 2022 therefore rose 183% year-on-year, with travel conditions almost back to normal. Nevertheless, air travel remained 53% below 2019 pre-Covid levels.

Air travel per FTE employee totaled 182 km in 2022, up 168% from 68 km in 2021 but down 64% from 461 km in 2019.

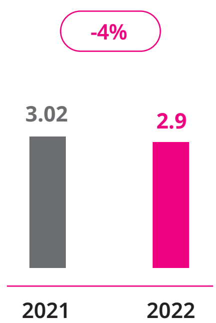
The Group strives to strike a balance between an international company's commercial and strategic need to travel and the fight against climate change. Accordingly, the Group is committed to limiting its air travel to well below pre-Covid levels, and encourages the use of video-conferencing and online calling whenever possible. Otherwise, train travel is preferred to air travel.

### 3.6.4.4 Responsible water consumption management

**Water consumption** *(in thousands of $m^3$)*




**Water consumption per FTE employee** *($m^3$)*




Water consumption in 2022 totaled 1,063,974 $m^3$, up 1.6% from 1,047,205 $m^3$ in 2021. To put this figure into perspective, the workforce grew by 11% over the same period.

Water consumption per FTE employee fell 4% from 3.02 $m^3$ in 2021 to 2.9 $m^3$ in 2022.

As water is a shared resource, Teleperformance continues to encourage employees to reduce their water consumption by raising their awareness of the issue through email and communication campaigns, sessions on reducing water consumption, etc. Teleperformance regularly circulates its guide on best practices to be applied at all Teleperformance facilities to reduce water consumption, and has developed new awareness-raising tools on water conservation issues.

In 2021, the Group completed a detailed analysis of water risks at its locations, based on the water stress index developed by the World Resources Institute. The analysis showed that 2% of the Group's commercial operations are located in very high water stress zones and 11% in high-risk zones. Specific action plans are being developed to bolster existing measures.

### 3.6.4.5 Waste management and the circular economy

Since 2020, Teleperformance has introduced various standardized processes for the collection, sorting and disposal of waste generated by its activities. The overall strategy adopted for waste management at each Teleperformance facility includes the following three elements:

- waste reduction at source;
- waste sorting at source;
- reuse, recycling and disposal.

Waste reduction at source is an important component of Group strategy, which Teleperformance is pursuing by raising employee awareness and partnering with its suppliers. Employees receive regular communications in the form of emailings, posters in high visibility locations, communications campaigns, etc. Teleperformance also tries to engage its suppliers through various waste reduction initiatives such as take-back programs, in which suppliers are required to take back used batteries and cartridges as well as all packaging materials used to package the product supplied to Teleperformance, e.g. plastic or cardboard. For waste sorting, garbage cans marked for different types of waste are placed in all common areas to make it easier for employees to sort. Examples include food waste garbage cans in cafeterias, paper waste garbage cans near the Human Resources and Administration Departments, and e-waste storage areas for the IT Department.

The need to be at the cutting edge of technological innovations requires frequent renewal of IT and telephone equipment, a key resource in the Group's business sector. Teleperformance is committed to recycling this material when it is no longer suitable for professional use. As a result, Teleperformance's approach to recycling obsolete equipment combines ethical and environmental concerns.

Teleperformance strives to support the circular economy by prioritizing the use of recycled products such as paper and extending the life cycle of electronic equipment through internal resource reallocation and the maintenance and refurbishment of existing equipment.

As part of its environmental initiatives and carbon neutrality discussions, the Group updated its e-waste management policy in 2022.

In 2022, a total of **77,160 kg** of e-waste (**26,992** computers, monitors and mobile phones) was recycled by certified entities and a further 4,051 kg of computers and monitors were donated.

| Type of waste | Measures in place | Examples |
|---|---|---|
| Electronic | • Disposal of sensitive material and equipment according to specific standards and charters.<br>• Donations to nurseries, schools and community-oriented NGOs.<br>• Given the sensitive data they may contain, all computers are wiped clean before leaving the Company. In some locations, such as the United States, hard drives are systematically removed and destroyed. | • Teleperformance has set up IT equipment take-back programs with its suppliers.<br>• Furthermore, in 2022, approximately 26,589 computers and monitors and 403 telephones were recycled (representing 77,160 kg of e-waste) and over 1,397 computers and 427 telephones were donated.<br>• Since 2021, Teleperformance France has teamed up with its partner Orange to recycle used mobile phones. As part of the Orange "Repair, Return, Recycle, Refurbish" program (the "Re" program), a community collection drive was organized at all Teleperformance France facilities.<br>• In 2022, Teleperformance Mexico updated its inventory management policy for electronic equipment and was able to resell and recycle via certified entities its end-of-life devices. This is part of a wider scheme aimed at refurbishing, reusing and recycling equipment stored for more than a year. |
| Paper | • Employee information campaigns to reduce paper consumption.<br>• Digitalization of various HR processes to reduce the use of paper (such as the electronic payslip already introduced in several subsidiaries).<br>• Two-sided printing is a universal practice and preference is given to the purchase of recycled paper.<br>• Most subsidiaries recycle paper by placing special containers for that purpose in each department. Used paper is recovered for recycling by a third party, often in conjunction with local charitable programs. | • In 2022, paper consumption totaled 1,320 tons, down 13% from 1,520 tons in 2021.<br>• In the Philippines, proceeds from paper recycling go to the Kythe Foundation, a local NGO that helps hospitalized children, to pay electricity bills.<br>• In Portugal, waste paper is separated and sent to the city council for recycling.<br>• In Costa Rica, a recycling program with special dispensers for paper has been implemented for recycling.<br>• The Group uses electronic signature at the Group's headquarters to decrease the usage of paper. |
| Plastic | • Avoid the use of single-use plastic products.<br>• Plastic waste is sent to approved recyclers to be recycled.<br>• Raising employee awareness of the use of reusable cups or glasses instead of plastic products (at water fountains and elsewhere). | • In partnership with the Recupera Tu Silla association in Colombia, Teleperformance was able to convert 8 tons of plastic waste into school desks, which were then distributed across the disadvantaged region of La Guajira.<br>• In India and at TLS UK, plastic plates and glasses in cafeterias are being phased out and replaced with paper cups.<br>• Reusable bottles (such as Squeeze bottles) are distributed to new employees in Brazil, to avoid the use of plastic cups. Plastic waste management information campaigns are rolled out among employees.<br>• Teleperformance Costa Rica has set up a recycling program with special distributors for plastic.<br>• Teleperformance Greece recycles plastic cups through a local recycling company.<br>• Teleperformance Mexico discourages the use of single-use plastics at all facilities. Distribution of reusable water bottles and coffee cups to employees. |
| Food | • Employee information sessions to reduce food waste.<br>• Teleperformance uses service providers to manage on-site staff cafeterias and restaurants. Many subsidiaries have taken steps to combat food waste in partnership with their service providers. | • In the Philippines, India, the Dominican Republic, the Czech Republic and Madagascar, employees are being made aware of the issue of food waste, and subsidiaries are working with service providers to adjust quantities based on schedules and unsold food.<br>• In Bosnia and Italy, leftovers from corporate functions are distributed to employees or donated to NGOs to avoid wastage.<br>• In Brazil, company cafeterias and restaurants have set up the Trim Trax program to make kitchen staff and employees aware of the problem of food waste.<br>• In Costa Rica, organic waste is donated to farms to feed animals and make compost.<br>• In Greece and Portugal, thanks to partnerships with NGOs, unsold food is distributed to the homeless and disadvantaged communities. |

## 3.6.5 Environmental certification

Teleperformance is committed to ensuring that its commercial activities are sensitive to environmental aspects, which is why several subsidiaries have decided to formalize their efforts in this area by embarking on an internationally recognized certification process:

| Certification | Description | Result |
|---|---|---|
| ISO 14001 | Introduced in 1996 by the International Organization for Standardization (ISO), this standard provides a framework for organizations to control their environmental impacts and spur continuous improvement of their environmental performance. | 52 sites have obtained ISO 14001 certification in Colombia, India, Scandinavia, Italy, Egypt, Turkey, Peru, Guyana and Costa Rica. |
| LEED certification (Leadership in Energy and Environmental Design) | LEED-certified buildings are designed to reduce energy consumption, $CO_2$ emissions, water consumption and solid waste production. | A number of Group facilities have obtained LEED certification, including in Colombia, Greece, India, Romania and Poland. |
| HQE (Haute Qualité Environnementale) | This standard aims to ensure that environmental concerns are taken into account during the commercial use of buildings. | The building in which Teleperformance France is located received the French "NF HQE" high environmental quality certification for its impact on the environment and its energy consumption. |
| BREEAM (Building Research Establishment Environmental Assessment Method) | BREEAM is an international method for independent third-party assessment of the environmental performance of buildings and infrastructure. | The Teleperformance offices in Paris (France), Stockholm (Sweden), Warsaw and Katowice (Poland) and Bucharest (Romania) are all certified. |

## 3.6.6 Environmental awareness campaigns and protection of biodiversity

Teleperformance is committed to raising individual environmental awareness. As such, it encourages its employees to apply a set of environmentally friendly principles to all aspects of their professional and personal life.

The welcome guide given to new employees includes a chapter on environmental protection, offering useful advice and information and encouraging employees to participate in the various local Citizen of the Planet initiatives.

Every employee is made aware of environmentally friendly practices and initiatives on a daily basis via poster campaigns encouraging employees to save water, use electronic signatures, print documents only when strictly necessary, etc. Training courses and quizzes designed to raise awareness of the main environmental impacts are available on the MyTP online training platform.

In order to foster awareness, a number of subsidiaries regularly provide employees with data on the facility's water and electricity consumption and overall developments in the Company's carbon footprint.

Teleperformance also regularly organizes awareness campaigns, either globally or at subsidiaries. For example, the Group took part in waste collection sessions at a number of subsidiaries on World Cleanup Day. In Indonesia, Teleperformance is working with the Green Edelweiss foundation to help protect Trisik Beach and the village of Banara by planting mangroves, releasing baby turtles and cleaning up beaches.

### Global partnership in favor of reforestation and biodiversity

In 2022, Teleperformance formed a partnership with One Tree Planted, a non-profit organization dedicated to global reforestation. This partnership has funded the planting of 500,000 trees in India, the Philippines, the Andes region in South America, Portugal and the south-east of the United States. Using the conservative assumption developed by One Tree Planted[(1)] based on the Winrock International Forest Landscape Restoration (FLR) Carbon Storage Calculator, one tree can absorb an average of ten kilograms of $CO_2$ per year during its first 20 years. Planting 500,000 trees could therefore help absorb 5,000 tons of $CO_2$ per year. The Group also organized a fundraising campaign encouraging employees and stakeholders to support the planting of an additional 500,000 trees.

Several subsidiaries are also involved in local reforestation campaigns. Accordingly, in Greece, the Group has helped plant 2,000 trees in partnership with the We4All environmental organization, which supports the United Nations Decade on Ecosystem Restoration 2021-2030. Similarly, Teleperformance Colombia has planted over 1,000 trees in partnership with Al Verde Vivo.

*(1) Calculation method available at https://onetreeplanted.org/blogs/stories/how-much-co2-does-tree-absorb*

# 3.7 A RECOGNIZED CSR POLICY

The Group's CSR approach contributes to creating and fostering trusting and long-term relationships with each of its stakeholders, especially employees, customers and suppliers, while respecting local cultures and customs in the countries where Teleperformance operates. Priority initiatives, which are at the heart of the Group's business, are a source of motivation for employees and are designed to improve the Company's social and environmental impact, as well as its financial performance.

Teleperformance strives to exceed every one of its social responsibility objectives, through its programs to assist people in need and its contribution to environmental protection. Assessed by numerous non-financial ratings agencies and included on Socially Responsible Investment (SRI) indexes, Teleperformance's CSR track record is gaining recognition.

## 3.7.1 Certification

### 3.7.1.1 Verego SRS

Verego, which now belongs to the Clearstream Solutions Group, awarded Teleperformance the Enterprise-Wide Social Responsibility Standard (SRS) Certification Award for the 9th consecutive year. This certification provides a comprehensive framework for the effective management of social responsibility initiatives. Verego SRS certification is awarded to companies that stand out through the excellence of their policies and practices in five key areas: leadership, ethics, people, community and the environment. Teleperformance has obtained Group-wide certification in all five of these areas, covering all facilities worldwide.

**Verego's main findings: "No findings of non-compliance. Furthermore, the scores obtained demonstrate an exemplary performance with regard to ethics, human rights, the community and environmental practices."** Carole Kerrey, Lead Certification Assessor at Verego. Verego certifications reflect Teleperformance's determination to constantly beat its CSR goals.

### 3.7.1.2 EcoVadis

In 2022, EcoVadis, a collaborative platform for rating the social and environmental performance of global supply chains, once again awarded medals to a number of Teleperformance subsidiaries:

- Gold medal – Teleperformance France (score of 69);
- Silver medal – Teleperformance Portugal (score of 58); and
- Bronze medal – Teleperformance Italy (score of 53).

EcoVadis assessment covers the environment, labor practices, human rights, business ethics and responsible procurement.

These three EcoVadis awards are proof of the structured, proactive CSR approach and effective policies and measures on crucial issues applied by the Company.

They amount to recognition, by an independent appraiser, of the excellence of Teleperformance's CSR policy, the continuous improvement of its performance and its standing as a reliable long-term partner.

### 3.7.1.3 Other CSR certification

In France, Tunisia, Madagascar and Morocco, Teleperformance has obtained the "Engagé RSE" label, achieving the highest possible level (Exemplary). Based on ISO 26000 guidelines and issued by AFNOR, this label reflects Teleperformance's level of CSR maturity and commitment to stakeholders with regard to environmental, social and governance issues. Many internal and external stakeholders were involved in the certification process. In particular, they praised the robustness of the Group's CSR policy, the incorporation of CSR considerations into strategy, exemplary HR practices, diversity within the company, the strong involvement of local economic and social stakeholders, the commitment to measuring the environmental impact of each project, and the excellent economic performances achieved despite the crisis.

Teleperformance has also held on to its Human for Client label, also based on ISO 26000 guidelines and developed for the customer relations sector. This label enables organizations to boost their economic performance by leveraging their CSR performance.

In December 2022, Teleperformance Colombia received independent certification from Bureau Veritas on the use and inclusion of international standard ISO 26000 in the area of social responsibility within its operations. Teleperformance in Greece, India, Indonesia, Malaysia and the United States received the same certification in February 2023, covering all countries where the Group has significant content moderation business.

### 3.7.2 Non-financial ratings and ESG index

The Group places great importance on its non-financial ratings and, through the quality and transparency of the data it supplies, aims to obtain ratings that reflect its CSR initiatives as accurately as possible.

Teleperformance is actively involved with established and recognized non-financial rating agencies. Its excellent results have enabled it to join the following indexes:

| Rating agency | Description |
|---|---|
| MSCI | MSCI confirms Teleperformance's AA rating, placing it in the top quarter of its *Software & Services* sector (Teleperformance's designated sector was switched from *Professional Services* to *Software & Services* in 2021). |
| Moody's Vigeo | Since December 2015, Teleperformance has been included in the Euronext Vigeo Eurozone 120 index comprising the 120 leading eurozone companies in terms of CSR. The Company has also been part of the CAC 40 ESG index since September. With a score of 66 (+8 points vs. 2021), the Group ranks among the most advanced companies in terms of social responsibility. |
| FTSE4Good | Since June 2018, Teleperformance has been included in the international FTSE4Good index, which identifies socially responsible companies that comply with environmental, social and governance criteria. |
| S&P Corporate Sustainability Assessment | Teleperformance received a score of 67, placing it among the top 14% of companies in its sector. |
| ISS ESG | ISS ESG has awarded Teleperformance a "Prime" rating, which recognizes the best performing companies. |
| Solactive | Teleperformance was once again included in the Solactive Europe Corporate Social Responsibility Index (former Ethibel Sustainability Index). |
| CDP | The CDP (Carbon Disclosure Project) has given Teleperformance a score of C for its climate change actions, in line with the sector average.<br>The CDP is a non-profit organization that encourages companies to disclose environmental data and assesses their sustainability performance and transparency efforts. |

## 3.8 METHODOLOGY AND CROSS-REFERENCE TABLES

Pursuant to the provisions of Articles L.225-102-2 and R.225-105-1 of the French Commercial Code, the Group must provide information on measures adopted with regard to the social and environmental consequences of its activity.

The Group has been committed to this endeavor for a long time: in 2006 it initiated and piloted Citizen of the World, a program of charitable, humanitarian and collective welfare action plans, and in 2008 it launched an environmental program named Citizen of the Planet.

By adhering to the United Nations Global Compact in July 2011, Teleperformance confirmed its intention to position itself as a responsible corporate citizen, thereby undertaking to abide by the charter of values drawn up by the United Nations. Every year since then the Group has renewed its commitment, publishing the three elements of the "Communication on Progress" on its website:

- statement signed by the chief executive expressing continued support for the Global Compact;
- detailed description of improvement measures implemented for each issue and the procedures employed;
- quantitative measurement of actual or expected outcomes.

In 2021, Teleperformance became a member of the Early Adopter program to test the new United Nations Global Compact digital COP platform (Communication on Progress).

Given the tertiary nature of the Group's business as a service provider, and as confirmed by the materiality analysis, the issues Teleperformance faces with regard to social, labor and environmental responsibility are essentially human.

Teleperformance's Universal Registration Document, to be read in conjunction with the Group's Integrated Report, applies the principles and requirements of the GRI Reporting Standards 2021.

Teleperformance supports the SASB (Sustainability Accounting Standards Board) standard specific to its sector, *Commercial Services*.

The GRI and SASB cross-reference tables, which provide an overview of the important sustainability information contained in the Teleperformance Universal Registration Document and Integrated Report and other public documentation, may be found below. Teleperformance applies the TCFD recommendations (Task Force on Climate-related Financial Disclosures) when it comes to environmental reporting, as set out in section 3.6 of this report.

The issues listed below have not been dealt with, as they are considered irrelevant at Group level given that our activity involves the provision of services:

- land use;
- prevention, reduction or compensation measures regarding air, water and ground pollution seriously affecting the environment;
- measures related to noise pollution and any other form of pollution specific to a business activity;
- animal welfare;
- responsible, fair and sustainable food;
- measures to reduce food insecurity.

### 3.8.1 Scope and collection of information

Reporting is carried out annually.

Data reported by the subsidiaries is verified internally to ensure consistency. It is then audited by KPMG's CSR specialists.

Any additional questions about this report may be raised to the CSR team, at csr@teleperformance.com.

| Data | Collection and monitoring | Period | Scope |
|---|---|---|---|
| Quantitative staff information | This data is gathered using the Group's reporting and consolidation tool.<br>It is monitored by the Reporting and Consolidation Department, mainly via consistency checks and a comparative analysis with the previous year. | For any given year (N), the data corresponds to December 31st of such year. | The applicable scope is the same as for financial data. The data covers 100% of the headcount, for all subsidiaries in the consolidation scope (see note 13 to the consolidated financial statements in this Universal Registration Document). |
| Quantitative environmental information | This data is gathered via monthly reporting.<br>This data is checked by the CSR Department, which collects the supporting documents and performs consistency checks and a comparative analysis with the previous year. | For a given year N, the period covered runs from October 1st, year N-1 to September 30th, year N. | The applicable scope is the same as for financial data. The scope of the published information covers 100% of the Group's workforce during the reference period. |
| Qualitative information | This data is gathered via a specific questionnaire sent to CSR ambassadors at each subsidiary.<br>This data is checked by the Group CSR Department via a comparative analysis and collection of supporting documentation. | For any given year (N), the data corresponds to December 31st of such year. | Qualitative information covers 94% of employees; Switzerland, Egypt, Health Advocate, Senture and PSG Global are excluded. |

Data from previous years has not been restated, unless mentioned otherwise.

### 3.8.2 Main indicators

To guarantee the consistency of the information reported, guidelines were introduced and circulated to all Group subsidiaries. These guidelines specify the exact definitions and formulas to use when reporting quantitative and qualitative information. In some cases, a given subsidiary may not monitor a requested indicator internally and therefore cannot provide the relevant information.

Further information on the indicators set out in this report are provided below:

| Quantitative staff information | |
|---|---|
| Year-end workforce | The year-end workforce includes all persons who had an employment contract and were in salaried employment at the Group's various subsidiaries, together with all temporary employees as of December 31st. |
| Full-time equivalent workforce | The full-time equivalent (FTE) workforce is calculated by dividing the total number of hours paid by the normal number of hours worked during the year. The standard annual number of hours worked is specific to each country, depending on local regulations. |
| Training hours per employee | Training hours per employee are calculated by dividing the number of training hours by the average full-time equivalent (FTE) workforce. |
| Workplace accident frequency rate | In 2022, the Group evolved its definition of accident frequency rate to align with the calculation method from the OSHA (number of accidents multiplied by 200,000 and divided by total working hours). The prior definition was based on the number of accidents resulting in time off work divided by the number of paid hours of production multiplied by one million. |
| Absenteeism rate | This is the number of hours related to unscheduled absences divided by the number of scheduled hours. Scheduled absences (holiday, maternity leave, training, etc.) are excluded from the calculation. The rate of absenteeism only concerns agents. |
| Management positions | This encompasses all functions other than those of agents and supervisors. |
| Hiring | This is the sum of hires during the year under review, including transfers of an employee from one entity to another within the Group. |
| Resignations | This is the sum of resignations during the year under review. |
| Other departures | This is the sum of redundancies (positions eliminated by the employer for economic reasons or due to internal restructuring, or due to gross negligence or incompetence leading to dismissal at the employer's initiative) and departures due to end of contract or transfer of an employee from one entity to another within the Group. |
| Attrition rate | This is the sum of departures that need to be backfilled, divided by the average headcount over the reporting period. This includes resignations and dismissals for negligence or incompetence, but excludes redundancies and end of contracts which do not generate the need to backfill the positions. |
| Internal promotion rate | This is the percentage of open positions (all positions excluding agents) that have been filled internally following a promotion. |
| Agents on their first job | This is the count of new agents hired for whom this is their first job during the year under review. |

| | |
|---|---|
| **Quantitative environmental information** | |
| Water consumption | Total annual water consumption in cubic meters. |
| Electricity consumption | Total annual consumption in kilowatt-hours. Emission factors are specific to each country and are taken from the International Energy Agency (IEA) website.<br>Renewable energy consumption includes wind, solar, hydro, geothermal and biomass energy. |
| Fuel consumption | This is the total annual consumption in liters used for emergency generators or company vehicles. Emissions in tons of $CO_2$ are calculated based on total consumption and emissions factors per type of fuel, as provided by DEFRA 2022. |
| Refrigerants | Refrigerants are used in the closed circuits of devices that produce cool or warm air (air conditioning in particular). Emissions in tons of $CO_2$ are calculated based on quantities and emissions factors per type of refrigerant, as provided by DEFRA 2022. |
| Paper consumption | Total annual paper consumption (printer and toilet paper) in tons.<br>The following conversion factors were used:<br>1 ton of paper = 400 reams of A4 or 200,000 sheets. 1 ton = 2,200 rolls of toilet paper.<br>The emission factor is 0.41 ton of $CO_2$ per ton of paper consumed (source: ADEME). |
| Air travel | Number of kilometers traveled. It is calculated by multiplying the total number of trips made by the "average trip in kilometers per country". The Group uses the distance from Paris to London as the benchmark given that the sales staff, who are the most frequent travelers within the Group, mainly take domestic flights. The conversion factor for air travel is 0.18 kg of $CO_2$ per kilometer traveled. This is calculated by dividing the $CO_2$ emissions generated by the Paris-London trip (0.07 ton of $CO_2$) by the same distance (377 km). |
| Employee commuting | This is the number of kilometers Group employees travel to get to their workplace, broken down by mode of transport (car, motorbike, public transport, bicycle, walking). It is calculated based on the proportion of employees working from home during the period and an employee survey, the average number of kilometers traveled, and the number of days worked. Data collected through surveys is extrapolated to cover the entire Group workforce. Emissions in tons of $CO_2$ are calculated based on total kilometers traveled under each mode of transport and emissions factors per mode of transport, as provided by DEFRA 2022. |
| Emissions relating to purchased goods and services | Teleperformance uses the spend-based method recommended by the GHG Protocol, multiplying the amount of expenses incurred per purchasing category by the sector-based emission factor provided by Exiobase. |
| Carbon footprint | Carbon footprint corresponds to direct and indirect greenhouse gas (GHG) emissions. It consists of Scope 1 (direct emissions linked to fuel consumption and refrigerant leaks), Scope 2 (electricity consumption) and Scope 3 (indirect emissions in the value chain, related to purchases, employee commuting and business flights). |
| **Qualitative information** | |
| Percentage of employees working in a subsidiary certified as a best employer | Subsidiaries certified as a best employer are those that received Great Place to Work® or Best Places to Work® certification during the reporting period of year N. The percentage of headcount covered by the certifications is calculated at the time when the survey is run. |
| Percentage of employees benefiting from health insurance and other benefits | The percentage is calculated based on the data provided by each CSR ambassador through the annual questionnaire, divided by the Group reporting scope headcount. |
| Percentage of employees trained in Group policies and procedures | Number of employees trained in Group policies and procedures divided by the Group reporting scope headcount. |
| Percentage of the footprint where Global Ethics Hotline has been rolled out | Closing headcount of subsidiaries in which the Global Ethics Hotline has been deployed, divided by the Group closing headcount. |
| Percentage of admissible alerts registered in the ethical alert system | In 2022, the admissible alerts include all the admissible alerts, no matter the topic. The data reported in 2021 were only considering the alerts raised to the Ethics Committee. 2021 data have been updated in the current report to reflect the new methodology (see section 3.4.2.2). |
| Percentage of sites certified ISO 27701 | This includes all of the Group's operational sites (contact centers and visa processing centers). The entities which have been created or acquired during the year N will be integrated to the indicator in year N+1. Sites that do not include operations, as well as LLS US sites, are not considered in this indicator. |

## 3.8.3 GRI content index

Teleperformance has prepared its report in accordance with GRI standards for the period from January 1st to December 31st, 2022.

MATERIALITY-Reporting, an ESG reporting consultancy agency specializing in GRI standards, assessed the compliance of the GRI content index and all the references set out in the sustainability reporting statement (2022 URD). The content is in line with the reporting principles and requirements of the 2021 GRI standards. The verification was carried out on the French version.

| *GRI 1 used* | **GRI 1: Universal Standards 2021** |
|---|---|
| Applicable sector standard(s) | SASB Commercial Services |

| GRI standard/ other source | Disclosure | URD location (chapter) | Omission | | | SASB |
|---|---|---|---|---|---|---|
| | | | Missing requirement(s) | Reason | Explanation | |
| **GENERAL DISCLOSURES** | | | | | | |
| GRI 2: General disclosures 2021 | 2-1 Organizational details | 1.1; 7.1.1 | | | | |
| | 2-2 Entities included in the organization's sustainability reporting | 1.1.6.2 ; 5.5 | | | | |
| | 2-3 Reporting period, frequency and contact point | 4.1.2.3 | | | | |
| | 2-4 Restatement of information | 3.2.1; 3.4.3.1; 3.8.1; 3.8.2 | | | | |
| | 2-5 External assurance | 3.9 | | | | |
| | 2-6 Activities, value chain and other business relationships | 1.1.2 ; 1.1.3 | | | | |
| | 2-7 Employees | 3.2 ; 3.3.2.1; 3.3.2.2; 3.3.2.3; 3.3.4.1 | | | | |
| | 2-8 Workers who are not employees | 3.3.2.3 | | | | |
| | 2-9 Governance structure and composition | 3.2.3 ; 4.1.1; 4.1.2 | | | | |
| | 2-10 Nomination and selection of the highest governance body | 3.2.3 ; 4.1.2.1 | | | | |
| | 2-11 Chair of the highest governance body | 4.1.2.1 | | | | |
| | 2-12 Role of the highest governance body in overseeing the management of impacts | 3.6.1 | | | | |
| | 2-13 Delegation of responsibility for managing impacts | 4.1.2.3 | | | | |
| | 2-14 Role of the highest governance body in sustainability reporting | 3.6.1 | | | | |
| | 2-15 Conflicts of interest | 4.1.2.2.1 | | | | |
| | 2-16 Communication of critical concerns | 2.2.3; 4.1.2.3 | | | | |
| | 2-17 Collective knowledge of the highest governance body | 3.2.3; 4.1.2.3 | | | | |
| | 2-18 Evaluation of the performance of the highest governance body | 4.1.2.2.4 | | | | |
| | 2-19 Remuneration policies | 4.2.2.1; 4.2.2.2 | | | | |
| | 2-20 Process to determine remuneration | 4.2.1.1 | | | | |
| | 2-21 Annual total compensation ratio | 4.2.2.4 | | | | |
| | 2-22 Statement on sustainable development strategy | 3.2 | | | | |
| | 2-23 Policy commitments | 3.4.2.1 | | | | |
| | 2-24 Embedding policy commitments | 2.4.3 ; 3.4.2.1; 3.4.4.2 | | | | |
| | 2-25 Processes to remediate negative impacts | 2.4.3 | | | | |
| | 2-26 Mechanisms for seeking advice and raising concerns | 3.1 | | | | |
| | 2-27 Compliance with laws and regulations | 2.1.3 ; 3.4.2 | | | | SV-PS-510a.1 |
| | 2-28 Membership associations | 3.5.2 | | | | |
| | 2-29 Approach to stakeholder engagement | 3.1 | | | | |
| | 2-30 Collective bargaining agreements | 3.3.6.1 | | | | |

| GRI standard/ other source | Disclosure | URD location (chapter) | Omission Missing requirement(s) | Reason | Explanation | SASB |
|---|---|---|---|---|---|---|
| **ECONOMIC STANDARDS** | | | | | | |
| **GRI 3: Management approach – 2021** | 3-1 Process to determine material topics | 3.2.1 | | | | |
| **GRI 3: Management approach – 2021** | 3-2 List of material topics | 3.2.1 | | | | |
| ***Material topics*** | | | | | | |
| **GRI 3: Management approach – 2021** | 3-3 Management of material topics | 3.2.2 | | | | |
| **GRI 201: Economic performance – 2016** | 201-1 Direct economic value generated and distributed | 5.2 | | | | |
| | 201-2 Financial implications and other risks and opportunities due to climate change | 3.2.5.1 | | | | |
| | 201-3 Defined benefit plan obligations and other retirement plans | Note 3.11 | | | | |
| | 201-4 Financial assistance received from the government | Note 3.1 | | | | |
| **GRI 202: Market presence – 2016** | 202-1 Ratios of standard entry level wage by gender compared to local minimum wage | 3.3.4.2 ; 3.3.7.1 | | | | |
| | 202-2 Proportion of senior management hired from the local community | 3.3.7.4 | | | | |
| **GRI 203: Indirect economic impacts – 2016** | 203-1 Infrastructure investments and services supported | 3.5.1 | | | | |
| | 203-2 Significant indirect economic impacts | 3.5.1.1 | | | | |
| **GRI 204: Procurement practices – 2016** | 204-1 Proportion of spending on local suppliers | 3.4.4.1 | | | | |
| **GRI 205: Anti-corruption – 2016** | 205-1 Operations assessed for risks related to corruption | 3.4.4.2 | | | | |
| | 205-2 Communication and training about anti-corruption policies and procedures | 3.4.2.3 | | | | |
| | 205-3 Confirmed incidents of corruption and actions taken | 3.4.2.3 | | | | |
| **GRI 206: Anti-competitive behavior – 2016** | 206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices | 3.4.2.4 | | | | |
| **GRI 207: Tax - 2019** | 207-1 Approach to tax | 3.4.2.4; 4.1.2.3 | | | | |
| | 207-2 Tax governance, control, and risk management | 3.4.2.4 | | | | |
| | 207-3 Stakeholder engagement and management of concerns related to tax | | X | Information unavailable | Stakeholders were not asked about tax during the qualitative interviews conducted in 2022 | |
| | 207-4 Country-by-country reporting | Note 18 | | | | |

| GRI standard/ other source | Disclosure | URD location (chapter) | Omission: Missing requirement(s) | Reason | Explanation | SASB |
|---|---|---|---|---|---|---|
| **ENVIRONMENTAL STANDARDS** | | | | | | |
| **GRI 3: Management approach – 2021** | 3-1 Process to determine material topics | 3.2.1 | | | | |
| **GRI 3: Management approach – 2021** | 3-2 List of material topics | 3.2.1 | | | | |
| ***Material topics*** | | | | | | |
| **GRI 3: Management approach – 2021** | 3-3 Management of material topics | 3.6.2 | | | | |
| **GRI 301: Materials – 2016** | 301-1 Materials used by weight or volume | | X | Not applicable | Teleperformance is a business services company which does not provide products. | |
| | 301-2 Recycled input materials used | | X | Not applicable | Teleperformance is a business services company which does not provide products. | |
| | 301-3 Reclaimed products and their packaging materials | | X | Not applicable | Teleperformance is a business services company which does not provide products. | |
| **GRI 302: Energy – 2016** | 302-1 Energy consumption within the organization | 3.6.4.2; 3.6.4.2 | | | | |
| | 302-2 Energy consumption outside the organization | | X | Not applicable | Teleperformance is a company that does not provide downstream services. | |
| | 302-3 Energy intensity | 3.6.2 ; 3.6.4.1 | | | | |
| | 302-4 Reduction of energy consumption | 3.6.4.2 | | | | |
| | 302-5 Reductions in energy requirements of products and services | 3.6.2 | | | | |
| **GRI 303: Water and effluents – 2018** | 303-1 Interactions with water as a shared resource | 3.6.4.4 | | | | |
| | 303-2 Management of water discharge-related impacts | | X | Not applicable | Teleperformance is a business services company and does not have impact on water discharge. | |
| | 303-3 Water withdrawal | | X | Not applicable | Teleperformance is a business services company, with no impact on water withdrawal. | |
| | 303-4 Water discharge | | X | Not applicable | Teleperformance is a business services company, with no impact on water discharge. | |
| | 303-5 Water consumption | 3.6.4.4 | | | | |
| **GRI 304: Biodiversity – 2016** | 304-1 Operational facilities owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity outside protected areas | | X | Not applicable | Teleperformance's sites are located in urban areas, and it does not build sites on unbuildable land. | |
| | 304-2 Significant impacts of activities, products, and services on biodiversity | | X | Not applicable | Telepeformance is a business services company. | |
| | 304-3 Habitats protected or restored | 3.6.6 | | | | |
| | 304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations | | X | Not applicable | Teleperformance's sites are located in urban areas. | |

| GRI standard/ other source | Disclosure | URD location (chapter) | Omission: Missing requirement(s) | Reason | Explanation | SASB |
|---|---|---|---|---|---|---|
| **GRI 305: Emissions – 2016** | 305-1 Direct (Scope 1) GHG emissions | 3.6.4.1 | | | | |
| | 305-2 Energy indirect (Scope 2) GHG emissions | 3.6.4.1 | | | | |
| | 305-3 Other indirect (Scope 3) GHG emissions | 3.6.4.1 | | | | |
| | 305-4 GHG emissions intensity | 3.6.4.1 | | | | |
| | 305-5 Reduction of GHG emissions | 3.6.2 | | | | |
| | 305-6 Emissions of ozone-depleting substances (ODS) | | X | Not applicable | Teleperformance is a business services company and does not emit ozone-depleting substances. | |
| | 305-7 Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions | | X | Not applicable | Teleperformance is a business services company and does not emit significant air emissions. | |
| **GRI 306: Waste – 2020** | 306-1 Waste generation and significant waste-related impacts | 3.6.4.5 | | | | |
| | 306-2 Management of significant waste-related impacts | 3.6.4.5 | | | | |
| | 306-3 Waste generated | 3.6.4.5 | | | | |
| | 306-4 Waste diverted from disposal | 3.6.4.5 | | | | |
| | 306-5 Waste directed to disposal | 3.6.4.5 | | | | |
| **GRI 307: Environmental compliance – 2016** | 307-1 Non-compliance with environmental laws and regulations | 3.6.5 | | | | |
| **GRI 308: Supplier environmental assessment – 2016** | 308-1 New suppliers that were screened using environmental criteria | 3.4.4.2 | | | | |
| | 308-2 Negative environmental impacts in the supply chain and actions taken | 3.4.4.2 | | | | |
| **SOCIAL STANDARDS** | | | | | | |
| **GRI 3: Management approach – 2021** | 3-1 Process to determine material topics | 3.2.1 | | | | |
| **GRI 3: Management approach – 2021** | 3-2 List of material topics | 3.2.1 | | | | |
| ***Material topics*** | | | | | | |
| **GRI 3: Management approach – 2021** | 3-3 Management of material topics | 3.3 ; 3.4 ; 3.5 ; 3.6 | | | | SV-PS-330a.3 |
| **GRI 401: Employment - 2016** | 401-1 New employee hires and employee turnover | 3.3.2 | | | | SV-PS-000.A; SV-PS-000.B; SV-PS-330a.2 |
| | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | 3.3.2.3 | | | | |
| | 401-3 Parental leave | 3.3.4.3 | | | | |
| **GRI 402: Labor/ management relations – 2016** | 402-1 Minimum notice periods regarding operational changes | 3.3.6.2 | | | | |

| GRI standard/ other source | Disclosure | URD location (chapter) | Omission: Missing requirement(s) | Omission: Reason | Omission: Explanation | SASB |
|---|---|---|---|---|---|---|
| **GRI 403: Occupational health and safety – 2018** | 403-1 Occupational health and safety management system | 3.3.5.1 | | | | |
| | 403-2 Hazard identification, risk assessment, and incident investigation | 3.3.5.2 | | | | |
| | 403-3 Occupational health services | 3.3.5.5 | | | | |
| | 403-4 Worker participation, consultation, and communication on occupational health and safety | 3.3.5.1 | | | | |
| | 403-5 Worker training on occupational health and safety | 3.3.5.1 | | | | |
| | 403-6 Promotion of worker health | 3.3.5.5 | | | | |
| | 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | 3.3.5.2 | | | | |
| | 403-8 Workers covered by an occupational health and safety management system | 3.3.5.2 | | | | |
| | 403-9 Work-related injuries | 3.3.5.4 | | | | |
| | 403-10 Work-related ill-health | 3.3.5.5 | | | | |
| **GRI 404: Training and education – 2016** | 404-1 Average hours of training per year per employee | 3.3.3.2 | | | | |
| | 404-2 Programs for upgrading employee skills and transition assistance programs | 3.3.3.3 | | | | |
| | 404-3 Percentage of employees receiving regular performance and career development reviews | 3.3.3.3 | | | | |
| **GRI 405: Diversity and equal opportunity – 2016** | 405-1 Diversity of governance bodies and employees | 3.3.2.1; 3.3.7.1 | | | | SV-PS-330a.1 |
| | 405-2 Ratio of basic salary and remuneration of women to men | 3.3.7.1 | | | | SV-PS-330a.1 |
| **GRI 406: Non-discrimination – 2016** | 406-1 Incidents of discrimination and corrective actions taken | 3.4.2.2 | | | | |
| **GRI 407: Freedom of association and collective bargaining – 2016** | 407-1 Operations and suppliers with a right to freedom of association | 3.4.4.2 | | | | |
| **GRI 408: Child labor – 2016** | 408-1 Operations and suppliers at significant risk for incidents of child labor | 3.4.4.2 | | | | |
| **GRI 409: Forced or compulsory labor – 2016** | 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor | 3.4.4.2 | | | | |
| **GRI 410: Security practices – 2016** | 410-1 Security personnel trained in human rights policies or procedures | 3.3.4.5 | | | | |
| **GRI 411: Rights of indigenous peoples – 2016** | 411-1 Incidents of violations involving rights of indigenous peoples | | X | Not applicable | Teleperformance's sites are located in urban areas. | |
| **GRI 412: Human rights assessment – 2016** | 412-1 Operations that have been subject to human rights reviews or impact assessments | 3.3.4.5 | | | | |
| | 412-2 Employee training on human rights policies or procedures | 3.3.4.5 | | | | |
| | 412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening | 3.4.4.2 | | | | |

| GRI standard/ other source | Disclosure | URD location (chapter) | Omission: Missing requirement(s) | Reason | Explanation | SASB |
|---|---|---|---|---|---|---|
| **GRI 413: Local communities – 2016** | 413-1 Operations with local community engagement, impact assessments, and development programs | 3.5.2.2 | | | | |
| | 413-2 Operations with significant actual and potential negative impacts on local communities | 3.5.2.2 | X | | | |
| **GRI 414: Supplier social assessment – 2016** | 414-1 New suppliers that were screened using social criteria | 3.4.4 | | | | |
| | 414-2 Negative social impacts in the supply chain and actions taken | 3.4.4.2 | | | | |
| **GRI 415: Public policy – 2016** | 415-1 Political contributions | | X | Not applicable | Teleperformance does not make any political contributions as stated in its code of conduct. | |
| **GRI 416: Customer health and safety – 2016** | 416-1 Assessment of the health and safety impacts of product and service categories | 3.2.2; 3.3.5 | | | | |
| | 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services | 3.4.2 | | | | |
| **GRI 417: Marketing and labeling – 2016** | 417-1 Requirements for products and service information and labeling | | X | Not applicable | Teleperformance is a business services company which does not provide labeling. | |
| | 417-2 Incidents of non-compliance concerning product and service information and labeling | | X | Not applicable | Teleperformance is a business services company which does not provide labeling. | |
| | 417-3 Incidents of non-compliance concerning marketing communications | | X | Not applicable | Teleperformance is a business services company. It has not encountered any non-compliance in this area. | |
| **GRI 418: Customer privacy – 2016** | 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data | 3.4.3 | | | | SV-PS-230a.1; SV-PS-230a.2; SV-PS-230a.3 |
| **GRI 419: Socioeconomic compliance – 2016** | 419-1 Non-compliance with laws and regulations in the social and economic area | 2.1.3; 3.4.2 | | | | SV-PS-510a.1; SV-PS-510a.2 |

# 3.9 REPORT BY ONE OF THE STATUTORY AUDITORS, APPOINTED AS INDEPENDENT THIRD PARTY, ON THE CONSOLIDATED NON-FINANCIAL STATEMENT

*This is a free English translation of the Statutory Auditor's report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.*

**For the year ended 31 December 2022**

To the Shareholders,

In our capacity as Statutory Auditor of your company (hereinafter the "entity"), appointed as independent third party and accredited by COFRAC under number 3-1884[(1)], we have undertaken a limited assurance engagement on the historical financial information (observed or extrapolated) in the consolidated non-financial statement, prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), for the year ended 31 December 2022 (hereinafter, the "Information" and the "Statement" respectively), presented in the Group's management report pursuant to the legal and regulatory provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (Code de commerce).

## Limited assurance conclusion

Based on the procedures we have performed, as described under the "Nature and scope of procedures" and the evidence we have obtained, nothing has come to our attention that cause us to believe that the consolidated non-financial statement is not prepared in accordance with the applicable regulatory provisions and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

## Preparation of the non-financial performance Statement

The absence of a commonly used generally accepted reporting framework or a significant body of established practices on which to draw to evaluate and measure the Information allows for different, but acceptable, measurement techniques that can affect comparability between entities and over time.

Consequently, the Information needs to be read and understood together with the Guidelines, summarized in the Statement and available on the Entity’s website or on request from its headquarters.

## Inherent limitations in preparing the Information

The Information may be subject to uncertainty inherent to the state of scientific and economic knowledge and the quality of external data used. Some information is sensitive to the choice of methodology and the assumptions or estimates used for its preparation and presented in the Statement.

## Responsibility of the entity

Management of the Entity is responsible for:

- selecting or establishing suitable criteria for preparing the Information;
- preparing a Statement pursuant to legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators, and the information set out in Article 8 of Regulation (EU) 2020/852 (Green Taxonomy);
- preparing the Statement by applying the Entity’s “Guidelines” as referred above; and
- designing, implementing and maintaining internal control over information relevant to the preparation of the Information that is free from material misstatement, whether due to fraud or error.

The Statement has been prepared by the Board of Directors.

(1) *Accreditation Cofrac Inspection, number 3-1884, scope available at www.cofrac.fr*

## Responsibility of the Statutory Auditor, appointed as independent third party

Based on our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- The compliance of the Statement with the requirements of Article R. 225-105 of the French Commercial Code;
- The fairness of the information provided pursuant to part 3 of sections I and II of Article R. 225-105 of the French Commercial Code, i.e., the outcomes of policies, including key performance indicators, and measures relating to the main risks, hereinafter the "Information".

As we are engaged to form an independent conclusion on the Information as prepared by management, we are not permitted to be involved in the preparation of the Information as doing so may compromise our independence.

It is not our responsibility to report on:

- The entity's compliance with other applicable legal and regulatory provisions (particularly with regard to the information set-out in Article 8 of Regulation (EU) 2020/852 (Green taxonomy), the French Duty of care law, and provisions against corruption and tax evasion);
- The fairness of information set-out in Article 8 of Regulation (EU) 2020/852 (Green Taxonomy);
- the compliance of products and services with the applicable regulations.

## Applicable regulatory provisions and professional guidance

We performed the work described below in accordance with Articles A. 225-1 et seq. of the French Commercial Code, the professional guidance issued by the French Institute of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes) applicable to such engagement, in particular the professional guidance issued by the Compagnie Nationale des Commissaires aux Comptes, "Intervention du commissaire aux comptes - Intervention de l'OTI - Déclaration de performance extra-financière", acting as the verification program, and with the International Standard on Assurance Engagements 3000 (revised)[1].

## Our independence and quality control

Our independence is defined by the provisions of Article L. 822-11 of the French Commercial Code and the French Code of Ethics for Statutory Auditors (Code de déontologie) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures aimed at ensuring compliance with applicable legal and regulatory requirements, ethical requirements and the professional guidance issued by the French Institute of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes) relating to this engagement.

## Means and resources

*Our work engaged the skills of nine people between November 2022 and February 2023 and took a total of six weeks.*

*We were assisted in our work by our specialists in sustainable development and corporate social responsibility. We conducted twenty interviews with the people responsible for preparing the Statement.*

*(1) ISAE 3000 (Revised) - Assurance Engagements Other Than Audits or Reviews of Historical Financial Information*

## Nature and scope of procedures

We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the Information is likely to arise.

The procedures we performed were based on our professional judgment. In carrying out our limited assurance engagement on the Information:

- We obtained an understanding of all the consolidated entities' activities, and the description of the main risks associated;
- We assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, taking into account, where appropriate, best practices within the sector;
- We verified that the Statement includes each category of social and environmental information set out in article L. 225-102-1 as well as information regarding compliance with human rights and anti-corruption and tax avoidance legislation;
- We verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the main risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code;
- We verified that the Statement presents the business model and a description of the main risks associated with all the consolidated entities' activities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the main risks;
- We referred to documentary sources and conducted interviews to:
  - assess the process used to identify and confirm the main risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the main risks and the policies presented;
  - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix. Concerning certain risk[(1)], our work was carried out on the consolidating entity, for the other risks, our work was carried out on the consolidating entity and on a selection of entities[(2)].
- We verified that the Statement covers the scope of consolidation, i.e. all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code, within the limitations set out in the Statement;
- We obtained an understanding of internal control and risk management procedures the Entity has implemented and assessed the data collection process aimed at ensuring the completeness and fairness of the Information;
- For the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix, we implemented:
  - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
  - tests of details, using sampling techniques, in order to verify the proper application of definitions and procedures and reconcile the data with supporting documents. This work was carried out on a selection of contributing entities[4] and covers between 15% and 100% of the consolidated data relating to the key performance indicators and outcomes selected for these tests;
- We assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

The procedures performed in a limited assurance review are less in extent than for a reasonable assurance opinion in accordance with the professional guidance of the French Institute of Statutory Auditors *(Compagnie Nationale des Commissaires aux Comptes)*; a higher level of assurance would have required us to carry out more extensive procedures.

Paris-La Défense, on Date

KPMG S.A.

| | |
|---|---|
| Jacques Pierre | Anne Garans |
| *Partner* | *ESG Expert* |

*(1) Health and safety, Workplace well-being, Social dialogue, Employee/management relations, Governance, Ethics and compliance, Fight against tax evasion, Data and cyber security, Protection of personal data, Dialogue and transparency with stakeholders, Impact on local employment.*

*(2) Teleperformance CRM, DIBS India*

## Appendix

| Qualitative information (actions and results) considered most important |
|---|
| Employee well-being assessment systems |
| Management system for employee health and safety |
| Commitments and mechanisms for ethical business practice and the fight against corruption |
| Agreements on social dialogue practices |
| Customer satisfaction assessment systems |
| Practices in terms of dialogue with stakeholders |
| Promotion of professional integration and access to employment |
| Inclusion and diversity assessment systems |
| Policies and actions for the protection of personal data |

| Key performance indicators and other quantitative results considered most important |
|---|
| Total workforce by gender and age at 31 December |
| Annual FTE workforce |
| Number of hires and departures by reason |
| Training hours per employee |
| Share of women in management positions |
| Absenteeism rate (staff) |
| Internal promotion rate |
| Electricity consumption |
| Share of renewable energy in electricity consumption |
| Total greenhouse gas emissions from scopes 1 and 2 |
| Carbon footprint per employee (scopes 1 and 2) |
| Total greenhouse gas emissions from scope 3 (air travel, home-work travel, purchases of goods and services) |
| Percentage of admissible alerts registered in the ethical alert system |
| Percentage of employees working in a subsidiary recognized as a best employer |
| Percentage of sites certified to ISO 27701 |

# Corporate governance

This chapter constitutes the Board of Directors' corporate governance report presented to the shareholders' meeting of Teleperformance SE to be held on April 13th, 2023, in accordance with the provisions of Articles L.22-10-8 to L.22-10-11 and L.225-37-4 of the French Commercial Code. It was drawn up with the assistance of the senior management, the legal department and the financial department on the basis, in particular, of the works of the Board of Directors and its committees. It has been approved by the Board of Directors at its meeting held on February 16th, 2023, after review by the Remuneration and Appointments Committee and after approval of the Audit, Risk and Compliance Committee and the CSR Committee for items under their supervision.

## Corporate Governance Code

The Company refers to the AFEP-MEDEF corporate governance code (the "AFEP-MEDEF code") available on the MEDEF website (www.medef.com). In accordance with Article L.22-10-10 of the French Commercial Code, the present report specifies the recommendations of the AFEP-MEDEF code that have been set aside and the reasons therefore. The table below shows recommendations of the code that have not been applied by Teleperformance SE, its practices and its justifications.

| Recommendations of the AFEP-MEDEF code set aside or not applied | Teleperformance SE's practices and justifications |
|---|---|
| **Non-compete compensation (§25)**<br><br>§ 25.3 When the agreement is concluded, the Board must incorporate a provision that authorizes it to waive the application of this agreement when the officer leaves. | The Board of Directors, at its meeting held on November 30th, 2017, upon recommendation of its Remuneration and Appointments Committee, authorized the amendment of the non-compete undertaking entered into between Mr. Daniel Julien, Chairman and Chief Executive Officer, the Company and its subsidiary Teleperformance Group, Inc. The third amendment to this undertaking was signed on December 1st, 2017.<br><br>It is reminded that this non-compete undertaking, entered into in 2006, and subsequently amended by decisions of the Board meetings held on May 31st, 2011, November 30th, 2011 and November 30th, 2017, was approved by the shareholders' meetings held on June 1st, 2006, May 29th, 2012 and April 20th, 2018.<br><br>At the same meeting held on November 30th, 2017, the Board also authorized the non-compete undertaking between the Company and its Deputy Chief Executive Officer, Mr. Olivier Rigaudy. This undertaking was signed on February 1st, 2018.<br><br>For these two undertakings, the Board of Directors has made the choice in the deliberate interest of the Group, not to introduce a stipulation likely to make the non-compete obligation of the executive officers uncertain at the time of their departure.<br><br>Teleperformance is a leader in its market. The success and sustainability of the Group is based on the vision instilled by its leaders, the strength of its values, the involvement of its talents and a complex organization to make agile a multinational present in 91 countries and employing more than 410,000 people as of 2022 year-end. In addition, the Group has entered a phase of transformation, particularly digital, involving important strategic and technical choices and a profound evolution of its business model. The elements which allow this mutation are the fruit of investments in reflection and experimentation. The protection of business secrets and, more generally, information on the strategy and organization of the Group is therefore essential for its durability and the effective protection of its legitimate interests.<br><br>For this purpose, the Board of Directors adopted a clear position with regard to key executive officers in the event of departure: they prohibit any competition, in any form whatsoever, during the contract period. The exercise of an option to waive the non-compete obligation at the time of departure is based, presumably, on conjectures as to the activity of the outgoing executive officer in the months following his departure. Through these non-compete undertakings, the obligations of key executive officers after their departure are thus unambiguous and create a strong, clear and engaging relationship for both parties. The Board of Directors believes that the introduction of an opt-out option to its benefit would weaken this policy, to the detriment of protecting the interests of the Group and all its stakeholders (employees, clients and shareholders). |
| § 25.4 The Board must also make provision for no non-competition benefit to be paid once the officer claims his or her pension rights. In any event, no benefit can be paid over the age of 65. | With regard to this recommendation, introduced in June 2018, the Board of Directors decided not to amend the provisions of the non-compete agreements, as approved by the shareholders' meeting held on April 20th, 2018, to introduce a condition of age given the management criteria and the Group policy on the departure of corporate officers (see *supra,* about §25.3) which must remain independent of the age of the outgoing officer.<br><br>Protecting the Group's strategic interests in case of departure is essential. The Board wishes to protect the Group not only from direct competition situations but also from more passive situations, such as non-executive positions or consulting, allowing the disclosure even indirectly of information about the Group which together form its essence and the cement of its success. The risk against which the Group wishes to protect itself by the conclusion of such agreements does not disappear, in fact, with age. |
| § 25.6 The non-competition benefit must be paid in instalments during its term. | The provisions of the non-compete agreements provide for (as has been the case since their conclusion):<br>(i) with regard to the agreement incumbent on Mr. Daniel Julien, Chairman and Chief Executive Officer: a single payment of the non-compete compensation;<br>(ii) with regard to the agreement incumbent on Mr. Olivier Rigaudy, Deputy Chief Executive Officer: a single or several payments (over 12 months) as chosen by him.<br>The non-compete agreements provide for recovering mechanisms on a prorated basis of the compensation already paid in the event of death. |

# 4.1 GOVERNANCE

## 4.1.1 Governance structure (as of December 31st, 2022)

### BOARD OF DIRECTORS

**Comprised of 16 members,**
it determines the strategic orientations of the Company and ensures their implementation.
It is assisted by three specialized committees.

- AUDIT, RISK AND COMPLIANCE COMMITTEE
- REMUNERATION AND APPOINTMENTS COMMITTEE
- CSR COMMITTEE

### EXECUTIVE MANAGEMENT

**Chairman and Chief Executive Officer**
He has full powers to act in any circumstances in the Company's name within the limits of the corporate purpose and subject to the powers expressly reserved by law to shareholders' meetings and the Board of Directors.
He presides over the Executive Committee.

**Deputy Chief Executive Officer**
He assists the Chairman and Chief Executive Officer and has the same powers vis-à-vis third parties.

### EXECUTIVE COMMITTEE

Consisting of a reduced number of key managers, it is responsible for the Group's operational management and implements the strategic orientations defi ned by the Board of Directors.

### MANAGEMENT COMMITTEE

Consisting of all the members of the Executive Committee and the main key operational and functional managers of the Group, it assists the executive management and the Executive Committee in the development and coordination of key strategic projects and initiatives set out by the Executive Committee.

## Choice of the method of exercise of executive management

Under the terms of Article 19 of the articles of association, executive management is exercised under the responsibility of either the Chairman of the Board or another individual appointed by the Board of Directors and who has the title of Chief Executive Officer *(directeur général).*

The Board of Directors chooses between these two ways of exercising the executive management. The shareholders and third parties must be informed of this choice in accordance with the terms laid down by law.

The Chief Executive Officer has full powers to act in any circumstances in the Company's name. He must exercise his powers within the limits of the corporate purpose and subject to the powers expressly reserved by law to general meetings of shareholders and the Board of Directors.

Upon proposal by the Chief Executive Officer, the Board of Directors may appoint one or more individuals responsible for assisting the Chief Executive Officer, with the title of Deputy Chief Executive Officer *(directeur général délégué).* With the Chief Executive Officer's agreement, the Board of Directors determines the scope and duration of the powers granted to the Deputy Chief Executive Officers who have the same powers as the Chief Executive Officer *vis à-vis* third parties.

The AFEP-MEDEF code, which does not favour any particular type of structure, provides that the Board of Directors may opt between a separation or a combination of the functions of Chairman of the Board and Chief Executive Officer depending on specific requirements. The chosen structure and the reasons for it are notified to shareholders and third parties.

The combined shareholders' meeting held on May 31st, 2011 approved the Company's change of its governance from a dual structure consisting of a Supervisory Board and a Management Board to a single governance structure consisting of a Board of Directors.

At its meeting held on October 13th, 2017, the Board of Directors, upon recommendation of its Remuneration and Appointments Committee, put an end to the separation of functions adopted in May 2013 and appointed a Deputy Chief Executive Officer.

The governance structure set up in October 2017 is structured around a Chairman and Chief Executive Officer, Mr. Daniel Julien, founder and historical leader of the Group and a Deputy Chief Executive Officer, Mr. Olivier Rigaudy. The Board of Directors regularly reviews the appropriateness of this structure. It does not oppose in principle to a separation of the functions and ensures that the model chosen enables it to exercise its control efficiently and the Company to continue with its development path.

The Board considered that the combination of the functions of Chairman of the Board and Chief Executive Officer and the appointment of a Deputy Chief Executive Officer enables the Group to assert a more transparent, rectilinear and, above all, flexible management organization structure. They encourage the acceleration of the strategic decision-making process and decision-making circuits so that decisions can be implemented more quickly to meet the Group's current and future challenges. The Board also ensured that a solid succession plan is in place.

In particular, the Board relied on the new executive management structure implemented in September 2019, modified in order to be more relevant with regards to the short, medium and long-term challenges and strategy of Teleperformance. Since that date, it has consisted of a structure built around the Chairman and Chief Executive Officer, the Chief Operating Officer and a General Management Committee, comprising the Executive Committee and the Group's key managers in their respective areas of expertise. This organization helps strengthening the Group's operational excellence and building up a talent pool.

In an effort to strengthen the continuity of the balance of powers and the active and constructive exchanges within it, the Board also created, at its meeting held on February 28th, 2018, the function of Lead Independent Director. It set forth the missions of the Lead Independent Director and enshrined them in its Internal Regulations (see section 4.1.2.2.3 *Lead Independent Director* below). It also decided to appoint Mr. Patrick Thomas, independent director, as Lead Independent Director.

On the occasion of its annual discussion on the choice of governance structure, the Board of Directors, at its meeting held on February 16th, 2023, considered that the combination of functions of Chairman and Chief Executive Officer remains appropriate and relevant in the particular case of Mr. Daniel Julien, as the historical founder of Teleperformance and given his individual and collective performance, the governance's dynamic (Board in majority independent, lead independent director) and works carried out on succession plans.

The limitations brought to the powers of the executive management are described in the Internal Regulations of the Board of Directors (see section 4.1.2.2.1 below) and in the articles of association (available on the Company's website).

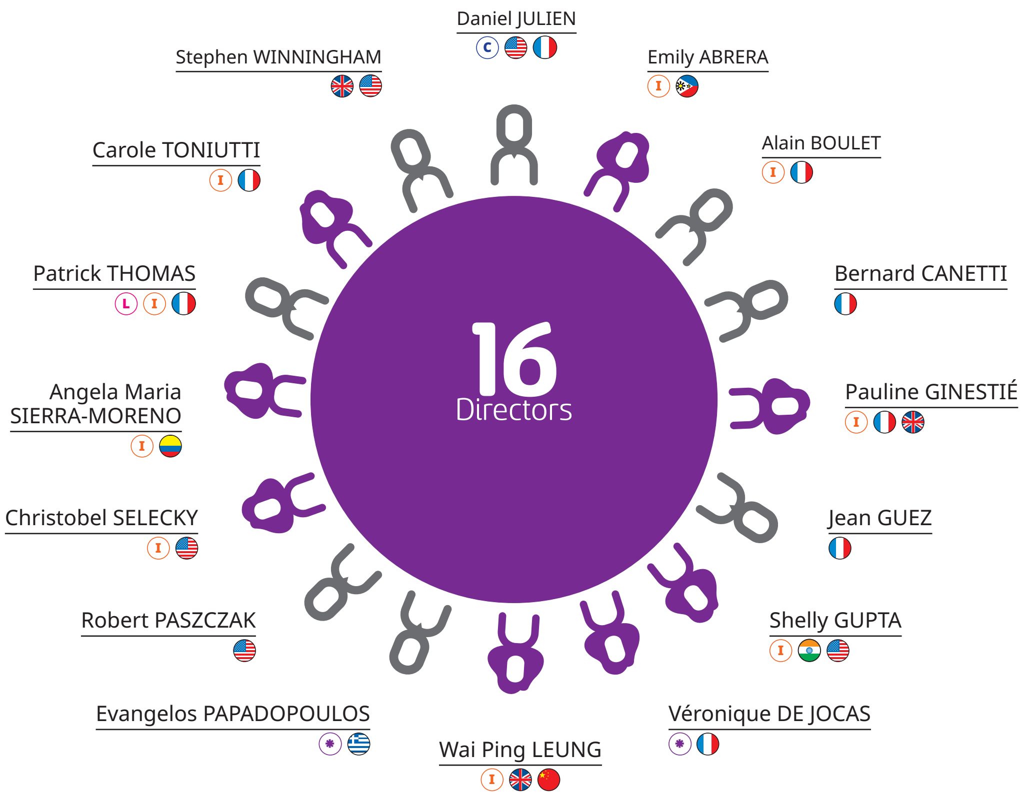
## 4.1.2 The Board of Directors

### 4.1.2.1 Composition of the Board of Directors

**General information on director's term of office**

| | |
|---|---|
| **Number of directors**<br>(Article 14 of the articles of association) | The Company is managed by a Board of Directors comprising 3 to 18 members, subject to the statutory exception in the event of a merger. Board members may be individuals or legal entities.<br>The Board of Directors also includes one or two directors representing the employees, the modalities for their appointment and their status are defined by the applicable legal and regulatory provisions and the articles of association. In accordance with the legal provisions, the number of directors representing the employees is determined depending on the number of directors serving at the Board at the date of their taking of office. |
| **Term of office**<br>(Article 14 of the articles of association) | Directors are appointed for a three-year term, which expires at the end of the ordinary shareholders' meeting called to approve the financial statements for the year ended and held in the year in which the appointment expires. The ordinary shareholders' meeting may appoint one or several directors for a two-year term, on an exceptional basis, and solely to enable the implementation or continuation of the staggering of directors' terms. Directors may be re-elected.<br>For directors representing the employees, the duration of their term of office is three years starting as of the date of their appointment. It is renewable, without limitation. |
| **Age limit**<br>(Articles 14, 15 and 19 of the articles of association) | No more than one-third of the serving members of the Board of Directors may be more than 75 years of age.<br>The Chairman of the Board of Directors may remain in office until the age of 76, and the Chief Executive Officer and Deputy Chief Executive Officers may remain in office until the age of 75. |
| **Ownership of shares of the Company**<br>(Article 14 of the articles of association and Article 1.1 of the Internal Regulations of the Board) | Pursuant to the articles of association and the internal regulations as modified as of February 17th, 2022, each director must hold at least 200 shares of the Company during his or her term of office (with the exception of directors representing the employees that are not obliged to be owners of a minimum number of Company shares).<br>The number of shares held by each director is presented in the paragraph *List of directors in office* below and equals, in value, to more than one year's remuneration in respect of their positions as directors.<br>Furthermore, executive officers must retain in the registered form, further to grants of performance shares or equivalents, at least 30% of the shares acquired until the end of their office (see section 4.2.1.2 below). |

## Board of Directors' profile as of December 31st, 2022




C Chairman and CEO
L Lead independent director
I Independent director
✱ Directors representing the employees

**1** lead Independent director

**2** directors representing the employees

**64 %** of independent directors (1)

**50 %** of women (2)

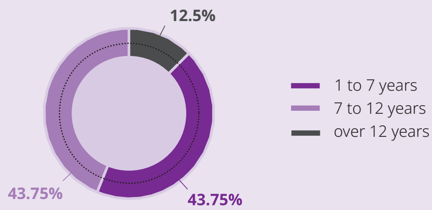
**64** Average age

**8** nationalities represented

China, Colombia, United States, France, Greece, Inde, Philippines, United Kingdom

**63 %** of binational or non-French directors

### Presence whithin the Board




*(1) Excluding directors representing the employees in accordance with the AFEP-MEDEF code (§10.3).*

*(2) Excluding directors representing the employees in accordance with Article L.225-27-1 of the French Commercial Code.*

**List of directors in office** (information as of December 31st, 2022)

| | Personal information | | | | Experience | Position on the Board | | | |
|---|---|---|---|---|---|---|---|---|---|
| | **Age** | **Gender** | **Nationality** | **Number of shares** | **Number of directorships in listed companies[1]** | **Date of first appointment** | **End of term of office[2]** | **Seniority** | **Member of a Committee** |
| **EXECUTIVE OFFICER** | | | | | | | | | |
| Daniel Julien<br>*Chairman and Chief Executive Officer* | 70 | M | | 1,190,647 | 0 | 05/31/2011 | 2024 GM | 33 y [3] | - |
| **INDEPENDENT DIRECTORS** | | | | | | | | | |
| Emily Abrera | 75 | F | | 1,000 | 0 | 11/27/2012 | 2024 GM | 10 y 1 m | RAC (Chair) |
| Alain Boulet | 73 | M | | 600 | 0 | 05/31/2011 | 2024 GM | 11 y 7 m | ARCC (Chair) |
| Pauline Ginestié | 52 | F | | 1,000 | 0 | 04/28/2016 | 2025 GM | 6 y 8 m | CSRC |
| Shelly Gupta | 48 | F | | 300 | 0 | 04/14/2022 | 2025 GM | 8 m | - |
| Wai Ping Leung | 70 | F | | 1,000 | 0 | 04/28/2016 | 2025 GM | 6 y 8 m | CSRC |
| Christobel Selecky | 67 | F | | 1,250 | 1 | 05/07/2014 | 2023 GM | 8 y 8 m | CSRC |
| Angela Maria Sierra-Moreno | 68 | F | | 1,000 | 0 | 05/07/2014 | 2023 GM | 8 y 8 m | CSRC (Chair) |
| Patrick Thomas[4] | 75 | M | | 500 | 2 | 11/30/2017 | 2025 GM | 5 y 1 m | RAC |
| Carole Toniutti | 51 | F | | 227 | 0 | 04/14/2022 | 2025 GM | 8 m | ARCC |
| **NON-INDEPENDENT DIRECTORS** | | | | | | | | | |
| Bernard Canetti | 73 | M | | 5,235 | 0 | 06/23/2005 | 2024 GM | 17 y 6 m | RAC |
| Jean Guez | 77 | M | | 1,000 | 0 | 01/29/2010 | 2023 GM | 12 y 11 m | ARCC |
| Robert Paszczak | 72 | M | | 1,014 | 0 | 06/02/2010 | 2023 GM | 12 y 7 m | - |
| Stephen Winningham | 73 | M | | 1,000 | 0 | 06/02/2010 | 2023 GM | 12 y 7 m | - |
| **DIRECTORS REPRESENTING THE EMPLOYEES** | | | | | | | | | |
| Véronique de Jocas | 39 | F | | 1,250 | 0 | 09/09/2020 | 09/08/2023 | 2 y 4 m | RAC |
| Evangelos Papadopoulos | 40 | M | | 0 | 0 | 11/02/2020 | 11/01/2023 | 2 y 2 m | - |

*(1) In companies other than the Company.*
*(2) It is specified that the Company has adopted a system of staggering of terms, which explains why expiry dates vary.*
*(3) It is reminded that Mr. Daniel Julien is the historical founder of the Group. The initial date of appointment indicated corresponds to the date of change of governance adopted by the shareholders' meeting.*
*(4) Mr. Patrick Thomas is also Lead Independent Director (see section 4.1.2.2.3 Lead Independent Director below).*
*RAC: Remuneration and Appointments Committee. ARCC: Audit, Risk and Compliance Committee. CSRC: CSR Committee.*

For the purposes of their appointments, the directors and the executive management are domiciled at the Company's registered office.

Main activities and terms of office exercised by directors in office

**70 years old**

**Nationalities:**
French and American

**Number of shares held:**
1,190,647

**Term of office:**
2024 GM

# Daniel Julien

**CHAIRMAN AND CHIEF EXECUTIVE OFFICER**

Skills

## Expertise and experience

Mr. Daniel Julien was born on December 23rd, 1952 and holds an Economics Degree from Paris X University. In 1978, he founded the Teleperformance telemarketing company in a Paris office with only ten telephone lines, at the age of 25. By 1985, only a few years later, Teleperformance had become the market leader in France. The Group opened subsidiaries in Belgium and Italy the following year. In 1988, the Group continued its European development by adding subsidiaries in Spain, Germany, Sweden and the United Kingdom, and in 1995 it became the European market leader. In 1993, under the leadership of its founder, the Group continued its international expansion by opening a call center in the United States, followed by Asia in 1996 and then Latin America, including Mexico in 2002 and Argentina and Brazil in 2004. The Group founded by Daniel Julien has been the global leader in the customer relations management market since 2007.

Mr. Daniel Julien was Chairman of the Management Board of the Company and then Chairman and CEO from May 2011 to May 2013 further to the change of governance structure (from a dualist to a monistic governance structure). From May 2013 to October 2017, he served as the Group executive Chairman. Since October 13th, 2017, he serves Chairman and Chief Executive Officer.

## Current directorships

### Teleperformance Group

- Chairman of the Board and Chief Executive Officer of Teleperformance Group, Inc. (USA)
- Director of various subsidiaries of the Teleperformance Group (USA, Canada and UK)

### Other (non-listed companies)

- Director of Frens Inmobiliaria, S.A. de C.V. (Mexico)
- Director of DJ Plus Operadora Inmobiliaria, S. de R.L. de C.V. (Mexico)
- Director of DJ Plus S. de R.L. de C.V. (Mexico)

## Directorships expired within the last five years

### Teleperformance Group

- Director of Teleperformance Global Services Private Limited (India)
- Director of Teleperformance Business Services India Limited (India)
- Director of Tele-Interpreters LLC (USA)
- Director of Language Line On-Site Interpreting LLC (USA)
- Director of Language Line Services UK II (United Kingdom)
- Director of Language Line Services UK (United Kingdom)
- Director of Communicandum Limited (United Kingdom)
- Director of LL Shell Limited (United Kingdom)

### Other

None

| Finance | Communication/ Marketing and Sales | Management experience in international companies/ entrepreneurship | International experience | Human capital and CSR | Knowledge of the Teleperformance business sector | Digital – Technologies | Knowledge of key clients and sectors |
|---|---|---|---|---|---|---|---|

# Emily Abrera

## INDEPENDENT DIRECTOR
## CHAIR OF THE REMUNERATION AND APPOINTMENTS COMMITTEE

Skills

**75 years old**

**Nationality:**

Filipino

**Number of shares held:**

1,000

**Term of office:**

2024 GM

### Expertise and experience

Ms. Emily Abrera was born on August 6th, 1947 and took up Journalism and Mass Communications at the University of the Philippines. In 1979, she joined the Philippine subsidiary of McCann Erickson, a global advertising communications group, and soon after became Creative Director. She was appointed President in 1992 and became Chairman and Chief Executive Officer of the Company in 1999. Her exemplary management contributed to the agency's success and sustained leadership in a highly competitive environment. After retiring in May 2004, Ms. Abrera served as Chairman of McCann World group Asia-Pacific from 2008 to 2010, as well as Chairman Emeritus of McCann World group in the Philippines.

Ms. Abrera is involved in a number of public interest causes which include literacy, children's and women's rights and protection of the environment. She serves as Chairman of the Children's Hour Philippines organization since 2009. She is also a Board member of the Philippine Eagle Foundation, the Philippine Board on Books for Young People and the Philippine Cancer Society among others.

Ms. Emily Abrera was co-opted to the Board of Directors of the Company on November 27th, 2012. This appointment was ratified at the shareholders' meeting held on May 30th, 2013.

### Current directorships

**Teleperformance Group**

None

**Other (non-listed companies)**

- President of the Foundation for Communication Initiatives (Philippines)
- Chair of the Board of CCI Asia (Philippines)
- Director of Pioneer Insurance (Philippines)
- Chair of the Board of J. Romero Advertising (Philippines)

### Directorships expired within the last five years

**Teleperformance Group**

None

**Other**

None

73 years old

**Nationality:**

French

**Number of shares held:**

600

**Term of office:**

2024 GM

# Alain Boulet

**INDEPENDENT DIRECTOR**

**CHAIR OF THE AUDIT, RISK AND COMPLIANCE COMMITTEE**

Skills

## Expertise and experience

Mr. Alain Boulet was born on June 24th, 1949 and holds a Degree in Psychology, ethology and behavioral sciences from Nanterre University. Between 1975 and 1985, within the Time Warner Group, he designs and implements mail orders to win new clients and build customer loyalty for Southern Europe and then creates the first call centers dedicated to Time Group customers.

In 1985, he became the founding Chairman of the ONE agency. Initially based around its know-how on the mail-order business, the agency will become one of the leaders in terms of design and implementation of customer relationship management and communication strategies both for business to business and for business to consumer. He became Chairman of the SR Marketing Services in 1999, the group acting on the entire specialized marketing services chain. The expertise offered covering upstream and research with qualitative and quantitative studies businesses, data mining or predictive models, as well as the downstream with all specialized communication businesses such as sales promotion, Direct marketing or the Web to Field Marketing, animation and stimulation of sales networks.

As a specialist of Relationship Marketing, data processing and analysis, he has worked, since 2008, as a web marketing consultant for companies in the financial sector integrating e-commerce in their marketing and sales approach.

Mr. Alain Boulet was appointed a director of the Company on May 31st, 2011.

## Current directorships

| Teleperformance Group | Other |
|---|---|
| None | None |

## Directorships expired within the last five years

| Teleperformance Group | Other |
|---|---|
| None | None |

73 years old
**Nationality:**
French
**Number of shares held:**
5,235
**Term of office:**
2024 GM

# Bernard Canetti

**DIRECTOR**
**MEMBER OF THE REMUNERATION AND APPOINTMENTS COMMITTEE**

Skills

## Expertise and experience

Bernard Canetti was born on May 7th, 1949 and graduated from the ESCP Europe Business School in 1972. Bernard Canetti's career has been focused on publishing and innovation. He was Chief Executive Officer of Éditions Robert Laffont's mail-order business until 1984, when he joined the Guilde Internationale du Disque, which he merged with the Éditions Atlas Group in 1986. As CEO, then Chairman and CEO, he turned the Éditions Atlas company over 25 years into a profitable and powerful Group operating in 29 countries and market leader for the publishing of cultural collections. In 2010, he left Éditions Atlas and founded Comme J'aime. He became the company's Chairman. Following a spectacular growth, Comme J'aime is currently in France the reference brand and leader of nutritional re-education programs for overweight people. At the end of 2012, he repurchased the Centre Européen de Formation (European Training Centre) and became the Company's Chairman. He transformed this company into one of the main private establishments providing remote professional training and correspondence courses on the French market. In 2020, he founds the Studio Comme J'aime network which today has 100 care and wellness centers throughout France. He presides over Xynergy Group, a holding company which owns and manages Comme J'aime, the Centre Européen de Formation, Biotyfull Box (minority), Happineo and Studio Comme J'aime.

Mr. Bernard Canetti was appointed to the Supervisory Board of the Company on June 23rd, 2005, and became a director on May 31st, 2011, following the change in the governance structure adopted at the shareholders' meeting.

## Current directorships

**Teleperformance Group**

None

**Other (non-listed companies)**

- Director of Productions Jacques Canetti SAS (France)
- Chairman of Comme J'aime SAS and Comme J'aime Satisfaction Clients SAS (France),
- Chairman of Comme J'aime Deutschland GmbH (Germany)
- Chairman of Comme J'aime Italie SAS and Comme J'aime Italia SRL (Italy)
- Chairman of Studio Comme J'aime SAS and SCJA Opportunities SAS (France)
- Chairman of Xynergy Groupe SAS (France)
- Chairman of Centre Européen de Formation SAS (France)
- Chairman of Happineo SAS (France)
- Manager of Bernard Canetti Entreprises EURL (France)
- Chairman of de Diet Chef Ltd
- Chairman of École 109
- Chairman of Nexelance Group SAS
- Chairman of Jane Plan Ltd
- Chairman of Toutpack SAS
- Chairman of SCI L'Atrium
- Chairman of SCI Xyn Invest

## Directorships expired within the last five years

**Teleperformance Group**

None

**Other**

- Chairman of Provea SAS, Éditions Atlas SAS and Éditions Atlas Inc. (Canada)
- Director of Marathon SAS (France)
- Director of Éditions Majestic SA (France)

**52 years old**
**Nationalities:**
French and British
**Number of shares held:**
1,000
**Term of office:**
2025 GM

# Pauline Ginestié

**INDEPENDENT DIRECTOR**
**MEMBER OF THE CSR COMMITTEE**

Skills

## Expertise and experience

Born on December 30th, 1970, Pauline Ginestié holds an MBA from the Columbia Business School of Columbia University in New York, a diploma in Economics and Finance from Sciences-Po Paris and a Masters degree in English Literature from the Paris X University. She started her career as an auditor with Price Waterhouse Coopers in Paris. In 1999, she joined NetValue USA as product and project manager, before moving to Register.com in 2001.

She became a freelance digital business consultant in 2002 and developed an interest in user experience, leading to a Master of Sciences in Human Computer Interaction/Ergonomics from University College London. She then joined Foviance, a user experience consultancy, before going freelance in 2012 as a customer experience consultant. More recently she has been building on her knowledge of human behaviour to develop an executive and leadership coaching practice. She obtained her "Transformational coach" diploma from Animas in 2021.

Ms. Pauline Ginestié was appointed a director at the shareholders' meeting held on April 28th, 2016.

## Current directorships

| Teleperformance Group | Other |
|---|---|
| None | None |

## Directorships expired within the last five years

| Teleperformance Group | Other |
|---|---|
| None | • Director of PCAS (France) |

77 years old

**Nationality:**

French

**Number of shares held:**

1,000

**Term of office:**

2023 GM

# Jean Guez

**DIRECTOR**

**MEMBER OF THE AUDIT, RISK AND COMPLIANCE COMMITTEE**

Skills

## Expertise and experience

Mr. Jean Guez was born on November 25th, 1945 and is a graduate of the Montpellier Business School and the Paris Institute of Corporate Administration. He also holds a Degree in Chartered Accountancy. From October 1967, he worked as a trainee chartered accountant at SETEC (Paris), and then at Peat Marwick Mitchell (KPMG) from December 1968. In 1972, after qualifying as a chartered accountant and statutory auditor, he joined SO.CO.GE.RE as Chief Executive Officer, a position he held until 1982, when he joined Sofintex as a Managing Partner. He then became a partner of the BDO France Group in 2000, and then of the Deloitte Group in 2006. He is currently a Managing Partner at Conseil CSA.

Mr. Jean Guez was appointed to the Supervisory Board of the Company on January 29th, 2010, and became a director on May 31st, 2011, following the change in the governance structure adopted at the shareholders' meeting.

## Current directorships

### Teleperformance Group

None

### Other (non-listed companies)

- Manager of Cabinet SCA (France)
- Permanent representative of SAS République Participation Conseil as director of Pôle Santé Média (France)

## Directorships expired within the last five years

### Teleperformance Group

- Director of Luxembourg Contact Centers Sarl (Luxemburg)
- Director of Société Tunisienne de Telemarketing SA (Tunisia)
- Director of Société Méditerranéenne de Teleservices SA (Tunisia)
- Director of Société Anonyme Marocaine d'Assistance Client SA (Morocco)

### Other

- Co-manager of SCI Sinimmo (France)
- President of SASU Troubat (France)
- President of SAS République Participation Conseil (France)
- Member of the Supervisory Board of Preciphar SAS (France)

**48 years old**

**Nationalities:**

American and Indian

**Number of shares held:**

300

**Term of office:**

2025 GM

# Shelly Gupta

**INDEPENDENT DIRECTOR**

Skills

## Expertise and experience

Born on March 30th, 1974, Ms. Shelly Gupta holds an Integrated Master of Science degree in Mathematics and Computer Applications from the Indian Institute of Technology in New Delhi. She began her career at Thaumaturgix, a software consulting firm, and then went on to work for Standard & Poor's as a Senior Consultant in the Risk Solutions group.

In 2007 as a founding partner of TutorAndMentor.com, she worked on creating a supplemental educational services company with a mission to leverage technology to deliver affordable and convenient education to K-12 students in the US & UK. She is currently the strategic Chief Financial Officer of The Equity Project Charter Schools in New York City that serves students from underserved communities. She is a founding team member of the school and has been deeply involved in building the school(s) from the ground up since 2009.

As a volunteer CFO, she serves GetMAGIC, a non-profit that provides one-on-one mentoring to middle and high school girls to encourage them to pursue STEM (science, technology, engineering and mathematics) careers.

Ms. Shelly Gupta was appointed a director at the shareholders' meeting held on April 14th, 2022.

## Current directorships

| Teleperformance Group | Other |
|---|---|
| None | None |

## Directorships expired within the last five years

| Teleperformance Group | Other |
|---|---|
| None | None |

39 years old
**Nationality:**
French
**Number of shares held:**
1,250
**Term of office:**
09/08/2023

# Véronique de Jocas

**DIRECTOR REPRESENTING THE EMPLOYEES**
**MEMBER OF THE REMUNERATION AND APPOINTMENTS COMMITTEE**

Skills

## Expertise and experience

Born on January 10th, 1983, Véronique de Jocas holds a Diploma of Specialized Graduate Studies *(diplôme d'études supérieures spécialisées)* in law from Montesquieu Bordeaux IV University. In 2007, she graduated from Kedge Business School with a Specialized degree in Risk Management.

She started her career at Teleperformance in 2008 in the context of the creation of the Group Insurance Manager position. Her objectives consisted in defining and implementing the global insurance management policy of Teleperformance.

Accompanying the Group's development, her expertise widened through the management of cross-disciplinary projects in crisis management, risk management and compliance.

Since 2009, she is a member of the Association for Corporate Risk and Insurance Management (*Association pour le management des risques et des assurances de l'entreprise* or AMRAE).

In 2019, she obtained an Associated in Risk Management Diploma from The Institutes, a US organization specialized in risk and insurance management training then in 2021 the ISO 37001 Anticorruption management system (Lead implementer) certification.

Véronique de Jocas was designated director representing employees by the Social and Economic Committee *(comité social et économique)* of Teleperformance SE on September 9th, 2020.

## Current directorships

| Teleperformance Group | Other |
|---|---|
| None | None |

## Directorships expired within the last five years

| Teleperformance Group | Other |
|---|---|
| None | None |

70 years old

**Nationalities:**

Chinese citizen with British nationality

**Number of shares held:**

1,000

**Term of office:**

2025 GM

# Wai Ping Leung

**INDEPENDENT DIRECTOR**
**MEMBER OF THE CSR COMMITTEE**

Skills

## Expertise and experience

Born on November 3rd, 1952, Ms. Wai Ping Leung holds a master of science in biology from the Northeastern University.

She has been in the apparel industry since 1982 and has experience in supply chain management, retail and marketing. In 1994, she served as regional director responsible for export sales of apparel to European countries at Inchcape Buying Services, which was a global sourcing network and acquired by the Li & Fung Group in 1995. From 2000 to 2010, she served as an executive director and was appointed member of the Li & Fung Board, a company listed in the Hong Kong Stock Exchange, in charge of the exports to Europe and the USA. From 2011 to 2017, she has been the President of LF Fashion, a company of the Li & Fung Group. In July 2017, she was appointed as CEO of Cobalt Fashion Holding Limited, a joint venture company formed by LH Pegasus Holding Limited and South Ocean Knitters Holdings Limited.

Ms. Wai Ping Leung has also served on advisory Boards for the Hong Kong Exporters' Association, the Hong Kong Trade Development Council, the Clothing Industry Training Authority, the Hong Kong Export Credit Insurance Corporation, and former Chairman of the vetting Committee for the Professional Services Development Assistance Scheme of Commerce and Economic Development Bureau of the Hong Kong Government.

Ms. Wai Ping Leung was appointed a director at the shareholders' meeting held on April 28th, 2016.

## Current directorships

**Teleperformance Group**

None

**Other (non-listed companies)**

- Director of various subsidiaries of the Cobalt Fashion Group (Bangladesh, China and United Kingdom)
- Director of Purple Wise Ltd (China)
- Director of Sable Industries Ltd (China)
- Director of Karex Ltd (China)
- Director of Atko Ltd (China)
- Director of Sun alliance Ltd (China)
- Director of Great Bluebell Development Inc. (USA)

## Directorships expired within the last five years

**Teleperformance Group**

None

**Other**

- Director of various subsidiaries of the Cobalt Fashion Group (Cambodia, Canada, China, India, Mauritius, Morocco, Turkey and United Kingdom)

40 years old

**Nationality:**

Greek

**Number of shares held:**

0

**Term of office:**

11/01/2023

# Evangelos Papadopoulos

**DIRECTOR REPRESENTING THE EMPLOYEES**

Skills

## Expertise and experience

Born on December 18th, 1982, Mr. Evangelos Papadopoulos is a graduate on computer programming languages from I.I.E.K. XYNI.

He joined Teleperformance in 2004 as an agent and acquired expertise and knowledge in the contact center industry which eventually scaled up on being an expert operations manager and business strategist with a sound understanding of organizational development.

In 2014, he has been elected as an employee's representative to the Special Negotiation Body that contributed to the implementation of the European Committee Works Council (ECWC) of Teleperformance SE. He continued to serve at the ECWC until 2020 and was re-elected as a member of the ECWC and its bureau. Mr. Papadopoulos is currently Assistant Contact Center Manager of the Attica center in Greece.

He was designated director representing the employees by the ECWC of Teleperformance SE on November 2nd, 2020.

## Current directorships

| Teleperformance Group | Other |
|---|---|
| None | None |

## Directorships expired within the last five years

| Teleperformance Group | Other |
|---|---|
| None | None |

**72 years old**
**Nationality:**
American
**Number of shares held:**
1,014
**Term of office:**
2023 GM

# Robert Paszczak

## DIRECTOR

Skills

### Expertise and experience

Born on August 10th, 1950, Robert Paszczak received a degree in Finance at Northern Illinois University (United States) in 1972. Having risen through the ranks in a national commercial finance company, he became Vice President of the Gary-Wheaton Bank Group in 1981, and then became the director of commercial lending in 1982, a position he held until 1991, when he was appointed director of the Gary-Wheaton Corporation. In 1993, following the acquisition of Gary-Wheaton Bank by First National Bank of Chicago, he continued to serve as Vice-President in charge of commercial banking of Gary-Wheaton Bank. As a result of mergers, between 1995 and 2009, he held successive positions as senior Vice-President at First National Bank of Chicago, American National Bank & Trust Company of Chicago, Bank One Corporation and JP Morgan Chase Bank. He was appointed vice-Chairman of Wheaton Bank & Trust (Wintrust Financial) in March 2010 and became Chairman of the Board in 2013 until his retirement in 2023.

Mr. Robert Paszczak was appointed to the Supervisory Board of the Company on June 2nd, 2010, and has been a director since May 31st, 2011, following the change in the governance structure adopted at the shareholders' meeting.

### Current directorships

**Teleperformance Group**

None

**Other (non-listed companies)**

- Director of Clare Holdings (USA)

### Directorships expired within the last five years

**Teleperformance Group**

None

**Other**

- Chairman of Wheaton Bank & Trust (Wintrust Group) (USA)

67 years old
**Nationality:**
American
**Number of shares held:**
1,250
**Term of office:**
2023 GM

# Christobel Selecky

**INDEPENDENT DIRECTOR**
**MEMBER OF THE CSR COMMITTEE**

Skills

## Expertise and experience

Ms. Christobel Selecky was born on March 9th, 1955, and holds a Bachelor's Degree in Political Science and Philosophy from the University of Delaware (United States) and a Masters' Degree in Public Relations and Communications from Syracuse University (New York). Ms. Selecky has over 40 years' experience in the healthcare sector as a director, manager and company founder. In 1981, she joined FHP International Corporation, a NASDAQ-listed company that administered managed healthcare plans, operated medical and dental clinics, hospitals, and pharmacies, and sold health and workers compensation insurance. She became the President of FHP's largest business unit, the California Health Plan, with US$2 billion in annual revenues serving more than 1 million Medicare, Medicaid, and Commercial health plan members. In 1996, she became co-founder, Chairman, and Chief Executive Officer of LifeMasters Supported Selfcare Inc., a company that provided outsourced, call center-based disease and care management services as part of health care plans and benefits granted by employers, and by public sector employee retirement plans, unions and trusts. The Company provided its services to more than 1 million people in the United States. She has been working as an independent consultant and corporate director since 2010 and provides strategic advice and recommendations to teams of managers and investors involved or seeking to become involved in the healthcare sector at both national and international level.

Ms. Selecky serves on the Board of Directors and chairs the Compensation, Governance and Nominating Committee of Satellite Healthcare, one of the United States' leading not-for-profit providers of kidney dialysis and related services since 1974. She also serves on the Board of Directors and on the Audit and Compensation Committees of ImmunityBio (IBRX) a leading late-clinical-stage immunotherapy company developing next-generation therapies that drive immunogenic mechanisms for defeating cancers and infectious diseases. Finally, she serves on the Board of Directors of Griswold Home Care, a private equity backed non-medical home care company with 200 locations throughout the United States. She is also an Adjunct Professor in the University of California, Irvine Paul Merage School of Business MBA program teaching Healthcare Entrepreneurship.

Ms. Selecky is active in several board governance organizations and currently serves on the Board of Directors of the Pacific Southwest Chapter of the National Association of Corporate Directors, a US national non-profit association providing education and standards for corporate governance and Board excellence. Previously, she served two terms as a member of the Board of trustees, Vice Chair and Chair of the Audit Committee of United Cerebral Palsy, a US national non-profit organization for people with disabilities, and served two terms as Chair of the Board of Directors of Population Health Alliance, a non-profit organization promoting public health care activities through advocacy, research and education.

Ms. Christobel Selecky was appointed a director at the shareholders' meeting held on May 7th, 2014.

## Current directorships

**Teleperformance Group**

None

**Other**

**Listed companies:**

- Director of ImmunityBio (IBRX) (USA)

**Non-listed companies:**

- Director of Satellite Healthcare Inc. (USA)
- Director of Griswold Home Care (USA)

## Directorships expired within the last five years

**Teleperformance Group**

None

**Other**

- Director of Memorial Care Innovation Fund (USA) and American Specialty Health Inc. (USA)
- Member of the Advisory Committee of Houlihan Lokey (USA)
- Director of Verity Health System (USA)
- Director of SCAN Health Plan (USA)

68 years old
**Nationality:**
Colombian
**Number of shares held:**
1,000
**Term of office:**
2023 GM

# Angela Maria Sierra-Moreno

**INDEPENDENT DIRECTOR**
**CHAIR OF THE CSR COMMITTEE**

Skills

## Expertise and experience

Ms. Angela Maria Sierra-Moreno was born on August 30th, 1954 and holds a Degree in Bacteriology from the Colegio Mayor de Antioquia University (Colombia) and a Masters' Degree in Science from the University of Ohio (United States).

Angela Maria Sierra-Moreno has acquired over 20 years' experience in the customer management field in various business sectors. From 1995 to 2002, Ms. Sierra-Moreno was Vice-President in charge of Services at ACES, where one of her main tasks was to coordinate initiatives aimed at changing the Company's culture, in accordance with its requirements and those of the outside environment.

In 2002, she joined Avianca as Vice-President in charge of Services and Human Resources. In this capacity, she contributed to developing a corporate strategy aimed at setting up a customer-centric organizational structure by designing and implementing processes, tools and mechanisms dedicated to customer service for the Company's global operations. Ms. Sierra-Moreno has been an organizational management consultant since 2010, and advises companies and organizations operating in various business sectors on customer relationship management, Human Resources, and cultural and organizational change.

Ms. Angela Maria Sierra-Moreno was appointed a director at the shareholders' meeting held on May 7th, 2014.

## Current directorships

**Teleperformance Group**
None

**Other (non-listed companies)**
- Director of Prestigio (Colombia)

## Directorships expired within the last five years

**Teleperformance Group**
None

**Other**
- Director of LASA SA (Colombia)

75 years old
**Nationality:**
French
**Number of shares held:**
500
**Term of office:**
2025 GM

# Patrick Thomas

**INDEPENDENT DIRECTOR**

**LEAD INDEPENDENT DIRECTOR AND MEMBER OF THE REMUNERATION AND APPOINTMENTS COMMITTEE**

Skills

## Expertise and experience

Patrick Thomas was born on June 16th, 1947 and is a graduate of the *École supérieure de commerce* de Paris (ESCP). He served as Chief Executive Officer of Pernod Ricard U.K. from 1986 to 1989. From 1997 to 2000 he chaired the Lancaster Group, and from 2000 to 2003 he served as Chief Executive Officer of the British company William Grant & Sons. Finally, he was Chief Executive Officer of Hermès International from 1989 to 1997. He rejoined the Hermès Group from 2003 to 2014 as Chief Executive Officer and then manager of Hermès International.

Mr. Patrick Thomas was co-opted to the Board of Directors of the Company on November 30th, 2017. This cooptation was ratified at the shareholders' meeting held on April 20th, 2018. On February 28th, 2018, he was appointed Lead Independent Director.

## Current directorships

**Teleperformance Group**

None

**Other**

**Listed companies:**

- Chairman of the Supervisory Board of Laurent Perrier SA (France)
- Director of Compagnie Financière Richemont SA (Switzerland)

**Non-listed companies:**

- Chairman of the Supervisory Board, the Compensation Committee and the Investments Committee of Ardian Holding (France)
- President of the Supervisory Board of Ardian France SAS (France)
- Vice-Chairman of the Supervisory Board of Massilly Holding (France)
- Director of Shang Xia Trading (China)
- Director of MycoWorks, Inc. (USA)

## Directorships expired within the last five years

**Teleperformance Group**

None

**Other**

- Director and censor (non-voting director) of Remy Cointreau (France)
- Member of the Supervisory Board of Château Palmer (France)
- Manager of Hermès International and various terms of office in subsidiaries of the Hermès Group
- Director, member of the Compensation Committee and Chairman of the Appointments and Governance Committee of Renault SA (France)
- Member of the Supervisory Board of Leica Camera AG (Germany)
- Chairman and director of Full More Group (Hong Kong)

51 years old
**Nationality:**
French
**Number of shares held:**
227
**Term of office:**
2025 GM

# Carole Toniutti

**INDEPENDENT DIRECTOR**
**MEMBER OF THE AUDIT, RISK AND COMPLIANCE COMMITTEE**

Skills

## Expertise and experience

Born on February 6th, 1971, Ms. Carole Toniutti is a chartered accountant and statutory auditor and (graduated in 2000) and obtained a master's degree from the *École supérieure de commerce de Pau* (1992). She began her career at the Parisian audit firm SalustroReydel at the end of 1994 where she mainly worked on audit engagements on large listed groups. She developed strong consolidation skills. In 1999, she joined Bordeaux and joined KPMG Audit, where she worked until 2012 where she leads audit engagements for various groups. After 18 years of audit experience, she joined PwC's Bordeaux office in 2013 and was appointed partner in 2014, in charge of the development of consulting activities.

In 2016, she joined as a co-managing partner the PwC Entrepreneurs branch, dedicated to serve SMEs and mid-caps (a separate partnership from PwC Audit). She creates and coordinates the Deals & Value offer at the national level and is engaged in the firm's strategy in terms of service offers. In June 2021, she participates, with her 58 partners, in the acquisition of this activity leading to the exit of the PwC network, the entry into the PKF International network, and the creation of the ARSILON brand in France (800 employees in 25 offices).

On a daily basis, she manages the Bordeaux office, coordinates and supervises PKF Arsilon's Deals & Value teams at the national level, and supports her clients (mainly regional groups) on accounting, consolidation & reporting, process improvement, transactions, etc. She is also responsible for several statutory audit mandates.

Ms. Carole Toniutti was appointed a director at the shareholders' meeting held on April 14th, 2022.

## Current directorships

**Teleperformance Group**
None

**Other (non-listed companies)**
- Manager of Arsilon Professional Services (France)
- Manager of PFK Arsilon (France)

## Directorships expired within the last five years

**Teleperformance Group**
None

**Other**
None

73 years old
**Nationalities:**
American and British
**Number of shares held:**
1,000
**Term of office:**
2023 GM

# Stephen Winningham

## DIRECTOR

Skills

## Expertise and experience

Mr. Stephen Winningham was born on December 1st, 1949, and holds a Masters in Business Degree (Finance & Marketing) from Columbia University and pursued additional studies in Economics at New York University. He has 35 years of international experience in the banking field. He began his banking career at Citibank, NA, before moving to Drexel Burnham Lambert. He then held management positions at Paine Webber Inc. and Kidder Peabody & Co. in New York, which have since then merged with the UBS Group. He was Managing Director of Salomon Brothers-Citigroup from 1996 to 2007, when he was based in New York and Hong Kong. He became Managing Director of Lloyds Banking in London in 2007, specifically responsible for global finance institutions, and then for diversified industries in 2009-2012. Stephen Winningham has been a managing director and Co-Head of the Corporate Finance – Europe, Middle-East and Africa at Houlihan Lokey in London between February 2012 and November 2020, and was concurrently managing director and member of Houlihan Lokey's global Management Committee. He is now Chairman of Investment Banking, Panmure Gordon. He is also co-Founder of City Harvest, a London charity addressing hunger. Mr. Winningham is also a Trustee of Paddington Development Trust, a London charity focusing on job training and community development in underprivileged neighbourhoods.

Mr. Stephen Winningham was appointed to the Supervisory Board of the Company on June 2nd, 2010 and has been a director since May 31st, 2011 following the change in the governance structure adopted at the shareholders' meeting.

## Current directorships

**Teleperformance Group**

None

**Other (non-listed companies)**

- Member of the Board of Managers of Cascadia Parent LLC (USA)

## Directorships expired within the last five years

**Teleperformance Group**

None

**Other**

- Managing director of Houlihan Lokey (United Kingdom)
- Chairman of Investment Banking of Panmure Gordon (United Kingdom)

## Guiding principles on the composition of the Board of Directors and Committees

### Qualification as independent director

Upon recommendation of the Remuneration and Appointments Committee, the Board conducts, on the appointment, renewal, and in any case, each year, a review of the independence of its members.

The Board of Directors endeavors to ensure that at least half of its members meets the definition of independence in the AFEP-MEDEF code. It qualifies as independent or not its members according to a preliminary recommendation submitted by the Remuneration and Appointments Committee tasked with examining the personal situation of the director in question based on the criteria for independence set out in paragraphs 10.5, 10.6 and 10.7 of the AFEP-MEDEF code. The Board may consider that a given member who fulfills the above independence criteria should not, however, be classified as independent given their specific situation or that of the Company, and *vice versa*.

The Committee, for the preparation of its opinion, endeavours that all the officerships held by directors in other companies having business relationships with the Company will not be of a nature as to compromise the independence and/or the performance of the duties of the directors concerned while taking into account the transactions entered into by the Group with those companies. Its analysis also concerns the other aspects of the business relationship (duration, economic importance, etc.) when such business relationship exists.

Such agreements, if any, are described in paragraph *Statements on the situation of members of the administrative, management and supervisory bodies* hereafter and are, in any case, entered into at market conditions and their amounts are not material either for the Group or for the other parties. As of the date of preparation of this Universal Registration Document, this agreement concerns only a director (Mr. Daniel Julien) who is not qualified as independent. Thus, none of the directors qualified as independent, with regards to the criteria set forth below, have contracted directly or indirectly business relationships with the Company or the Group.

As of December 31st, 2022, the Board comprises 9 independent members out of the 14 directors, it being reminded that directors representing the employees are not taken into account for this calculation.

The independence criteria of the AFEP-MEDEF code retained by the Company are:

| | |
|---|---|
| **Criterion 1** | **Employee or executive officer during the previous five years**<br>Not to be, and not having been for the previous five years:<br>• an employee or an executive officer of the Company;<br>• an employee, executive officer or director of a company that the Company consolidates;<br>• an employee, executive officer or director of its parent company or a company that the latter consolidates. |
| **Criterion 2** | **Cross-directorships**<br>Not to have been for the past five years an executive officer of a company in which the Company holds a directorship, directly or indirectly, or in which an employee appointed as such or an executive officer of the Company holds a directorship. |
| **Criterion 3** | **Significant business relationships**<br>Not to be a customer, supplier, commercial banker, investment banker or consultant:<br>• that is significant to the Company or its Group; or<br>• for which the Company or its Group represents a significant portion of its activity.<br>The evaluation of the significance or otherwise of the relationship with the Company or its Group must be debated by the Board and the quantitative and qualitative criteria that led to this evaluation (continuity, economic dependence, exclusivity, etc.) must be explicitly stated in the annual report. |
| **Criterion 4** | **Family ties**<br>Not to be related by close family ties to an executive officer. |
| **Criterion 5** | **Auditor**<br>Not to have been an auditor of the Company within the previous five years. |
| **Criterion 6** | **Period of office exceeding 12 years**<br>Not to have been a director of the Company for more than 12 years. The loss of the status of independent director occurs on the date of the 12th anniversary. |
| **Criterion 7** | **Status of non-executive officer**<br>A non-executive officer cannot be considered independent if he or she receives variable remuneration in cash or in the form of securities or any remuneration linked to the performance of the Company or Group. |
| **Criterion 8** | **Status of the major shareholder**<br>Directors representing major shareholders of the Company or its parent company may be considered independent provided these shareholders do not take part in the control of the Company. However, beyond a 10% threshold in capital or voting rights, the Board, upon a report from the Appointments Committee, should systematically review the qualification as independent in the light of the composition of the share capital of the Company and the existence of a potential conflict of interest. |

*For the purposes of interpreting this table, (i) the Group includes the Company and any related company, (ii) a related company is any company that controls the Company, or any company controlled by the Company, (iii) control is understood within the meaning of Article L.233-3 of the French Commercial Code and (iv) an executive director is any person who has been appointed as a member of a corporate body (Management Board, Supervisory Board or Board of Directors) and any person appointed to a senior management position.*

The qualification retained by the Board of Directors, upon recommendation of its Remuneration and Appointments Committee, for each of the directors as of December 31st, 2022 is the following:

| | Criteria(1) | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Name** | **Criterion 1** | **Criterion 2** | **Criterion 3** | **Criterion 4** | **Criterion 5** | **Criterion 6** | **Criterion 7** | **Criterion 8** | **Qualification retained by the Board** |
| **Daniel Julien** | x | • | • | • | • | x | • | • | Non-independent |
| **Emily Abrera** | • | • | • | • | • | • | • | • | Independent |
| **Alain Boulet** | • | • | • | • | • | • | • | • | Independent |
| **Bernard Canetti** | • | • | • | • | • | x | • | • | Non-independent |
| **Pauline Ginestié** | • | • | • | • | • | • | • | • | Independent |
| **Jean Guez** | x | • | • | • | • | x | • | • | Non-independent |
| **Shelly Gupta** | • | • | • | • | • | • | • | • | Independent |
| **Véronique de Jocas** (2) | x | • | • | • | • | • | • | • | Non-independent |
| **Wai Ping Leung** | • | • | • | • | • | • | • | • | Independent |
| **Evangelos Papadopoulos** (2) | x | • | • | • | • | • | • | • | Non-independent |
| **Robert Paszczak** | • | • | • | • | • | x | • | • | Non-independent |
| **Christobel Selecky** | • | • | • | • | • | • | • | • | Independent |
| **Angela Maria Sierra-Moreno** | • | • | • | • | • | • | • | • | Independent |
| **Patrick Thomas** | • | • | • | • | • | • | • | • | Independent |
| **Carole Toniutti** | • | • | • | • | • | • | • | • | Independent |
| **Stephen Winningham** | • | • | • | • | • | x | • | • | Non-independent |

*(1) In this table:*
*• means that the independent criterion is satisfied;*
***x** means that the independent criterion is not satisfied.*
*(2) Director representing the employees.*

## Matrix of directors' skills and expertise

| | Finance | Communication/Marketing and Sales | Management experience | International experiences | Human capital and CSR | Knowledge of the Teleperformance business sector | Digital – Technologies | Knowledge of key clients and sectors |
|---|---|---|---|---|---|---|---|---|
| Daniel Julien | ● | ● | ● | ● | ● | ● | ● | ● |
| Emily Abrera | | ● | ● | ● | ● | | | ● |
| Alain Boulet | ● | ● | ● | ● | | ● | | |
| Bernard Canetti | ● | ● | ● | ● | | ● | | ● |
| Pauline Ginestié | ● | ● | | ● | ● | | ● | |
| Jean Guez | ● | | | ● | | ● | | |
| Shelly Gupta | ● | | ● | ● | ● | | | |
| Véronique de Jocas | ● | | | ● | | ● | | ● |
| Wai Ping Leung | | ● | ● | ● | ● | ● | | ● |
| Evangelos Papadopoulos | ● | | | | | ● | ● | ● |
| Robert Paszczak | ● | | | ● | | ● | | ● |
| Christobel Selecky | ● | | ● | ● | ● | ● | | ● |
| Angela Maria Sierra-Moreno | | ● | ● | ● | ● | ● | | ● |
| Patrick Thomas | ● | ● | ● | ● | | | | ● |
| Carole Toniutti | ● | | ● | ● | | | | |
| Stephen Winningham | ● | | ● | ● | ● | ● | | ● |
| | 13 | 8 | 11 | 15 | 8 | 11 | 3 | 11 |

### Finance

Expertise and/or experience of corporate finance, audit and control processes, risks management and insurance, accounting, merger and acquisitions and banking sector.

### Communication/Marketing and Sales

Expertise and/or experience of the communication, marketing and sales professions.

### Management experience in international companies/ entrepreneurship

Experience in general management of entities or groups with an international footprint and setting up of new businesses.

### International experiences

Experience acquired within international groups.

### Human capital and CSR

Expertise and/or experience in, the social and environmental and human resources sectors.

### Knowledge of the Teleperformance business sector

Experience in the client relations sector and knowledge of the Group's operations.

### Digital – Technologies

Expertise and knowledge in terms of new technologies and digital innovation of companies and tools.

### Knowledge of key clients and sectors

Expertise and/or experience in Teleperformance's clients business sectors (health, banking, telecommunications, etc.).

### Directors representing the employees at the Board

Following the amendment of the Company's articles of association approved by the shareholders' meeting held on June 26th, 2020 (22nd resolution) regarding the modalities of appointment of directors representing the employees, two directors representing the employees were appointed. The Social and Economic Committee of Teleperformance SE has, on September 9th, 2020, appointed Ms. Véronique de Jocas as director representing the employees. The European Company Works Council (ECWC) has appointed, on November 2nd, 2020, Mr. Evangelos Papadopoulos under the same quality.

### Diversity policy within the Board of Directors and the Committees

The Board of Directors gives particular importance to the balance of its composition and those of its Committees, in particular in terms of diversity. It relies upon the works of the Remuneration and Appointments Committee which proposes, as often as circumstances require, the desirable evolutions of the composition of the Board and its Committees depending on the Group's strategy and its evolution.

The works of the Committee aim in particular to ensure the synergy of the directors' competences and the diversity of their profiles, to maintain an independence rate within the Board (with regard to the governance structure of the Company and its shareholders), to seek a balanced representation of women and men on the Board, and to promote an adapted representation of directors with different nationalities, in order to assure the shareholders and the market that its missions are performed with the independence, the objectivity and the expertise required.

At its meeting held on December 9th, 2022, the Board of Directors reviewed, pursuant to the provisions of Article L.22-10-10 of the French Commercial Code, its diversity policy applied within it, the objectives of that policy, the manner in which it is implemented as well as the results obtained in 2022.

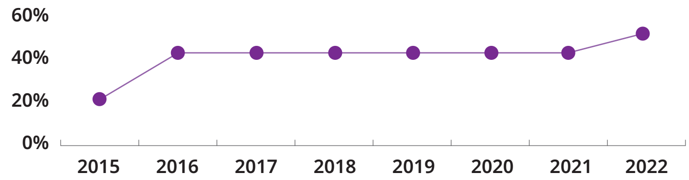
It is reminded that in 2020, following the amendment to the Company's articles of association approved by the shareholders' meeting, two directors representing the employees were appointed. In accordance with the AFEP-MEDEF code recommendations and applicable legal provisions on balanced representation of women and men within the Board of Directors, they are not taken into account in the proportion of independent directors for the calculation of parity. Nevertheless, through their knowledge of the Group and its operations, their area of expertise in terms of risks and insurance and client experience, they enrich the skills of the Board.

Given those elements, the Board considered that its composition was still fully satisfactory in 2022 with regards to the relevant diversity criteria which are the basis of its policy. However, it intends to remain vigilant by examining all the factors of improvement that could, in the future, be beneficial to the dynamism of the Group, either in terms of rejuvenation of the Board, of seniority within it or addition of new or complementary competences and expertise.

The diversity policy within the senior management is described in section 4.1.3 *The Executive Management* below.

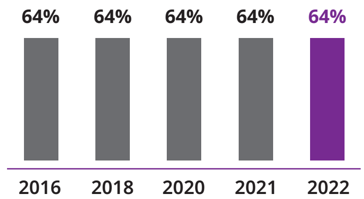
| Criteria | Objectives | Implementation modalities and results obtained in 2022 |
|---|---|---|
| **Board membership** | Continued balanced representation of women and men within the Board | **Objective achieved:** the feminization rate was brought to 50% since the shareholders' meeting held on April 14th, 2022 (43% previously). |

Feminization rate




| | | |
|---|---|---|
| | Continued presence of multiple nationalities | **Objective achieved:** 10 directors are non-French or have dual nationality, *i.e.* 62.5% and eight nationalities are represented. Upon the Board's proposition, the shareholders' meeting approved the renewal in 2022 of the terms of office of three non-French or binational directors and the appointment of one non-French director in order to maintain a strong percentage of internationalization.  |
| | Continued presence of diversified national and international expertise and experience | **Objective achieved:** strong knowledge of the Group and its businesses and those of its clients. Upon the Board's proposition, the shareholders' meeting approved the renewal in 2022 of the terms of office of three directors and the appointment of two directors having skills and areas of expertise in varied and complementary sectors, thus allowing the Board to reach that objective (see paragraph *Matrix of directors' skills and expertise* above). |
| **Independence of Board members** | Maintain proportion of independent members at over 50% | **Objective achieved:** 64% of independent directors. Upon the Board's proposition, the shareholders' meeting approved the renewal in 2022 of the terms of office of three independent directors and the appointment of two directors allowing for the independence rate to be maintained at over 50%. |

Independence rate




| | | |
|---|---|---|
| **Age of Board members** | No more than one third of incumbent Board members over 75 years old. | **Objective achieved:** only one director is over 75 years of age in 2022. |

## Statements on the situation of members of the administrative, management and supervisory bodies

### Family ties

To the Company's knowledge, there are no family ties between the directors and the executive management.

### Absence of conviction or indictment of directors and executive officers

To the Company's knowledge, over the past five years, no member of an administrative, management or supervisory body:

- had been convicted for fraud, or indicted and/or sentenced to an official public sanction by any statutory or regulatory authority (including designated professional bodies);
- had been involved in a bankruptcy, a sequestration of assets or a liquidation procedure or companies put into administration while serving as a member of an administrative, management or supervisory body;
- had been disqualified by a court from acting as a member of the administrative, management or supervisory bodies of a company or from acting in the management or conduct of the affairs of any company.

### Absence of conflicts of interests

The internal regulations of the Board of Directors state that each director must inform the Chairman of the Board of any conflict situation, even potential, between the Company's interests and his or her direct or indirect interests, or those of the shareholder Group that they represent. In addition, said director must abstain from participating in the discussions and in the vote of the corresponding deliberations.

Every director must notify the Board of Directors of any transaction in which he or she is involved and in which the Company or any other Group company has a direct interest, before such transaction is executed. Every director must refrain from personally taking on duties in companies or in relation to business dealings that are in competition with the Company or any other Group company without notifying the Board of Directors in advance. Every director undertakes not to seek or accept from the Company or any other Group company, whether directly or indirectly, any benefits that could be deemed liable to compromise his or her independence.

To the Company's knowledge:

- no potential conflicts of interest are identified between the duties of any one of the members of an administrative, management or supervisory body to the Company and/or the Group and their private interests or other duties;
- no arrangement or agreement exists with the principal shareholders, or with customers, suppliers or others wherein any one of the members of an administrative, management or supervisory body has been selected in such capacity;
- no restriction has been accepted by members of an administrative, management or supervisory body concerning the transfer, in a certain amount of time, of their holdings in the Company, other than restrictions related to performance shares granted to them or in connection with long-term incentive plans.

### Service agreements or agreements entered into with a director

Mr. Daniel Julien, Chairman and Chief Executive Officer, is a 35% shareholder in a company that owns a building leased since 2010 to Servicios Hispanic Teleservices S.C. (a Group subsidiary located in Mexico). The total rental income amounted to US$678,585 in 2022.

The Group regularly ensures, with the support of independent real estate valuation firms, that the aforementioned rent transaction is carried out at below market prices. This agreement is qualified as an ordinary agreement concluded on arm's length terms.

### Loans and guarantees granted to directors

The Company has not granted any loans nor guarantees to any of its directors.

### Interests in Group companies held by directors

To the Company's knowledge, no director or member of the executive management has investments or interests in the subsidiaries or interests in the Company, either directly or indirectly, excluding the shares held in connection with a corporate officership within the Group.

## Selection process of new directors

The Board set up a selection process of new directors in the event of vacancy of any kind (death or resignation) or in case of additional appointment. It applies to all directors (independent or non-independent, executive directors or not) except for directors representing the employees for which the designation process is set forth by Article 14 of the articles of association in accordance with applicable legal provisions.

The process as set forth in the Internal Regulations consists in the following steps:

1. Applications submitted to the Board of Directors
2. Review of applications by the Remuneration and Appointments Committee (RAC) with regards to different criteria (diversity, gender balance, independence, etc.) and the desired evolution of the Board's composition
3. RAC issues its recommendations to the Board of Directors
4. Final choice by the Board, as a collective body, and appointment proposal submitted to shareholders' approval at the shareholders' meeting

It is specified that any application can be presented at the initiative of the Board or of the Remuneration and Appointments Committee, acting in accordance with the objectives of the diversity policy applied to directors, which may choose to be assisted by an external recruiting firm. With regards to application to senior management positions, the Board and its Committee review them taking also into account the diversity policy applied to executive management.

They seek a balanced representation of men and women, more particularly, for the selection process for Deputy Chief Executive Officers to ensure that at least one person of each gender is included among the candidates until the end of the process.

During the year 2022, this selection process was implemented for the proposal of appointments of Ms. Shelly Gupta and Ms. Carole Toniutti.

## Evolution of the composition of the Board and its Committees during 2022

| | Departure | Appointment | Renewal | Comments |
|---|---|---|---|---|
| **Board of Directors** | Ms. Ryan<br>Mr. Dominati<br>(April 14th, 2022) | Ms. Gupta[1]<br>Ms. Toniutti[1]<br>(April 14th, 2022) | Ms. Ginestié[1]<br>Ms. Leung[1]<br>Mr. Canetti[2]<br>Mr. Thomas[1]<br>(April 14th, 2022) | Diversification in the Board's composition: competence/ independence/knowledge of the Group/financial expertise |
| **Audit, Risk and Compliance Committee** | Mr. Winningham<br>(April 14th, 2022 effective June 1st, 2022) | Ms. Toniutti<br>(April 14th, 2022 effective June 1st, 2022) | - | Competence/knowledge of the Group/financial expertise/independence |
| **Remuneration and Appointments Committee** | Mr. Paszczak<br>(April 14th, 2022 effective June 1st, 2022) | Ms. Abrera<br>(Committee Chair)<br>Mr. Thomas<br>(April 14th, 2022 effective June 1st, 2022) | Mr. Canetti<br>(April 14th, 2022) | Competence/knowledge of the Group/independence |
| **CSR Committee** | - | - | Ms. Ginestié<br>Ms. Leung<br>(April 14th, 2022) | Competence/independence/ knowledge of the Group |

*(1) For a three-year term.*
*(2) For a two-year term.*

### Proposed renewals and appointments of directors to the shareholders' meeting of April 13th, 2023

The directorships of Ms. Christobel Selecky, Ms. Angela Maria Sierra-Moreno, Mr. Jean Guez, Mr. Robert Paszczak and Mr. Stephen Winningham are expiring at the shareholders' meeting to be held on April 13th, 2023.

In order to continue the evolution of the Board of Directors' composition and the application of the diversity policy within it, Mr. Robert Paszczak and Mr. Stephen Winningham informed the Board of Directors of their decision of not asking for their renewal as Company's directors, which was accepted by the Board. It thanked them for their precious collaboration and the quality of their contribution to the works of the Board and its committees.

The Board of Directors, at its meeting held on February 16th, 2023, decided, upon proposition of the Remuneration and Appointments Committee, to submit to the shareholders' meeting to be held on April 13th, 2023:

- the renewal of the terms of office of Ms. Christobel Selecky and Ms. Angela Maria Sierra-Moreno for three years and the term of office of Mr. Jean Guez for two years for the purpose of staggering terms. The Board, upon recommendation of the Remuneration and Appointments Committee, noted that their expertise and their professional experience, in financial audit for Mr. Guez and in CSR for Ms. Sierra-Moreno and Ms. Selecky, are as many assets for the Board and the Group. Their renewals will usefully strengthen the existing expertise and competencies within the Board;
- the appointment as directors of Mr. Varun Bery and of Mr. Bhupender Singh, for three years, in replacement of Mr. Paszczak and Mr. Winingham.

The Board, upon recommendation of its Remuneration and Appointments Committee, noted that Mr. Varun Bery will bring to the Board, in particular, his competence and expertise in financial matters and his very good knowledge of Asian markets in particular in the communication, media and technology sectors. The Board, on the recommendation of its Remuneration and Appointments Committee, has noted that his competence and professional experience in financial matters and in a highly international context are assets for the Board and its works.

Having regards to Mr. Bhupender Singh, he is currently Chief Transformation Officer of the Teleperformance Group, and a member of its Executive Committee. His very strong knowledge of the group, its establishment, its operations and transformation projects in particular the digital and cybersecurity aspects will bring to the Board an even more precise and direct vision of the major projects concerning your Group. The added value of his contribution to large-scale action plans was appreciated by the Board, which believes that his profile, in addition to contributing to the process of refreshing and rejuvenating the Board, provides a profitable perspective with regard to the Company's strategic challenges and its evolution in an environment undergoing constant transformation, particularly with regard to technological and digital aspects.

These appointments would usefully complement and strengthen the expertise and skills already represented within the Board.

Directors, whose reappointment and appointment are proposed, meet the recommendations of the AFEP-MEDEF code with regard to the number of terms of office held. They therefore benefit from the availability necessary to be involved, and continue to be involved, in the works of the Board and its Committees.

With regards to the independence status, it is reminded that the Board of Directors applies all the criteria defined by the AFEP-MEDEF code. In particular, it does not set aside the 12-year seniority rule. Therefore, it noted, with regards to the directors whose appointments are proposed, that only Mr. Bery meets the necessary conditions to ensure his independence and does not have any business relationships with the Group. He was thus qualified as independent pursuant to the AFEP-MEDEF code criteria.

Mr. Bhupender Singh is not qualified as independent as he is an employee of one of the Group's subsidiaries and a member of the Group Executive Committee.

Regarding the directors whose reappointments are proposed, the Board found that Ms. Christobel Selecky and Ms. Angela Maria Sierra-Moreno meet all the necessary conditions to ensure their independence and that they have no business relationships with the Group. Therefore, it continues to qualify them as independent pursuant to the criteria of the code. Mr. Jean Guez was not qualified as independent due to his terms of office in subsidiaries and his seniority at the Board.

Consequently, out of the two appointments and three reappointments proposed to the shareholders' meeting, three directors are, or will continue to be, qualified as independent. In accordance with the diversity policy presented above (see supra paragraph *Diversity policy within the Board of Directors and the Committees*), if the shareholders' meeting approves all the propositions thus submitted and after considering the loss of the independence status of a director in May 2023 (see below):

- a strong independence rate within the Board will be maintained at 64%;
- Balanced gender representation will continue to comply with the applicable legal provisions, with 7 women and 7 men (50% of women and men);
- a strong internationalization at the Board will be maintained with eight nationalities represented and 62.5% of non-French or binational directors; and
- a strong expertise and knowledge of the Group, its business and specificities necessary to the good functioning of the Board will also be maintained.

**Information on directors whose appointment is proposed to the shareholders' meeting:**

**64 years old**

**Nationality/citizenship :**
Chinese and Indian

# Varun Bery

Skills

## Expertise and experience

Mr. Varun Bery was born on September 27th, 1958. He holds a BA degree (summa cum laude) in Economics and Mathematics from Yale University where he also played on the varsity squash team. Mr Bery also received an MBA degree with High Distinction from Harvard Business School where he was named a Baker Scholar. He started his career in 1981 as a management consultant with McKinsey & Company in New York. He then worked in investment banking with CS First Boston in New York from 1992 to 1994 before moving to Hong Kong in 1995 to join the Asian Infrastructure Fund, a private equity fund with close to US$1 billion under management. Mr. Bery subsequently co-founded TVG Capital Partners in 1998 to invest in media and telecom assets throughout Asia, with over US$700m under management.

During a portion of his tenure at TVG, Mr. Bery concurrently ran the regionwide Private Capital Asia business for JP Morgan out of Hong Kong which had US$750m of committed capital from the bank. Since 2016, Mr. Bery has been a Senior Advisor to StormHarbour Securities in Hong Kong. Mr. Bery serves on the Boards of both the Hong Kong Venture Capital Association and the Harvard Business School Association of Hong Kong. Mr. Bery also serves on the Board and Finance Committee of Integrated Board Education Limited (IBEL), an educational charity serving children from ethnic minority communities in Hong Kong. At Yale, Mr. Bery serves on the Inaugural Advisory Board of the Jackson School of Global Affairs.

## Current directorships

| Teleperformance Group | Other |
|---|---|
| None | None |

## Directorships expired within the last five years

| Teleperformance Group | Other |
|---|---|
| None | • Director of Dataxet Pte. Ltd. (Singapore) |

**50 years old**

**Nationality :**
Indian

**Number of shares held:**
14,000

# Bhupender Singh

Skills

## Expertise and experience

Mr. Bhupender Singh was born on December 14th, 1972. He earned his MBA from IIM Ahmedabad and a B-Tech from IIT Delhi. He was awarded Institute Gold medal at IIM and Institute Silver Medal at IIT for his academic achievements.

Mr. Singh is currently Teleperformance's President of Transformation. He heads the company's internal and external transformation from a leading omnichannel customer experience company to a global leader in Digital Integrated Business Services.

Before assuming his current role, Mr. Singh was the Chief Executive Officer of Intelenet Global Services, acquired by Teleperformance in 2018. He had become part of Intelenet in 2007 upon the acquisition of Travelport India Service Operations, where also he served as Chief Executive Officer. Prior to that, he has worked at prominent consulting firms including McKinsey and Booz Allen Hamilton, Inc. Throughout his 24-year career, he has led critical assignments focused on business turn-around and transformation, growth strategies, and mergers and acquisitions.

## Current directorships

| Teleperformance Group | Other |
|---|---|
| • director of several Group subsidiaries (India, Jordan, Mauritius, United Arab Emirates) | None |

## Directorships expired within the last five years

| Teleperformance Group | Other |
|---|---|
| • director of several Group subsidiaries (India) | None |

**Change of the Board Committees' composition following the decisions of the shareholders' meeting of April 13th, 2023**

It is specified that Mr. Alain Boulet will reach a 12-year-old seniority in the Board on May 31st, 2023. Taking into account the independence rules indicated by the AFEP-MEDEF code to which the Company refers, he will lose his status as independent director at that same date. As a result, the Board of Directors, upon recommendation of its Remuneration and Appointments Committee, will reshuffle the composition of its Audit, Risk and Compliance Committee for it to remain compliant with the recommendations of the AFEP-MEDEF code: independent chair, two third of independent directors and all members having the financial and accounting expertise.

## 4.1.2.2 Organization and functioning of the Board of Directors

### 4.1.2.2.1 Internal Regulations of the Board of Directors

The Company's Board of Directors adopted its internal regulations aimed at explaining its role and procedures, in accordance with the legal and statutory provisions and corporate governance rules applicable to listed companies. The main provisions of the Board of Directors' internal regulations, in its version of February 17th, 2022, are described below. The internal regulations are, in their entirety, on the Company's website.

#### Directors' rights and obligations

The Board of Directors may perform any checks and controls that it deems appropriate at any time. It may ask the Company to disclose to it any documents or information of any kind that it considers necessary or useful for the performance of its assignment, regardless of whether such documents are issued by the Company or are intended for it. The directors are entitled to have any documents and information forwarded to them, in order to perform this assignment. This right shall be exercised *via* the Chairman of the Board of Directors who sees that all relevant information is disclosed to the directors; the directors may not personally interfere in the management of the Company or directly request the documents and/or the information.

The internal regulations also set out the obligations incumbent on directors, specifically with regard to corporate ethics, confidentiality, conflicts of interest and the possession of insider information.

#### Managing conflicts of interest

As part of the management of conflicts of interest, the Board of Directors authorizes regulated agreements and commitments and settles any potential situation of conflict of interest involving common directors within the Group.

The internal regulations of the Board provide that every director is required to inform the Chairman of the Board of Directors and the Lead Independent Director of any conflict situation, even a potential situation, between the interests of the Company or any other Group Company and their direct or indirect interests, or, if applicable, those of the shareholder Group that they represent. In addition, they must abstain from attending or participating in the debate and from voting the related resolution.

Every director must notify the Board of Directors of any transaction in which he or she is involved and in which the Company or any other Group company has a direct interest, before such transaction is executed.

Every director must refrain from personally taking on duties in companies or in relation to business dealings that are in competition with the Company or any other Group company without notifying the Board of Directors in advance.

Every director undertakes not to seek or accept from the Company or any other Group company, whether directly or indirectly, any benefits that could be deemed liable to compromise his or her independence.

#### Information – Training – Conditions for preparing the works of the Board – Confidentiality

Members of the Board of Directors receive all the documents, technical materials and information that are appropriate and necessary for the performance of their mission and to prepare their discussions. The Board may ask for any reports, documents and research prepared by the Group prior to any meeting and may commission any external technical studies at the Company's expenses. The annual timetable for the Board of Directors' meetings is communicated to the directors and the statutory auditors several months in advance.

The Board of Directors is continually informed by its Chairman, by various means, of all material events and transactions relating to the Company. In addition, where the Chairman considers it necessary, the Board of Directors may hear the Group's key Officers, in order for them to present their specific area of activity within the Group or the situation of the regional subsidiaries for which they are responsible.

When appointed to the Board, each director receives the information regarding the Company and the Group as well as, if he or she considers it to be necessary, a supplementary training relating to the Company's specific accounting, financial and operational features of the Group, its business sector and its social and environmental responsibility issues. Interviews are set up with the Chairman and Chief Executive Officer, the Deputy Chief Executive Officer and/or the Group Chief Legal Officer. The formation of directors continues beyond their appointment, specifically through site visits and constitutes a continuing process.

At their request, directors representing the employees receive training adapted to the performance of their term of office, at the expense of the Company, under the conditions provided for by the regulations.

The Board of Directors is a collegial body; its decisions are binding on all of its members. Directors, as well as all other persons invited to attend all or part of a meeting of the Board of Directors or one of its Committees, are required to keep the proceedings and content of the discussions strictly confidential. Files and documents handed out at each Board or Committee meeting, as well as all information received before or after such meetings, are strictly confidential. Directors are required to keep confidential, vis-à-vis all persons outside the Company as well as Group employees and other personnel, any information relating to the Company or the Group of which they may become aware while performing their duties, until that information is made public by the Company. They must also take all required steps to ensure that such information remains confidential until it is made public. In addition, if the Board of Directors is aware of confidential and precise information that is likely to have a material impact on the share price of the Company or of the companies controlled by the Company when it is published, within the meaning of Article L.233-3 of the French Commercial Code, the directors must comply with the regulations applicable to insider dealings and insider misconduct, and in particular, must refrain from disclosing this information to a third party as long as it has not been made public, and must refrain from performing any transactions involving the Company's securities.

### Board meetings

The Board of Directors meets at least once a quarter, in order to discuss the progress of the Company's affairs and their foreseeable development. It is convened by the Chairman. If the position of Chairman is vacant, or if the Chairman is prevented from attending, the Board of Directors may be convened on a given agenda by the Chief Executive Officer, the appointed Vice-Chairman, where applicable, or by any director.

Meetings may be held in any location, as indicated in the notice. An attendance register is kept and is signed by the members of the Board of Directors attending the meeting. At least half of the Board members must be physically present for the Board's decisions to be valid.

Decisions are taken by majority vote of the members who are present or represented; each member who is present or represented has one vote, and each member who is present may only hold one proxy. The Chairman of the meeting has the casting vote in the event of a tied vote.

The Board of Directors, collectively, may invite anyone that it chooses to attend all or part of its meetings. The Board decides whether to hear these speakers individually or collectively.

Directors may attend the Board meetings by means of videoconferencing or telecommunications facilities, in accordance with the applicable statutory and regulatory provisions. These attendees are considered present for the calculation of the quorum and majority, except in the case of meetings relating to the approval of the annual parent company financial statements and the management report.

In addition, at least once a year, independent directors meet at the initiative of the Lead Independent Director. Such meetings constitute, at Teleperformance, the executive session under the meaning set forth by the AFEP-MEDEF code (see section 4.1.2.2.3 *The Lead Independent Director*).

### Minutes of proceedings

The Board of Directors' discussions are recorded in minutes that are entered into a special ledger held at the registered office. The minutes shall mention the use of the videoconference and telecommunication systems described in the previous sub-paragraphs, where applicable.

The minutes are signed by the Chairman of the meeting and by at least one director; in the event that the Chairman of the meeting is prevented from attending, the minutes are signed by at least two directors. In addition to the information required by law, these minutes specify the nature of the information provided to members of the Board of Directors, and provide a summary of the discussions, as well as an indication of the manner whereby each of the members present or represented voted on each item in the agenda.

At each Board meeting, the Chairman shall provide each member in attendance with a copy of the minutes of the previous meeting as approved by the Board of Directors.

### Committees

The Board of Directors may decide to set up internal Committees, for which it determines the membership and remits, and which perform their activities under its responsibility. The Board created three permanent specialized Committees: the Audit, Risk and Compliance Committee, the Remuneration and Appointments Committee and the CSR Committee.

Each Committee reports to the Board of Directors on its work and informs the Board of any points that it considers problematic or requiring a decision, thereby assisting the Board's discussions. At each Board meeting, the Chairman of each Committee shall provide each Board member in attendance with a report on the Committee's work since the last Board meeting.

## 4.1.2.2.2 Missions and duties

The Board of Directors exercises the powers conferred on it by law. It decides on the Company's activities orientations and sees that they are implemented, in accordance with the corporate interests, while taking into account the social and environmental aspects of the Company's business. Subject to the powers expressly reserved to shareholders' meetings and within the limits of the corporate purpose, it examines any issue relating to the proper functioning of the Company and, through its deliberations, deals with matters that concern the Company. It is specifically responsible for the following assignments:

- approving the annual and consolidated financial statements, the proposed appropriation of results for each financial year and the management report;
- establishing management forecasts documents;
- convening and setting the agenda for the Company's shareholders' meetings and approving draft resolutions and reports to be submitted to them;
- deciding whether to issue bonds;
- authorizing sureties, endorsements and guarantees subject to the limitations and modalities set forth by the legal and regulatory provisions in force;
- authorization of the entering into regulated agreements and commitments;
- setting up any Committee and determining its composition and remit;
- delegating to the Chief Executive Officer or a Deputy Chief Executive Officer, depending on the case, the power to reply to written questions submitted by any shareholder as part of the shareholders meetings;
- deciding whether to pay any interim dividends;
- reviewing and determining the Group's strategic guidelines and monitoring their implementation;
- deciding on the manner in which executive management is exercised and setting its remuneration under the conditions provided for by applicable regulations;
- appointing and dismissing the Chairman, the Chief Executive Officer, and the Deputy Chief Executive Officers;
- co-opting members of the Board under the conditions determined by the regulations in force;
- defining the remuneration policy for executive officers and allocation amongst directors, of the global amount of remuneration allocated by the shareholders' meeting under the conditions provided for by the applicable regulations;
- deciding the grant of stock-options or performance shares to employees and executive officers of the Company under the authorizations granted by the shareholders' meeting and determining, in that case, the number of shares that executive officers are required to retain in registered form until the end of their term of office;
- reviewing the main issues in the field of Corporate Social Responsibility;
- promoting long-term value creation by the Company by considering the social and environmental aspects of its activities;
- regularly reviewing, in relation to the strategy it has defined, the opportunities and risks, such as financial, legal, operational, social and environmental risks, as well as the measures taken to manage those opportunities and risks accordingly;
- ensuring the implementation of a mechanism to prevent and detect corruption and influence peddling;
- ensuring that the executive officers of the Company implement a policy of non-discrimination and diversity, notably with regard to the balanced representation of men and women in governing bodies;
- approving the report on corporate governance.

Furthermore, the Board of Directors determines or authorizes expressly and prior to their completion the following issues:

- approving consolidated annual budgets;
- any material (commercial, industrial, financial, real estate or other) transaction that the senior management plans, not comprised under the approved strategy or budget, including, in particular, moveable or immoveable investment by external or internal growth, in each case, where the amount represents more than 20% of the Group's net assets as reports in the latest consolidated financial statements approved by the Board of Directors;
- concluding alliances of any kind involving a material proportion of consolidated revenues;
- proposing dividend distributions to general meetings of shareholders.

### Status of the current delegations and authorizations granted to the Board by the combined shareholders' meetings held on April 22nd, 2021 and April 14th, 2022 and proposition of delegation submitted to the shareholders' meeting to be held on April 13th, 2023, on share capital increases

| | **Date of shareholders' meeting** *(resolution No.)* | **Maximum nominal amount or characteristics** *(in euros)* | **Duration** *(expiry)* | **Use made during 2022** |
|---|---|---|---|---|
| **ISSUES WITH PREFERENTIAL SUBSCRIPTION RIGHTS FOR SHAREHOLDERS** | | | | |
| Capital increase by issues of shares and/or securities giving access to the capital and/or to debt instruments with maintenance of preferential subscription rights for shareholders* | April 14th, 2022 (19th) | 50 million(1) | 26 months (June 2024) | Not used |
| **ISSUES WITHOUT PREFERENTIAL SUBSCRIPTION RIGHTS FOR SHAREHOLDERS** | | | | |
| Capital increase by issues of shares and/or securities giving access to the capital and/or to debt instruments, without preferential subscription rights for shareholders by public offering (excluding offers set forth by paragraph 1 of Article L.411-2 of the French Monetary and Financial Code) and/or by remuneration of securities in public exchange offer, with an optional priority right of three trading days minimum* | April 14th, 2022 (20th) | 14.5 million(2) | 26 months (June 2024) | Not used |
| Capital increase by issues of shares and/or securities giving access to the capital and/or to debt instruments, without preferential subscription rights for shareholders by private placement (offer set forth by paragraph 1 of Article L.411-2 of the French Monetary and Financial Code)* | April 14th, 2022 (21st) | 7.2 million(3) | 26 months (June 2024) | Not used |
| Share capital increase by issue of ordinary shares and/or securities giving access to the capital, without preferential subscription rights for shareholders, to compensate contributions in kind of equity securities or securities giving access to the capital* | **April 13th, 2023 (21st)** | **7.2 million(4)** | **26 months (June 2025)** | - |
| **ISSUES IN FAVOR OF EMPLOYEES AND, IF APPLICABLE, EXECUTIVE OFFICERS** | | | | |
| Free grants of performance shares to employees and/or executive officers | April 14th, 2022 (24th) | 3% of the share capital(5) | 38 months (June 2025) | Used in 2022 (592,104 shares) |
| Capital increases reserved for members of a company or Group savings scheme | April 14th, 2022 (23rd) | 2 million | 26 months (June 2024) | Not used |
| **OTHER ISSUES** | | | | |
| Increase of the issuance amounts in the event of excess demand* | April 14th, 2022 (22nd) | 15% of the initial issuance and within the limit of the caps set forth in the 19th, 20th and 21st resolutions of the 2022 GM | 26 months (June 2024) | Not used |
| Capital increase by capitalization of premiums, reserves or profits | **April 13th, 2023 (20th)** | **142 million** | **26 months (June 2025)** | - |
| | April 22nd, 2021 (18th) | 142 million | 26 months (June 2023) | Not used |

(1) *This amount represents the overall nominal cap for share capital increases that may be carried out under the 19th, 20th and 21st resolutions of the shareholders' meeting of April 14th, 2022. Maximum of €1,500 million for debt instruments (overall and common cap to the 19th, 20th and 21st resolutions of the same meeting).*

(2) *This amount represents the overall nominal sub-cap for share capital increases on which will be deducted all share capital increases carried out under the 21st resolution of the shareholders' meeting of April 14th, 2022. It is deductible from the overall cap set by the 19th resolution of the same shareholders' meeting. Maximum of €1,500 million for debt instruments (charged against the global cap of the 19th resolution of the same meeting).*

(3) *This amount is deductible from the caps set by the 20th resolution of the shareholders' meeting of April 14th, 2022 which is deducted from the overall nominal cap for the share capital increase set by the 19th resolution of the same shareholders' meeting. Maximum of €1,500 million for debt instruments (charged against the global cap of the 19th resolution of the same meeting).*

(4) *This amount is deductible from the overall nominal sub-cap for share capital increases set by the 20th resolution of the shareholders' meeting of April 14th, 2022, which is deducted from the overall nominal cap for share capital increases set by the 19th resolution of the same meeting.*

(5) *Limitation of the number of performance shares that may be granted, each year, to executive officers at 0.153% of the share capital within this envelope. Used in 2022 in respect of 594,104 shares (i.e. 1% of the share capital).*

* *Suspended during a public offering.*

**Status of the authorizations granted to the Board by the combined shareholders' meetings held on April 22nd, 2021 and April 14th, 2022 and propositions of authorizations submitted to the combined shareholders' meeting to be held on April 13th, 2023 on share repurchases and their cancellation**

| | Date of shareholders' meeting *(resolution No.)* | Maximum nominal amount or characteristics *(in euros)* | Duration *(expiry)* | Use made during 2022 |
|---|---|---|---|---|
| Share repurchases* | **April 13th, 2023 (18th)** | **Maximum purchase price per share: €400**<br>**Limit: 10% of the total number of shares** | **18 months (Oct. 2024)** | - |
| | April 14th, 2021 (18th) | Maximum purchase price per share: €500<br>Limit: 10% of the total number of shares | 18 months<br>(Oct. 2023) | Used under the liquidity contract, the objectives of cancellation and coverage of performance shares plan |
| Cancellation of shares | **April 13th, 2023 (19th)** | **10% of the calculated share capital on date of cancellation decision** | **26 months (June 2025)** | - |
| | April 22nd, 2021 (17th) | 10% of the calculated share capital on date of cancellation decision | 26 months<br>(June 2023) | Not used |

* *Authorization suspended during a public offering.*

### 4.1.2.2.3 Lead Independent Director

Following its decision to combine the functions of Chairman and Chief Executive Officer, and further to the continued improvement of the governance, the Board of Directors, at its meeting held on February 28th, 2018, decided, upon recommendation of the Chairman and Chief Executive Officer and the Remuneration and Appointments Committee, to create the function of a Lead Independent Director. It thus decided to amend its Internal Regulations to define the modalities of the appointment of such Lead Independent Director, as well as his or her missions. The creation of the function of Lead Independent Director is part of the guarantees set up by the Company in order to strengthen the balance and control of powers, in accordance with the principles of good governance. Mr. Patrick Thomas, independent director, was appointed Lead Independent Director.

#### Appointment of the Lead Independent Director

When the functions of Chairman of the Board and Chief Executive Officer are exercised by the same person, the Board of Directors appoints, among the directors qualified as independent by the Board of Directors, a Lead Independent Director, on the recommendation of the Remuneration and Appointments Committee.

The appointed Lead Independent Director holds this position while in office as a director, unless otherwise decided by the Board of Directors, which may choose to terminate his or her duties at any time. If for any reason the director is no longer qualified as independent, his or her position as Lead Independent Director will be terminated.

The Lead Independent Director may be a member of one or more of the Committees of the Board of Directors.

#### Functions of the Lead Independent Director

**Interim role: continuity of governance**

- In the event that the Chairman is absent at a meeting of the Board of Directors, the Lead Independent Director presides over the meeting.
- In the event of a temporary or durable unavailability of the Chairman to fulfill his functions, the Lead Independent Director becomes interim Chairman. He or she replaces the Chairman until the Chairman becomes available again or until a new Chairman is elected.

  If necessary, he or she organizes the selection and appointment of a new Chairman of the Board.
- If, during the interim, it becomes necessary to appoint a new Chief Executive Officer, the Lead Independent Director also organizes the selection process and appointment of this new Chief Executive Officer.

**Relationships with shareholders**

- The Lead Independent Director is, with the Chairman, the Chief Executive Officer and the Deputy Chief Executive Officer, the shareholders' dedicated contact on issues that fall within the remit of the Board.
- The Lead Independent Director shall keep the Chairman, the Chief Executive Officer and the Board informed of the main topics raised by shareholders.

#### Means of the Lead Independent Director

The Lead Independent Director:

- convenes, organizes and chairs, at least once a year, a meeting of the independent directors where topics of their choice are discussed;
- can attend, with no voting rights, all meetings of the Board Committees of which he or she is not a member and participate in their work; he or she shall also attend, if invited by the Chief Executive Officer and/or the Deputy Chief Executive Officer, meetings of the Executive Committee;
- can suggest to the Chairman additional items to the agenda of Board meetings;
- has access to all documents, information and people that he or she deems necessary to fulfill his or her functions;
- reports once a year to the Board of Directors on the execution of his or her functions.

### Report of the Lead Independent Director on his activity in 2022

At the meeting of the Board of Directors held on February 16th, 2023, Mr. Thomas gave a report on his activity under his mission as Lead Independent Director. During the 2022 financial year, he has especially performed and taken part in the following works:

- meetings of independent directors: in December 2022, the Lead Independent Director convened and presided over a meeting of the independent directors. This body, which does not have decision-making or advisory powers, constitutes the executive session recommended by the AFEP-MEDEF code (§12.3) but its implementation within Teleperformance is stronger for only independent directors are part of it.

  The main findings or recommendations of this meeting were disclosed to the Board of Directors in its entirety at its meeting held on December 9th, 2022 and related to the following items: point on the induction of the two new directors and their acquaintance with the Group's activities and teams, information of the Board by the executive management on important Group issues and challenges, the functioning of Committees and in particular the interactions between the CSR Committee and the Audit, Risk and Compliance Committee, discussion on risks management and successions plans applicable to all members of the executive management, management by the executive management of the 2022 year-end allegations against the Group, etc.;
- succession plans: it is reminded that the Lead Independent Director has a specific mission in terms of succession planning. He actively takes part in the reflection leading to the setting up of succession plans for executive officers and members of the Executive Committee. The objective of these plans is twofold: on the one hand, to face urgent situations or temporary unavailability of key officers and on the other hand, to ensure a sustained continuity of executive management in the long term. These plans were designed and set up in cooperation with the Chairman and Chief Executive Officer, the Deputy Chief Executive Officer and Executive Committee members. They ensure the continuity of the governance in any type of situation and are meant to be regularly reassessed. They are in essence confidential. They are reviewed annually (including in 2022) and discussed at the meeting of independent directors;
- meetings with shareholders: during 2022, the Lead Independent Director had the opportunity to meet some of the Group institutional shareholders during meetings and videoconference calls representing more than 17% of the capital. These exchanges were in particular the occasion to address and discuss the Group governance, the challenges in terms of social and environmental responsibility, the activity and functioning of the Board and corporate bodies, its role and responsibilities and the remuneration policy. Furthermore, he was asked to take part in discussions with some shareholders regarding the management of allegations brought against the Group at the end of 2022.

## 4.1.2.2.4 Assessment of the functioning and works of the Board of Directors

In accordance with the AFEP-MEDEF code recommendations, once a year, the Board of Directors proceeds with a discussion of its works and that of its Committees. It reviews its composition, as well as the organization and functioning of the Board and the Committees. In addition, a formal assessment of the Board's work is performed every three years. The purpose of the assessment is to check that important issues have been appropriately prepared and discussed, assess the effective contribution of each director to the Board's works and to receive suggestions from directors for a better functioning of the Board and its Committees.

In this context, an evaluation was carried out in early 2022 with the assistance of an external counsel. The latter sent a detailed questionnaire to each director in order to gather their opinions, comments and suggestions concerning the composition, organization and functioning of the Board and its Committees, and, more generally, the governance of the Group.

In order to ensure that the directors have complete freedom of speech, their responses have not been disclosed to the Company. The conclusions of this assessment, drawn up by the external firm, were presented and discussed at the meeting of the Remuneration and Appointments Committee on February 16th, 2022 and at the meeting of the Board of Directors on February 17th, 2022.

This evaluation showed a very positive assessment by the directors of the organization and functioning of the Board and its Committees. Changes in the situation of the Board and its Committees since the previous assessment, carried out in 2019, were judged positively.

Directors commended the management of the functioning of the Board and its Committees during the Covid-19 health crisis. They emphasized the quality of the information communicated and the excellent conduct of the remote meetings, both in terms of the topics discussed and the depth of the discussions. They noted that a virtual seminar had been set up, which, despite the health situation, had enabled them to gain a detailed understanding of the Group's strategy and operations; however, the directors preferred the physical seminar format, which encouraged group dynamics.

More generally, they were pleased with the way in which the meetings of the Board and its Committees were organized, which were conducive to good communication and effective individual participation, in particular because of the time allowed for dialogue and freedom of expression. They were particularly satisfied with the work done, the professionalism and attendance of the members and the dynamism of the Board and its Committees.

The positive role of the Lead independent director, a function created in 2017, was also highlighted. The creation of the CSR Committee in 2021was also unanimously welcomed.

The number of directors and the current composition of the Board – in terms of profile, experience and gender – were considered very satisfactory. The directors wanted to see the process of rejuvenation of the Board continue in the future, in particular at the time of renewal of mandates. This process could also contribute to strengthening the Board's current skills in the areas of new technologies and innovation.

The assessment of the appropriateness of the Group's governance was unanimously positive. Directors particularly appreciated the quality and transparency of exchanges with senior management.

Directors were satisfied with the topics discussed at Board meetings, particularly those relating to strategic and financial issues. The development of talent within the Group is one of the subjects in which the directors were particularly interested and which deserved to be discussed in greater depth by the Board. The directors also emphasized the quality and completeness of the information provided. The opportunity to have access to a wider range of documentation relating to the Group's business sectors and their development was emphasized.

On the occasion of the annual discussion on its functioning, the Board reviewed the elements and areas for improvement raised at the time of the formal assessment carried out in early 2022 and noted their progress (Board composition, access to desired documentation, diversity of sources of information, etc.).

## 4.1.2.3 Meetings and works of the Board of Directors and the Committees in 2022

### The Board of Directors

**96%**
attendance rate

**10**
meetings in 2022

**1h45**
average duration of meetings

**1**
seminar dedicated to strategy

During this year, the Board of Directors met 10 times. Directors were particularly mobilized on issues related to the situation in Ukraine and the year-end allegations. They also attended the seminar dedicated for the purpose of reviewing operating strategy held over five days in one of the Group's operational sites, during which the directors were able to exchange on Group strategy with employees and key managers of the Group, particularly on corporate social responsibility.

The statutory auditors were invited to and attended the Board of Directors' meetings called to approve the half-yearly and annual financial statements.

The Group Chief Financial Officer and the Secretary of the Board regularly attended these meetings, primarily to present the financial statements and their reports, to receive any authorizations required and to provide any explanations and information enabling the Board to make decisions knowingly.

### Individual attendance rate

The following table provides a breakdown of individual members' attendance rate in 2022:

| Directors | 02/10 | 02/17 | 03/26 | 04/10 | 04/14 | 07/27 | 09/06 | 11/10 | 11/30 | 12/09 | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Daniel Julien | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | 100% |
| Emily Abrera | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | 100% |
| Alain Boulet | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | 100% |
| Bernard Canetti | Yes | Yes | Yes | Yes | Yes | Yes | Yes | No | Yes | Yes | 90% |
| Philippe Dominati (1) | Yes | Yes | Yes | Yes | n/a | n/a | n/a | n/a | n/a | n/a | 100% |
| Pauline Ginestié | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | 100% |
| Jean Guez | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | No | Yes | 90% |
| Shelly Gupta (2) | n/a | n/a | n/a | n/a | Yes | Yes | Yes | Yes | Yes | Yes | 100% |
| Véronique de Jocas | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | 100% |
| Wai Ping Leung | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | 100% |
| Evangelos Papadopoulos | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | 100% |
| Robert Paszczak | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | 100% |
| Leigh Ryan (1) | Yes | Yes | Yes | Yes | n/a | n/a | n/a | n/a | n/a | n/a | 100% |
| Christobel Selecky | Yes | Yes | Yes | Yes | Yes | Yes | Yes | No | Yes | Yes | 90% |
| Angela Maria Sierra-Moreno | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | 100% |
| Patrick Thomas | Yes | Yes | Yes | Yes | Yes | Yes | No | No | Yes | Yes | 80% |
| Carole Toniutti (2) | n/a | n/a | n/a | n/a | Yes | Yes | Yes | Yes | Yes | Yes | 100% |
| Stephen Winningham | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | 100% |
| **ATTENDANCE RATE** | **100%** | **100%** | **100%** | **100%** | **100%** | **100%** | **93%** | **81%** | **93%** | **100%** | **96%** |

*(1) Director until April 14th, 2022.*
*(2) Director since April 14th, 2022.*

## Works of the Board in 2022

In addition to recurring issues relating to the business review, adjustment of annual forecasts, various authorizations to be granted and the review of Group growth transactions, the Board of Directors specifically decided on the following points during its ten meetings (to be read in conjunction with the works of the Committees presented below):

| | |
|---|---|
| **February 10th** | • review and approval of an acquisition project and its financing modalities; |
| **February 17th** | • examination and approval of the parent company and consolidated financial statements for the year ended December 31st, 2021, of the management report and the examination of management forecast documents;<br>• proposal on the allocation of income and setting up of dividend;<br>• reports of the Board Committees;<br>• determination of the variable remuneration of the Chairman and Chief Executive Officer and of the Deputy Chief executive Officer for 2021;<br>• review of the remuneration elements of the corporate officers and propositions for the setting up of the 2022 remuneration policy for corporate officers;<br>• assessment of the completion of the conditions of the June 2019 performance shares plan and long-term incentive plan (LTIP);<br>• review of the independence of directors;<br>• proposal to renew directorships and appoint directors;<br>• review of the formal assessment of the Board's works;<br>• setting up and adoption of the report of the Board of Directors on corporate governance in respect of financial year ended December 31st, 2021;<br>• update of the Internal Regulations of the Board of Directors;<br>• activity report of the Lead Independent Director for 2021;<br>• convening of the shareholders' meeting to be held on April 14th, 2022, setting of the agenda for the meeting and approval of the reports and resolutions including the votes on remuneration paid during or granted in connection with financial years 2021 and 2022 (say on pay) and delegation of power to the CEO and Deputy CEO to answer the written questions requested in connection with the shareholders' meeting held on April 14th, 2022;<br>• review of regulated and arm's length agreements in respect of financial year ended December 31st, 2021;<br>• renewal of the authorization given to the Chairman and Chief Executive Officer in terms of sureties, endorsements and guarantees;<br>• reports on grants of performance shares and transactions carried out in connection with the share repurchase program. |
| **March 26th** | • update on the situation in Ukraine and Russia and the measures taken by the Group. |
| **April 10th** | • update on the situation in Ukraine and Russia and the measures taken by the Group. |
| **April 14th** | • review of vote results of the shareholders' meeting held on April 14th, 2022;<br>• implementation of the share repurchase program;<br>• review of the composition of the Board's Committees;<br>• determination of the remuneration allocated to directors for the 2021 financial year and determination of new allocation rules for the 2022 directors' remuneration. |
| **July 27th** | • examination and approval of the consolidated accounts at June 30th, 2022, the half-yearly financial report and management forecast documents;<br>• reports of the Board Committees;<br>• grants of performance shares dated July 27th, 2022, setting up of the performance criteria and approval of the beneficiaries' list (including grants in favour of executive directors);<br>• EMTN program and renewal of the authorization to issue bonds. |
| **September 6th** | • review and approval of an acquisition project and its financing modalities. |
| **November 10th** | • acknowledgement and discussion of the allegations made against the Group and proposal for the implementation of an action plan to respond to them. |
| **November 30th** | • update on the action plans implemented to respond to the allegations made against the Group regarding Colombia and content moderation. |
| **December 9th** | • report of the Audit, Risk and Compliance Committee;<br>• 2021 forecasts and 2022 budget;<br>• report of the CSR Committee;<br>• diversity policy within the Board and the Committee set up by executive management in order to assist it regularly in the performance of its general duties: objectives, modalities of implementation and 2022 results;<br>• report of the Lead Independent Director on the annual independent directors meeting (executive session);<br>• annual discussion on the Board functioning;<br>• approval of the grant of a guarantee;<br>• update on Group financing;<br>• update on the action plans implemented to respond to the allegations made against the Group;<br>• yearly discussion on the professional and employment equal treatment policy. |

### The Committees of the Board of Directors

For the performance of its missions and duties, the Board is assisted by three specialized Committees: the Audit, Risk and Compliance Committee, the Remuneration and Appointments Committee and the CSR Committee.

The works performed by the Committees, which report on their work after each of their meetings, assist the Board of Directors in its discussions and decision making. The Committees work on assignments entrusted to them by the Board. They actively prepare their works and inform the Board of all points which appear to raise an issue or require a decision, thus facilitating its deliberations. They also provide any advice and recommendation to the Board as falls within their remit, but have no power of decision, subject to the decisions that the Audit, Risk and Compliance Committee may adopt pursuant to applicable legal and regulatory provisions, under the responsibility of the Board.

#### The Audit, Risk and Compliance Committee

The internal regulations of the Audit, Risk and Compliance Committee have been drafted in accordance with the final report of the AMF working group on Audit Committees dated July 22nd, 2010. They were updated by decision of the Board of Directors at its meeting held on February 20th, 2020.

##### Composition

The composition of the Audit, Risk and Compliance Committee is in accordance with the recommendations of the AFEP-MEDEF code (§17.1). The Committee is composed of three members, two of whom are independent:

**Alain Boulet**
Chair, independent

**Jean Guez**
Member

**Carole Toniutti**
Member, independent

**67%**
a majority of independent directors

**0**
executive officer

**3**
members having specific financial accounting ans statutory auditing skills (1)

*(1) Those skills, required to perform their duty of due diligence and to accomplish their duties, are characterized by their professional experience, which they have acquired in senior management positions in companies, banks, or working for an audit firm or in the capacity of chartered accountant or statutory auditor, as described in section 4.1.2.1 above.*

Committee members are appointed for the term of their office as members of the Board of Directors.

##### Responsibilities

The Chairman of the Audit, Risk and Compliance Committee reports to the Board of Directors on all of the Committee's works.

##### Overall remit

The Audit, Risk and Compliance Committee's overall remit is to monitor issues relating to the preparation and control of financial and accounting information. It prepares the background work for the Board's approval of the annual (parent company and consolidated) financial statements and its review of the half-yearly financial statements.

The purpose of this statutory assignment is to prepare and facilitate the oversight work of the Board of Directors, anticipate potential problems, identify all risks, notify the Board of those risks and issue appropriate recommendations to the Board.

### Missions

The Audit, Risk and Compliance Committee is in charge of monitoring the missions described below.

| | |
|---|---|
| **On the financial information preparation process** | It ensures the relevance and consistency of accounting methods. In particular, it monitors the accounting treatment of significant events or transactions. |
| **On the effectiveness of the internal control and risk management systems** | It ensures that internal control and risk management systems exist and are deployed, and that any weaknesses identified give rise to corrective action. In that context, the Committee oversees the Group's compliance program, in particular, matters relating to personal data protection, security and anti-corruption, as well as the identification, analysis and evolution of risks over time. |
| **On the statutory audit of the parent company and consolidated accounts performed by the statutory auditors** | The Committee takes note of the main areas of risk or uncertainty in the annual parent company or consolidated financial statements (including the half-year financial statements) identified by the statutory auditors, their audit approach and any difficulties encountered in the performance of their assignment. The Committee discusses with the statutory auditors and reviews their findings. |
| **Follow-up of the independence of the statutory auditors** | It manages the process for selecting and reappointing the statutory auditors when their term of office expires and gives a recommendation when the renewal of their term of office is contemplated. |
| | It approves the provision by the statutory auditors of services other than the certification of financial statements. |

### Functioning methods

The Committee may invite anyone that it chooses to take part in some or all of its meetings and decides whether to hear its speakers individually or as a Group. In practice, the Committee invites to its meetings the statutory auditors, the Group's Chief Financial Officer, the Chief Audit Officer and the Consolidation director as well as other members of the financial management team, as and when required.

The Committee may use external experts when circumstances so require, once it has informed the Chairman of the Board or the Board itself.

### Meetings and main activities in 2022

**100%**
of attendance rate

**6**
meetings

Meetings of the Audit, Risk and Compliance Committee were held before the meetings of the Board of Directors to review accounts in accordance with the recommendations of the AFEP-MEDEF code which provides for sufficient time to have available and review the financial statements. The statutory auditors attended four meetings.

| Members | 02/14 | 04/20 | 05/18 | 06/01 | 07/25 | 11/16 | Total |
|---|---|---|---|---|---|---|---|
| Alain Boulet | Yes | Yes | Yes | Yes | Yes | Yes | 100% |
| Jean Guez | Yes | Yes | Yes | Yes | Yes | Yes | 100% |
| Carole Toniutti (1) | - | - | - | Yes | Yes | Yes | 100% |
| Stephen Winningham (2) | Yes | Yes | Yes | - | - | - | 100% |
| **ATTENDANCE RATE** | **100%** | **100%** | **100%** | **100%** | **100%** | **100%** | **100%** |

*(1) Member since June 1st, 2022.*
*(2) Member until June 1st, 2022.*

In 2022, the Audit, Risk and Compliance Committee reviewed in particular the following items:

| | |
|---|---|
| **February 14th** | • the Group Chief Financial Officer's and Deputy Chief Financial Officer's presentation of the financial statements. The exposure to financial risks and off-balance sheet commitments contained in the annexes of the accounts provided to Committee members;<br>• point of information by the statutory auditors on the closing procedure of the 2021 financial year;<br>• the program of reviews carried out by the statutory auditors, the findings of those reviews and the accounting options selected;<br>• presentation of the statutory auditors who certified without qualification the consolidated financial statements as of December 31st, 2021;<br>• delivery to the Committee of the statutory auditors' annual independence declaration in respect of the year ended December 31st, 2021;<br>• review of the amount and breakdown of the statutory auditors' fees;<br>• approval of the provision of services other than the certification of financial statements;<br>• reminder of the rules regarding the Audit, Risk and Compliance Committee's approval of the provision of services that may be entrusted to the statutory auditors in 2022;<br>• review of the internal audit plan for 2022;<br>• review of the risk factors section of the 2021 Universal Registration Document;<br>• status of the tender for external audit. |
| **April 20th** | • follow-up on the tender process for the appointment of external auditor;<br>• presentation of the overall opinion and the firms shortlisted by the Selection Committee;<br>• decision of the Committee for the external auditors firms shortlisted. |
| **May 18th** | • update on the completion of the tender process for the appointment of external auditor;<br>• proposal of recommendation for the appointment of the statutory auditor's term subject to rotation. |
| **June 1st** | • presentation of the summaries of results at end of February 2022 of the 2022 self-assessment questionnaires completed by the subsidiaries as well as the review by statutory auditors of the 2021 questionnaires;<br>• review of the results of the audit summaries and of global transversal surveys on internal control items;<br>• presentation of the Group's strategy and objectives in terms of IT security;<br>• review of IT and compliance internal audits results;<br>• presentation by the statutory auditors of the 2022 audit approach. |
| **July 25th** | • the Group Chief Financial Officer's and Deputy Chief Financial Officer's presentation of the summary consolidated financial statements as of June 30th, 2022;<br>• report of the statutory auditors who identified no misstatements in the summary consolidated financial statements as of June 30th, 2022;<br>• summary of results at end of June 2022 of the self-assessment questionnaires completed by the subsidiaries, as well as their follow-up. |
| **November 16th** | • Group Chief financial Officers' presentation of the 2022 third quarter revenues;<br>• review of the benchmark on best practices of CAC 40 companies on internal control questionnaires;<br>• discussion on the role and remit of the Audit Committee in terms of corporate, social and environmental issues;<br>• follow up on IT Department issues, including in particular the management of client risks, certifications, as well as cybersecurity awareness initiatives;<br>• review of the Group's compliance audits results, including among other items, the whistleblowing system implemented within the Group (Global Ethics Hotline Policy) as well as audits related to content moderation activities (Trust & Safety) and health and safety matters;<br>• summary and follow-up of results at end of October 2022 of the self-assessment questionnaires completed by the subsidiaries. |

### Focus 2022
### Tender procedure for the selection of a new statutory auditor

The terms of office of the Company's statutory auditors, KPMG Audit IS and Deloitte & Associés, expire at the end of the 2023 shareholders' meeting called to approve the financial statements for the year ending December 31st, 2022.

Pursuant to the legal and regulatory provisions, KPMG Audit IS is subject to rotation and cannot be renewed, having reached the maximum duration for the term of statutory auditors. In order to ensure the continuity and quality of the statutory audit of the Group's parent company and consolidated financial statements, the Group's finance management began preparing, starting September 2021, the tender procedure for the appointment of the new statutory auditor. This process was placed under the supervision of the Audit, Risk and Compliance Committee.

At its dedicated meeting held on November 4th, 2021, the Committee reviewed, before the tenders' launch, the main points of the specifications, the schedule and the list of the three firms invited to participate, after taking into consideration objective criteria and the stability and quality of the audit process for the certification of the Group's accounts.

A Selection Committee dedicated to this tender was created. It was composed of six members of the Group's financial, legal and CSR management, who work regularly with the statutory auditors, including the Deputy Group Chief Financial Officer and the Deputy Chief Executive Officer.

The tender was carried out in four phases as follows:

- From December 2021 to January 2022, the firms taking part in the tender submitted their bids and interviews with each of the members of the Selection Committee by the three bidding audit firms were carried out in order to allow them to understand the main financial issues and the operating and internal control environment of the Group. They also met the Chief Financial Officer for the Europe region and the Group director of treasury.
- From March 2022 to April 2022, the audit firms formally submitted their response to the tender and were invited to make a presentation of their response. Specific presentations of the bidding audit firms IT tools to the Selection Committee were also carried out.
- On April 20th, 2022, during a dedicated meeting of the Audit, Risk and Compliance Committee, the overall opinion of the Selection Committee was presented to the members by order of preference. It results from that opinion that the responses of the three audit firms were of a very high standard demonstrating their strong willingness to work with Teleperformance and their good understanding of the Group's challenges and services requirements integrating internal control aspects, IT systems review or inclusion of statutory audit in the audit framework for the Group's consolidated financial statements.
- On May 18th, 2022, during a dedicated meeting for the completion of the tendering process, the Audit, Risk and Compliance Committee decided to approve the propositions of the Selection Committee and to recommend to the Board the applications of the two audit firms preferred by the Selection Committee as new statutory auditors to replace KPMG, subject to rotation. The members of the Audit Committee had a preliminary interview with the bidding firm which had the preference of the Selection Committee.

The Chairman of the Audit, Risk and Compliance Committee presented to the Board of Directors at its meeting of July 27th, 2022 the recommendation on the two audit firms selected to be appointed as new statutory auditors, with the preference for PriceWaterhouseCoopers due in particular to their good understanding of the Group and its expectations. He also decided to propose the renewal of the term of office of Deloitte as statutory auditor to the Board. This proposition aims at enabling a smooth and effective transition for all stakeholders: statutory auditors, Teleperformance teams and the Company's shareholders. The Board of Directors, except for Ms. Carole Toniutti who abstained, approved the recommendation of its committee.

## The Remuneration and Appointments Committee

### Composition

The Committee's composition is in compliance with the recommendations of the AFEP-MEDEF code (§18.1 and 19.1). The four members of the Remuneration and Appointments Committee are:

**Emily Abrera**
Chair, independent

**Bernard Canetti**
Member

**Véronique de Jocas**
Member, director representing the employees

**Patrick Thomas**
Member, independent

**1** independent chairman

**67%** a majority of independent directors

**1** directors representing the employees

**0** executive officer

### Missions

The Remuneration and Appointments Committee issues opinions and recommendations regarding:

| | |
|---|---|
| **The selection, renewal and qualification of directors and executive officers** | • it issues propositions to the Board on application for directorships after review based on the criteria to be taken into account for its composition (gender balance, nationality, international experiences, expertise, etc.) and its desired evolution to meet those criteria;<br>• it examines and gives advice on application for the positions of Chairman, Chief Executive Officer or Deputy Chief Executive Officer in application of the selection process set by the Board;<br>• it reviews the diversity policy applied to directors as well as its objectives and its modalities of implementation;<br>• it reviews directors' status as independent or non-independent, and annually re-examines such quality in accordance with the criteria defined by the AFEP-MEDEF code and/or the renewal of terms of office of directors. |
| **The remuneration of directors and executive officers** | • it analyses and proposes to the Board all the remuneration elements and benefits granted to executive officers, including determining the variable portion by assessing the definition of the rules for setting this variable portion and the annual application of these rules;<br>• it reviews and issues recommendations on the overall policy for granting performance shares, together with the conditions attached to the final vesting of these shares;<br>• it issues recommendations on the determination of the remuneration policy for directors the global amount and the allocation rules of this remuneration. |

### Functioning methods

The Committee can invite anyone that it chooses to take part in some or all of its meetings. The Committee decides whether to hear its invitees individually or as a Group. The Committee's meetings take place in the absence of the executive officers, except if the Committee wishes to hear or ask them to contribute to the works on selection and appointments.

#### Meetings and main activities in 2022

**92%**
of attendance rate

**3**
meetings

| Members | 02/16 | 04/14 | 07/27 | Total |
|---|---|---|---|---|
| Robert Paszczak (1) | Yes | Yes | n/a | 100% |
| Emily Abrera (2) | Yes | Yes | Yes | 100% |
| Bernard Canetti | Yes | No | Yes | 75% |
| Véronique de Jocas | Yes | Yes | Yes | 100% |
| Patrick Thomas (3) | n/a | n/a | Yes | 100% |
| **ATTENDANCE RATE** | **100%** | **75%** | **100%** | **92%** |

*(1) Chair and member until June 1st, 2022.*
*(2) Chair since June 1st, 2022.*
*(3) Member since June 1st, 2022.*

In 2022, the Committee's works and discussions focused mainly on the following issues:

| | |
|---|---|
| **February 16th** | • propositions for the determination of the 2021 variable remuneration of the Chairman and Chief Executive Officer and Deputy Chief Executive Officer;<br>• review of the remuneration policy for directors and executive officers and proposition in order to establish a remuneration policy for all directors and executive officers for 2022;<br>• assessment of the achievement of the performance conditions of June 2019 performance shares plan and Long-term incentive plan (LTIP);<br>• reviewing the independence of the directors;<br>• propositions on renewal of directorships at the 2022 shareholders' meeting;<br>• discussion on the formal assessment of the Board's works;<br>• review and adoption of the Board's report on corporate governance for 2021;<br>• review of the amendment to update the internal regulations of the Board of Directors;<br>• discussion on letter to shareholders for the shareholders' meeting;<br>• review and analysis on the opportunity to suspend or maintain the employment contract of the Deputy Chief Executive Officer. |
| **April 14th** | • propositions related to the composition of the Board of Directors and its Committees in the context of the shareholders' meeting held on April 14th, 2022;<br>• rules of allocation for the directors' remuneration. |
| **July 27th** | • propositions on the grant of performance shares, related performance criteria and the beneficiaries' list (including the grants in favour of executive directors). |

Excepted for the examination and recommendations concerning the elements of his remuneration, the Committee requested the attendance, expertise, and advice of the Deputy Chief Executive Officer.

## CSR Committee

This Committee was created, effective January 1st, 2021, by the Board of Directors at its meeting held on December 22nd, 2020 and it internal regulations approved on February 25th, 2021 in order to meet the increasing importance of Group's challenges and Board's missions in terms of CSR. It meets at least twice a year.

### Composition

The CSR Committee is composed of four members:

Angela Maria Sierra-Moreno
Chair, independent

Pauline Ginestié
Member, independent

Wai Ping Leung
Member, independent

Christobel Selecky
Member, independent

**1**
independent chair

**100%**
of independent members

### Missions

The CSR Committee's main mission is to monitor issues relating to social and environmental responsibility (social, societal and environmental issues), taking into account legal and regulatory requirements as well as the recommendations of the AFEP-MEDEF code in that regard. Its role is to prepare and facilitate the works of the Board of Directors and to submit to it any opinions, proposals or recommendations in the areas within its remit and it can be consulted by the latter.

More specifically, its missions are:

| | |
|---|---|
| **Follow-up on the internal impact of the Group's CSR policy** | • review the Group's strategy and commitments in terms of CSR, and making recommendations in this regard;<br>• follow-up of the integration of the Group's CSR commitments, having regard the challenges specific to its business and objectives;<br>• monitor the deployment of the Group's CSR initiatives, including in terms of Human Rights, diversity, equality and inclusion, health and safety and environmental approach;<br>• review of the drawing up of the Declaration of non-financial performance of the Universal Registration Document, the annual integrated report and other information required by laws and regulations in force with regard to CSR, particularly the vigilance plan. |
| **Follow-up on the external impact of the Group's CSR policy** | • review of the synthesis of the extra-financial ratings made with regard to the Group;<br>• examine the extra-financial risks and their impact on stakeholders, in terms of investment, economic performances and image, in liaison with the Audit, Risk and Compliance Committee. |

### Meetings and main activities in 2022

**100%**
of attendance rate

**3**
meetings

| Members | 02/15 | 07/27 | 11/21 | Total |
|---|---|---|---|---|
| Angela Maria Sierra-Moreno | Yes | Yes | Yes | 100% |
| Pauline Ginestié | Yes | Yes | Yes | 100% |
| Wai Ping Leung | Yes | Yes | Yes | 100% |
| Christobel Selecky | Yes | Yes | Yes | 100% |
| **ATTENDANCE RATE** | **100%** | **100%** | **100%** | **100%** |

In 2022, the Committee's work and discussions focused mainly on the following issues:

| | |
|---|---|
| **February 15th** | • review of Group CSR documentation (including the vigilance plan, declaration of extra financial performance and integrated report);<br>• review of key performance indicators for 2021 compared to the targets set;<br>• recommendations on the extra financial criteria of the annual variable remuneration of executive officers;<br>• discussion on an action plan and priorities for 2022 and beyond. |
| **July 27th** | • overview of the global CSR Governance: detailed presentation of the transverse teams working on CSR issues;<br>• presentation of the Group's diversity, equity and inclusion (DE&I) approach and its results;<br>• detailed presentation on the initiatives implemented in terms of health and wellness at work for employees working on content moderation (Trust & Safety);<br>• presentation of the environmental results of the 2022 first quarter, and the evolution compared to the objectives of carbon emissions reduction validated by the Science-based Targets initiative (SBTi), in accordance with the Paris Agreement objectives;<br>• update on the issue of a €500,000,000 bond on June 24th, 2022 subject to criteria of the Group's scope 1, scope 2 and scope 3 carbon emissions reduction;<br>• update on the Group's support to persons affected by the conflict in Ukraine;<br>• update on the procedure before the OECD point of contact. |
| **November 21st** | • results of the update of the extra financial risk-mapping and of the materiality matrix, for which the CSR Committee was previously consulted;<br>• discussion on the Group's strategy in terms of content moderation and on the recent allegations on the same issues in El Paso and Colombia;<br>• update on the allegations in Colombia, the results of the audits carried out and the measures implemented, including the renewed dialog with UNI Global. |

## 4.1.3 The Executive Management

In September 2019, the structure of the Group executive management was modified in order to be more agile and adapted to the short-term and long-term objectives and to the strategy of Teleperformance.

It consists since that date in an organization structured around a Chairman and Chief Executive Officer, a Deputy Chief Executive Officer and a Management Committee, composed of the Executive Committee and key Group managers in their respective areas of expertise.

### Composition

# Daniel Julien

**CHAIRMAN AND CHIEF EXECUTIVE OFFICER AND CHAIRMAN OF THE EXECUTIVE COMMITTEE**

Individual information and the list of terms of office of Mr. Daniel Julien are described in section 4.1.2.1 *Composition of the Board of Directors* above.

# Olivier Rigaudy

**DEPUTY CHIEF EXECUTIVE OFFICER AND GROUP CHIEF FINANCIAL OFFICER**

Born on May 4th, 1959, Mr. Olivier Rigaudy is a graduate of the Paris *Institut d'études politiques* and holds a Masters' degree in Business Law and a Postgraduate Accounting Studies Diploma (DECS). He began his career in the Audit Department at KPMG. He then joined the Finance Management of the Pechiney Group in the Mergers & Acquisitions Department before serving as Director of Finance and Investors Relations at Club Méditerranée in 1992. He served as Chief Financial Officer of the Castorama (Kingfisher) Group from 1999 to 2003 and as Corporate Secretary of Conforama from 2004 to 2009.

He joined the Teleperformance Group in February 2010 as Group Chief Financial Officer and was appointed Deputy Chief Executive Officer of Teleperformance SE on October 13th, 2017.

Mr. Rigaudy holds directorships in various French and overseas subsidiaries of the Teleperformance Group (65 companies). He does not hold any directorships in companies outside the Group. He owned 125,700 Teleperformance shares as of December 31st, 2022.

Since September 2019, for the Group executive management, the Chairman and Chief Executive Officer and the Deputy Chief Executive Officer are assisted by two Committees: the Executive Committee and the Management Committee.

## MANAGEMENT COMMITTEE*

**Composition**

It is currently composed of 33 members comprising all members of the Executive Committee and the main key operational and functional managers of the group.

**EXECUTIVE COMMITTEE** 8 members

**Daniel Julien**
Chairman and Chief Executive Officer

**Olivier Rigaudy**
Deputy Chief Executive Officer and Group Chief Financial Officer

**Miranda Collard**
Group Chief Client Officer

**Éric Dupuy**
President of Global Business Development

**Agustin Grisanti**
Group Chief Operating Officer

**Scott Klein**
President of Specialized Services

**Leigh Ryan**
Group Chief Legal and Compliance Officer

**Bhupender Singh**
President of Transformation

\+ **25** key Group managers → Human capital, research and development, security, technologies, operations, transformation, business development, finance

**30%** of women

**13** nationalities

**53** years of average age

**12** years of average seniority within the Group

** Comprehensive composition of the management Committee available on the Group website: www.teleperformance.com - section "Leadership".*

## Missions and powers

| | |
|---|---|
| **Executive management** (Chairman and Chief Executive Officer and Deputy Chief Executive Officer) | The Chairman and Chief Executive Officer has been granted full powers to act in the Company's name in all circumstances and exercises his powers within the scope of the corporate objects and subject to the powers expressly conferred by law on the general meeting of shareholders and the Board of Directors. In addition, the Chairman and Chief Executive Officer represents the Company in its relations with third parties and exercises his powers within the limits provided for by the articles of association and the Board of Directors' internal rules (see section 4.1.2.2.2 of this Universal Registration Document). The Chairman and Chief Executive Officer is assisted by a Deputy Chief Executive Officer whose powers are determined by the articles of association. Furthermore, the Board of Directors determines or authorizes expressly and prior to their completion the following issues:<br>• approving consolidated annual budgets;<br>• any significant (commercial, industrial, financial, real estate or other) transaction that the general management plans, not comprised under the approved strategy or budget, including, in particular, moveable or immoveable investment by external or internal growth, where the amount represents more than 20% of the Group's net assets as reports in the latest consolidated financial statements approved by the Board of Directors;<br>• concluding alliances of any kind involving a material proportion of consolidated revenues;<br>• proposing dividend distributions to general meetings of shareholders.<br>The Deputy Chief Executive Officer has the same powers as the Chairman and Chief Executive Officer and assists him in the performance of his duties. |
| **Executive Committee** | It is responsible for the Group's operational management. It implements the strategic orientations defined by the Board of Directors, ensures the coherence of the actions undertaken by all of the subsidiaries and discusses the major operational initiatives necessary to the development of the Group and to its performance. |
| **Management Committee** | It takes part in the development and coordination of key strategic projects and initiatives set out by the Executive Committee. It ensures the running of Group activities and the implementation of its main transversal policies with regards to their respective competences and areas of expertise. It also ensures a wide concertation on Group strategy and evolution and contribute to a permanent dialog. It does not have a decision-making power. In 2022, the Management Committee met approximately 10 times. Such meetings were held over two-three days each. |

## Gender diversity policy within the senior management

In accordance with the provisions of Article L.22-10-10 of the French Commercial Code, the Board of Directors is required to describe how the Company seeks to achieve balanced representation of women and men on any Committees set up by senior management in order to assist it in the performance of its duties and with regard to gender balance in the 10% of positions with the highest level of responsibility.

The Group Executive Committee is composed of the Chairman and Chief Executive Officer, the Deputy Chief Executive Officer and the Group key managers. As of today, eight persons are part of that Committee, including two women (*i.e.* a feminization rate of 25%). The Management Committee is comprised of all the Executive Committee members and the main operational and functional managers of the Group. As of today, 33 members are part of it, including 10 women (a feminization rate of 30%).

Achieving diversity and balanced representation is a permanent objective for the Group in that it offers an opening conducive to the optimal development of the Group. This diversity is reflected in a wide range of attributes: social mix, skills, expertise, experience, culture and background, etc.. The aim is not only to hire, develop and retain employees with diverse personal characteristics – above all, it is to build on such differences, ensuring that everyone can contribute to meeting the Group's targets by fulfilling their maximum potential.

Wherever possible, this objective is pursued at all levels of the Group: global, regional and local.

The Group has introduced a set of procedures and initiatives in order to promote equal treatment for men and women:

- the Group gender diversity and inclusion policy was updated in March 2019 and was implemented in all the Group's subsidiaries;
- salary bands, classification, career opportunities and work schedules are not based on gender. Job descriptions are detailed for each position with related salary bands. The job descriptions and offers are reviewed to eliminate any bias that discourages women to apply. The results of the equal pay index also show a pay gap of less than 1% between men and women at Teleperformance France (see section 3.3.7.1 *Gender equality*);
- to go further, the selection process on a voluntary basis and more broadly on diversity, is being deployed for all executive positions. The distribution channels for job offers are diversified to attract candidates from all backgrounds;
- the annual employee satisfaction survey generates an alert when a correlation is detected between the degree of satisfaction expressed and the gender of the respondents;
- in June 2019, Teleperformance launched a Group initiative called "TP Women". The latter aims, in particular, at creating a more gender-diverse workforce within the Group and improving the promotion of female staff in senior positions. It also seeks to develop a network of women and men to bring awareness to those issues and to encourage a gender-sensitive leadership culture.

With a strong gender balance in its workforce and management positions, Teleperformance adopted ambitious objectives in order to maintain a balanced allocation within the workforce and management positions and increase the percentage of women in executive management, and thus reach.

With regard more specifically to balanced representation of women and men, as of December 31st, 2022, women represented 54.3% of Group headcount. As of the same date, the percentage of women in management positions was 47.8%, compared to 46.9% in 2021 and 44.8% in 2020.

In addition, at that same date, the Group identified 2,180 employees as representing the top 10% of positions in terms of responsibility (i.e. exercising a managerial function), of which 32,6% of women. At the Company level, these 10% of positions concern ten persons, including six women (*i.e.* 60%). Teleperformance remains attentive to examining all the factors of improvement of diversity within it, particularly in terms of gender balance, which could be beneficial to the Group's development and its dynamism.

In accordance with the recommendation introduced in January 2020 in the AFEP-MEDEF code (§8), upon proposal of the executive management, the Board of Directors has set the objective at 30% of women on the Executive Committee by 2023. It is reminded that an objective in terms of diversity was introduced in the annual variable remuneration for executive officers since 2021 (section 4.2.2 of the 2022 Universal Registration Document).

# 4.2 REMUNERATION OF DIRECTORS AND EXECUTIVE OFFICERS

The purpose of this section is to present the remuneration policy of directors and executive officers *(mandataires sociaux)* of Teleperformance SE. It was established by the Board of Directors, upon recommendation of the Remuneration and Appointments Committee, in accordance with legal and regulatory provisions, in particular Articles L.22-10-8, L.22-10-9 and L.22-10-34 of the French Commercial Code.

The following sections present the guiding principles of this policy (section 4.2.1) and the application of the policy by the Board of Directors during financial year 2022 (section 4.2.2) and for financial year 2023 (section 4.2.3). The information presented also takes into consideration the recommendations of the AFEP-MEDEF code, as interpreted by the High Committee on Corporate Governance and those of the *Autorité des marchés financiers.*

## 4.2.1 Objectives, principles and rules for determining and implementing the remuneration policy

### 4.2.1.1 Objectives and principles

#### Objectives of the remuneration policy

The remuneration policy of the Teleperformance Group senior executives and those of the Teleperformance SE corporate officers are designed to support the Group's strategy in the long term and best serve its corporate interest.

The remuneration policy, which is designed in a simple and transparent manner, has several main objectives:

- attracting, developing and retaining talented and high-potential employees, as well as recognized skills and expertise;
- being consistent in its philosophy, its structure and over the long term;
- aligning remuneration levels with the Group's performances and, if applicable, the relevant subsidiaries;
- aligning the interests of the persons concerned with those of the shareholders;
- promoting consistent performance;
- recognizing the Group's financial and extra financial trajectory;
- fostering the achievement of the strategic plan throughout its entire term.

The remuneration policy is thus designed to motivate and retain key talents and teams in order to foster the Group's development in accordance with the objectives and schedule set. It ensures the best possible long-term performance and the promotion of innovation, which is essential for maintaining its global leading position in digitally integrated business services, breaking into complementary markets and its long-term viability.

#### Process for determination

The policy and remuneration elements granted to Teleperformance SE directors and executive officers are determined by the Board of Directors upon recommendation of its Remuneration and Appointments Committee. This Committee, whose composition, missions and works are described in section 4.1.2.3 of the 2022 Universal Registration Document, is presided and composed in majority of independent directors.

The Board and the Committee are committed to taking into account shareholders expectations as expressed during an ongoing dialog led with the Lead Independent Director and/or the Chairman of the Remuneration and Appointments Committee and on the occasion of the votes expressed at shareholders' meetings. They also refer to researches carried out by independent third-party firms specializing in remuneration-related matters. They review the remuneration and employment conditions of the Company's employees as well as the Group's initiatives in this respect.

To avoid conflicts of interest when determining the remuneration granted to executive officers, the Board discusses and votes without their presence on the decisions that concern them. If they are directors, they do not take part in the deliberations nor in voting on decisions that concern them.

Furthermore, when setting their remuneration elements, the Board endeavors to limit the creation of specific conflicts of interest. They are reduced by basing a majority of the executive officers' total remuneration on their individual performance, the Group performance and, more generally, by seeking to align all stakeholders' interests.

All conflicts of interest related to the determination, modification or revision of the remuneration policy are, in all cases, processed in accordance with the conflict of interests management procedure in force (see section 4.1.2.2.1 of the 2022 Universal Registration Document) and would be submitted to the Lead Independent Director and/or the Remuneration and Appointments Committee.

#### Reference to the AFEP-MEDEF corporate governance code

The executive officers' remuneration policy is drawn up with reference to the AFEP-MEDEF corporate governance code to which the Company refers. In this regard, the remuneration policy for Teleperformance's executive officers is based on the following principles:

| Principles enumerated by the corporate governance code in terms of remuneration determination | Teleperformance's practice |
|---|---|
| **Comprehensiveness and transparency** | All remuneration items due or granted to an executive officer are published and described in a precise, comprehensive and transparent manner.<br><br>The Board of Directors is driven by the desire to **utmost transparency** and dialog with the shareholders on remuneration of executive officers. The remuneration components are set out in detail every year in accordance with the relevant governance best practices and in line with the recommendations of the AMF and the AFEP-MEDEF code. This transparency, also considering the disclosure of the remuneration under employment agreements, has been welcomed by some institutional shareholders on several occasions. Furthermore, the levels of achievement of both financial and extra financial criteria relating to variable remuneration are described precisely in the Group's public documentation on the year ended. Since 2020, in line with its culture of transparent communication, the objectives and allocation scales are published prospectively, and no longer on a sole retrospective basis, for the coming year. |
| **Balance between remuneration components** | **The remuneration structure is simple and balanced.** It provides for (i) annual remuneration comprising a fixed part (for 50% of the potential total gross amount) and a variable part subject to financial and extra financial performance criteria (for 50% at maximum of the total gross amount), (ii) a long-term remuneration based on the grant of performance shares (or long-term incentive plan) subject to performance criteria assessed over a three-year period and (iii) benefits in kind, defined and valued.<br><br>The annual variable remuneration is **expressed as a gross maximum amount** and not as a percentage or amount that may vary (see section *Measurement* below).<br><br>In addition, the Board of Directors, upon recommendation of its Remuneration and Appointments Committee, wished for the Group to be protected by strong non-compete undertakings in the event of departure (amended and approved by the 2018 shareholders' meeting) as well as a clawback provision on the annual variable remuneration.<br><br>No other remuneration item is provided: **there are no supplementary or additional pension schemes** specific for executive officers, **nor any payments for when they take office, leave or cease to perform their duties. No exceptional remuneration** is decided nor granted, even in the case of overperformance or in connection with exceptional and very challenging events. |
| **Comparability and consistency** | Remuneration is set and assessed in accordance with a range of factors: international environment, specific local or geographic considerations, responsibilities, etc. The executive officers' remuneration structure is in line with that of other Group executives, is consistent over time (no material change in structure or amounts each year) and is designed to be applied on a long-term basis.<br><br>It is reviewed annually by the Remuneration and Appointments Committee and the Board of Directors (see below paragraph *Policy Review – waiver option and discretionary power*). |
| **Understandability of the rules** | The rules for determining executive officers remuneration are simple, consistent and transparent, evidence of a strong wish of **understandability and sustainability** in implementing remuneration policies.<br><br>The performance criteria and objectives applicable to annual variable and long-term remuneration are defined in advance and in a transparent manner and are challenging and sustainable. They reflect the Group's key growth drivers in both the short and long terms.<br><br>The Board of Directors considers that continuity and sustainability in implementing this policy are key for the Group, the executive officers as well as all its stakeholders. |

| Principles enumerated by the corporate governance code in terms of remuneration determination | Teleperformance's practice |
|---|---|
| **Measurement** | The structure and components of remuneration are determined so as to reflect and reconcile the interests of the Company and its Group, market practices, Group performance and the executive officers' performance.<br><br>Upon recommendation of the Remuneration and Appointments Committee, the Board of Directors has made sure that the application of the principles allows it to set appropriate executive remuneration, that is aligned with the Group's results. The Committee seeks to **ensure fair assessment and recognize** this performance.<br><br>**Performance assessment is the focal point** of executive officers remuneration policy. It is based on an objective and exhaustive analysis of the environment in which the Group operates. Every year, when drawing up its recommendations, the Remuneration and Appointments Committee considers the political environments, the global market and the exchange rates to which the Group is exposed. The impact of technological breakthroughs, which are occurring at an increasing rate and which profoundly alter the behaviour of the Group's clients and prospects, is also assessed and estimated on the Group's business and profit margins. The Group's previous track record in terms of organic growth and profit margin is also reviewed, in particular for the purpose of setting targets for the coming year.<br><br>The Group's steady and strong growth over the past few years has set the bar high, thereby making it harder to pursue and ambitious and significantly outperforming market growth. The same goes for operating profit margins, where the expected leverage provided by growth is often curbed by new requirements, technological developments and the corresponding costs. These factors result from the Group's expansion and the increased requirements impacting its business and profit margins (cybersecurity, GDPR, global policies, etc.).<br><br>The setting up by the Remuneration and Appointments Committee and the Board of Directors for the coming year, of the targets and the annual variable remuneration grid is thus decisive. It is based on a balanced assessment between a necessary ambition to reach and the consideration of mitigating factors (impact of technological breakthroughs, global policies, etc.).<br><br>The expected levels of achievement are therefore set at the time of the budget exercise and take into account, for the financial objectives (i) the forecast growth in Teleperformance's operating results, (ii) the forecast and expected operational performance of the market and Group competitors, and (iii) the global geopolitical environment. The Board of Directors sets a grid for each of the financial criteria using, as a lower range, estimated growth on the global market in which Teleperformance operates and, as a higher range, the guidance published on announcement of prior year results.<br><br>With regard to the extra financial objectives, the Remuneration and Appointments Committee and the Board of Directors are committed to defining objectives that match the principal challenges and issues faced by the Group, as determined on the basis of current events or Group corporate social responsibility (CSR) identified priorities.<br><br>The attention paid to ensuring that remuneration is linked to the Group's results obliges the Board of Directors and its Committee **to define precise, ambitious and high targets that are commensurate, measurable and achievable.**<br><br>In view of the foregoing and the series of excellent results posted by the Group over recent years, the Board is convinced of the suitability and the high level of ambition reflected by the targets set. Their consistent achievement noted over recent years reflects the quality of the strategy and its execution rather than insufficient ambition. This is borne out by changes in the global market, the performance in delicate contexts and the performance of direct competitors, that are significantly below that of the Group. The Board of Directors has also the possibility of adjusting these objectives, as it did by increasing them in July 2021, in order for them to be aligned with the guidance (see section 3.2.2.2 of the 2021 Universal Registration Document).<br><br>The Board of Directors considers that achievement of the targets announced to the market is the primary commitment undertaken by executive officers and executive management, who have a duty to deliver the expectations thus formulated.<br><br>**Annual variable remuneration is expressed as a gross maximum amount** and not as a percentage or target amount that may vary. Its payment is therefore triggered, subject to shareholders approval, by the achievement of targets. **In case of overperformance of the targets set, no additional or exceptional remuneration is due or granted.** The application of this rule over the past years has been broadly beneficial to the Group and its stakeholders, in particular the shareholders. In contrast, lesser remuneration is granted if the Group's performance, while objectively positive, significantly exceeds market trends but fails to reach the initial targets. The approved grid is designed to give executive officers an incentive to achieve the targets announced while penalizing them considerably if they fail. |

| Principles enumerated by the corporate governance code in terms of remuneration determination | Teleperformance's practice |
|---|---|
| **Alignment of interests** | The rules for determining remuneration take into account the need to attract, retain and motivate top-performing executives. They also aim to align their interests with those of the stakeholders, by establishing a link between performance and remuneration while ensuring a competitive remuneration offer in accordance with the Group's businesses and types of services and the geographic markets in which it operates and the Group's priorities in CSR.<br>Thus, both for the annual variable and long-term remuneration, the Remuneration and Appointments Committee seeks to ensure that executive officers' remuneration is tied to Group results.<br>The annual variable part and the long-term remuneration are remuneration which amount is greater than the fixed part. They represent, for the remuneration paid in 2022 or granted in connection with 2022, 87% of the total remuneration of the Chairman and Chief Executive Officer and 92% of that of the Deputy Chief Executive Officer. In addition, they are required to retain at least 30% of shares vested, in the registered form, until the end of their term of office and they formally renounce to use hedging transactions. |

## 4.2.1.2 Remuneration structure

In order to attract, develop and retain talents and high potentials, including executive officers, remuneration must be understandable, competitive and consistent with observed market practices. It is structured around the following components:

### Annual fixed remuneration

Annual fixed remuneration takes into account the position, level of responsibility, experience, recognized technical skills and leadership of the person concerned.

### Annual variable remuneration

Annual variable remuneration is subject to (i) financial performance criteria that are consistent, adapted to the environment in which the person concerned operates, as well as to the Group's short and long-term performance and objectives, and (ii) extra financial (quantifiable) criteria that are relevant with regard to the Group's objectives and priorities, in particular in terms of CSR.

This annual variable remuneration is **expressed as a gross maximum amount** and not as a percentage or amount that may vary.

The Group's policy in this regard is guided by the desire to establish a close link between performance and short-term remuneration. The Group has always sought to discourage conduct and situations that could lead to major or even excessive risk-taking in pursuit of short-term gains. As such, **the annual variable part is equal to the fixed part, conditional on the achievement of ambitious objectives linked to Group strategy and capped.**

Since 2018, the annual variable remuneration is subject to a **clawback** that is triggered if all or part of this remuneration is received as the result of an act of accounting fraud impacting the consolidated financial statements, for which the executive officer concerned was responsible or acted as an accomplice. This scheme will be implemented if, during either of the two years following the year in which the executive officer concerned received said remuneration, the Board of Directors identifies such fraud. The amount of variable remuneration that the executive officer concerned would not have received if the fraud had not been committed will be repaid to the Company. As of today, this mechanism has not been implemented.

### Long-term share-based remuneration

The policy stems from the desire to engage Group key managers and senior executives, including executive officers, in the long term, and align their interests with those of the shareholders by giving them an interest in the value of shares. It involves eligibility for performance share grants (granted by the Company or, until 2021, through long-term incentive (LTI) plans). Vesting of performance shares or LTI is subject to the fulfilment of presence and performance criteria. These performance criteria are based on key aspects of the Teleperformance strategy and covering internal and external measured and quantifiable criteria.

The policy adheres to the following principles:

- the vesting of performance shares is subject to performance and attendance criteria applied in the same way to executive officers and all employee beneficiaries;
- the performance criteria and objectives set out are in line with the long-term Group strategy as defined by the Board of Directors and publicly disclosed;
- performance and attendance criteria are assessed and measured over a three-year period. Their determination and their expected levels of achievement are decided by the Board of Directors upon recommendation of its Remuneration and Appointments Committee. It sets the thresholds for calculating the performance expected or achieved for determining the number of shares definitely vested;
- with regard to grant frequency, the Group has changed its practice since 2019 which now provides for an annual grant;
- the annual grant aims at retaining key managers to the strategy's implementation and long-term viability (593 persons in July 2022);
- the number of performance shares granted to a beneficiary is determined in accordance with his/her responsibilities and role. It is defined as a maximum number of shares, rather than a percentage of remuneration, in order to minimize the potential dilution for shareholders and a better alignment of remuneration on their interests and avoid any windfall effect.

  Every year, the Remuneration and Appointments Committee reviews the adequacy of this number taking into consideration the evolution in duties of the beneficiaries concerned and changes made, if any, on their remuneration, the Group performance and profitability, the changes made within the Group (major acquisitions, opening of new sites, etc.) and the share price;

- long-term incentive plans are, where applicable, subject to identical terms and conditions and performance and attendance criteria as performance shares plans;
- if a beneficiary leaves the Company, he or she does not retain the shares granted under a performance share or long-term incentive plan and not yet vested at the departure date. However, the Board of Directors can decide to partially maintain them. If it takes that decision, it would justify its decision and apply a pro rata on the number of shares that would be maintained and which would remain, in any case, subject to the performance conditions applicable to the grants concerned. In case of retirement, there will be no accelerated vesting, a pro rata will be applied and the performance criteria will remain applicable;
- executive officers must retain at least 30% of shares vested, in the registered form, until the end of their term of office and undertook not to engage in hedging transactions.

### Remuneration in respect of a non-compete undertaking

Executive officers are bound by non-compete undertakings with the Group. They seek to protect the legitimate interests of the Group and all its internal and external stakeholders if the executive concerned leaves the Company, in exchange for compensation limited to one or two years of remuneration, as applicable, particularly in view of the intangible know-how of the Group. The characteristics of undertakings taken by the senior executives may vary depending on the responsibilities assumed and applicable local legal and regulatory restrictions.

### Benefits in kind

Benefits in kind, determined based on local considerations and individual situations, primarily include the use of a company car and healthcare insurance.

### Director remuneration

Teleperformance SE directors receive remuneration capped to the total annual amount approved by the shareholders' meeting and allocated among them by the Board of Directors in accordance with the rules it establishes upon recommendation of its Remuneration and Appointments Committee. These rules are in section 4.2.2.1 below.

### Additional or supplementary pension scheme (or "top-up" pension scheme)

There are no additional or supplementary pension schemes for executive officers in respect of their office.

### Take-up or termination payments

There are no indemnity or remuneration provided in favor of executive officers when they take up or end their functions in respect of their office or an employment contract.

### Exceptional remuneration

No exceptional remuneration is provided in favor of executive officers in respect of their office or an employment contract or due to specific or exceptional circumstances (*e.g.* exceptional performance during the health crisis due to Covid-19).

### Other remuneration elements

Exception made for remuneration granted pursuant to employment agreements, there are no other remuneration elements provided in favor of directors and executive officers.

## 4.2.1.3 Policy Review – waiver option and discretionary power

Directors' and executive officers' remuneration policy, especially their remuneration structure, is reviewed every year by the Board of Directors, based on the works of its Remuneration and Appointments Committee. On that occasion, the Board discusses the opportunity to review the remuneration policy, in particular the components and/or levels of remuneration with regard to the general development of the Group and the markets and, if applicable, any specific events (new functions, acquisitions, integrations, new business lines, new countries, etc.) impacting the Company, its Group or its organization and the expectations or opinions expressed by shareholders. It is also the occasion for the Board of Directors to ensure this policy remains consistent and relevant with respect to the abovementioned objectives.

In any event, the Board of Directors ensures (i) for the determination of the remuneration policy, adherence to the principles set out above, pursuant to paragraph 26.1.2 of the AFEP-MEDEF code and (ii) for the setting of executive officers' remuneration, its compliance with the remuneration policy thus established.

The Board considered the practical implementation of the remuneration policy in the event, during the year, of a change in governance structure or appointment of a new executive officer, either to replace a corporate officer (executive or director) whose functions would have ceased, or to strengthen senior management or the Board of Directors. Under such circumstances:

- if it is a director, his or her remuneration will be determined in accordance with the director remuneration policy (see below); the Board of Directors will thus take into account the date of entry into function;
- if it is an executive officer, his or her remuneration will be set in accordance with the remuneration policy for executive officers approved by the shareholders' meeting. The Remuneration and Appointments Committee and the Board will conduct an overall analysis of this person's specific situation (skills, experience, duties, membership or not in the Group, etc.) and of the Group (context of the appointment, change in governance, performance, etc.), in order to determine, for the variable remuneration items, the objectives, levels of performance, maximum percentages compared to the annual fixed remuneration, within the limits of the maximum set in the remuneration policy in force applicable to the Chairman and Chief Executive Officer or the Deputy Chief Executive Officer (see below).

In addition, the Board has already established that such a situation may lead it to apply the exception provided for by Article L.22-10-8 III of the French Commercial Code. It would then be implemented only in the event, during the financial year, of a sudden and unplanned change in the governance structure or replacement of an executive officer. In such cases, the liberty of choice of a new executive officer with the appropriate skills and experience, is crucial to the continued Company's short or medium-term viability and sustainability. It would be implemented in accordance with the conditions set forth by Article L.22-10-8 III of the French Commercial Code and within the limits of the caps indicated in the remuneration policy in force applicable to the Chairman and Chief Executive Officer or to the Deputy Chief Executive Officer.

Moreover, the Board maintains the possibility to use its discretionary power concerning the implementation of the executive officers' remuneration policy. The Covid-19 pandemic has convinced the Board that a health-related crisis, a natural disaster or a similar event were likely to justify certain adjustments to certain elements of remuneration of the executive officers. In the event of specific occurrences, the Board of Directors may adjust, on an exceptional basis and both upwards and downwards, one or more of the financial and/or extra financial criteria of the annual variable or long-term remuneration. This approach will ensure that the results of the application of the criteria reflect both the performance of the executives concerned and that of the Group. Should the Board decide, upon recommendation of its Remuneration and Appointments Committee and due to exceptional circumstances, to use this discretionary power, it would continue to comply with the principles set out in the remuneration policy, in particular the caps on annual variable remuneration, and provide a clear, precise and complete explanation of its choice. Any adjustment to the remuneration policy would be made public, motivated and submitted to a binding vote of the shareholders at the next shareholders' meeting.

## 4.2.2 Remuneration policy for directors and executive officers applied in respect of the 2022 financial year – Remuneration elements and benefits paid during or granted in respect of the 2022 financial year (*ex-post* votes)

### 4.2.2.1 Implementation of the remuneration policy for directors in 2022

#### Principles

Within the limit of a total annual amount approved by the shareholders' meeting (until further decision), the Board of Directors, upon recommendation of the Remuneration and Appointments Committee, decides on the rules for allocating this amount among its members.

These rules take into account, pursuant to the recommendations of the AFEP-MEDEF code and the provisions of the Board's internal regulations, (i) the membership to the Board and its Committees, (ii) the effective attendance at meetings and (iii) the geographical distance. They therefore provide for a predominant variable part (except for the Lead Independent Director who receives a specific fixed remuneration).

However, among directors, the Chairman and Chief Executive Officer and those, if applicable, holding an employment contract with a consolidated Group entity do not receive remuneration as a director. The termination modalities of employment contracts are governed by local legal provisions applicable on said matters or, when different, by contractual stipulations. Directors of Teleperformance SE who hold office in one or more consolidated Group entities may receive remuneration from said entities.

The Board of Directors may entrust, on an exceptional basis, an assignment to a director for which remuneration is granted, it being understood that the remuneration granted for such an assignment will be determined by the Board upon recommendation of the Remuneration and Appointments Committee, with regard to the importance of the assignment for the Group and its execution modalities (duration, personal involvement required, his or her expertise, travel requirements, etc.). In all cases, the granting of said assignment is subject to the regulated related-party agreement procedure provided for by Articles L.22-10-15 and L.225-46 of the French Commercial Code.

The remuneration as a director granted in respect of one year is paid during the following year following the shareholders' meeting called to approve the financial statements for the financial year ended (*e.g.,* for the remuneration in respect of 2022, following the shareholders' meeting called in 2023 to approve the financial statements of financial year ended December 31st, 2022).

#### Allocation rules

The shareholders' meeting held on April 14th, 2022 has set, until further decision, the total annual amount for directors' remuneration at the gross annual maximum amount of €1.2 million.

For 2021 (remuneration paid in 2022) and for 2022 (remuneration to be paid in 2023), the allocation rules were the following (gross amounts):

- each director received a remuneration comprising an annual fixed remuneration of €25,000 and a variable amount of €6,000 per meeting subject to attendance, increased to €27,500 and €6,600 respectively starting April 14th, 2022;
- members of the Audit, Risk and Compliance Committee received an annual fixed remuneration of €10,000, doubled for the Committee Chair, and a variable amount of €4,500 per meeting subject to attendance increased to €11,000 and €5,000 respectively starting April 14th, 2022;
- members of the Remuneration and Appointments Committee received an annual fixed remuneration of €7,500, doubled for the Committee Chair, and a variable amount of €3,500 per meeting subject to attendance, increased to €8,250 and €3,900 respectively starting April 14th, 2022;
- members of the CSR Committee received an annual fixed remuneration of €7,500, doubled for the Committee Chair, and a variable amount of €3,500 per meeting subject to attendance, increased to €8,250 and €3,900 respectively starting April 14th, 2022;
- the Lead Independent Director received an annual fixed remuneration of €50,000, increased to €55,000 starting April 14th, 2022;
- an additional remuneration of €1,500 for attending a Board or Committee meeting for directors traveling from a country within Europe (excluding France) and of €3,500 for attending a Board or Committee meeting for directors traveling from a country outside Europe.

In addition, it is specified that directors may have entered into employment agreements with a company of the Group and hereby receive a remuneration.

The directors' attendance rates are described, on an individual basis, in section 4.1.2.3 of the 2022 Universal Registration Document.

The total gross amount of directors' remuneration paid in 2022 (in respect of financial year 2021) is of €888,000 and the amount to be paid in 2023 (in respect of financial year 2022) is of €1.2 million.

It is reminded that the remuneration policy for 2022 applicable to directors was approved by the shareholders' meeting held on April 14th, 2022 (8th resolution approved at 99.88%).

**Individual breakdown of the remuneration granted and paid to directors –** gross amounts rounded **(Table 3 of the AMF recommendations)**

| | 2022 | | 2021 | |
|---|---|---|---|---|
| | **Amounts granted in respect of 2022*** | **Amounts paid during 2022**** | **Amounts granted in respect of 2021** | **Amounts paid during 2021***** |
| **Daniel Julien,** *Chairman and CEO* | | | | |
| Fixed part | n/a | n/a | n/a | n/a |
| Variable part | n/a | n/a | n/a | n/a |
| Other remuneration | see section 4.2.2.2 | see section 4.2.2.2 | see section 4.2.2.2 | see section 4.2.2.2 |
| **Emily Abrera,** *director* | | | | |
| Fixed part | €39,661 | €32,500 | €32,500 | €32,500 |
| Variable part | €59,252 | €34,500 | €34,500 | €55,125 |
| Other remuneration | - | - | - | - |
| **Alain Boulet,** *director* | | | | |
| Fixed part | €48,218 | €45,000 | €45,000 | €45,000 |
| Variable part | €67,352 | €46,500 | €46,500 | €54,625 |
| Other remuneration | - | - | - | - |
| **Bernard Canetti,** *director* | | | | |
| Fixed part | €34,824 | €32,500 | €32,500 | €32,500 |
| Variable part | €48,752 | €34,500 | €34,500 | €51,625 |
| Other remuneration | - | - | - | - |
| **Philippe Dominati,** *director until April 14th, 2022* | | | | |
| Fixed part | €7,123 | €25,000 | €25,000 | €25,000 |
| Variable part | €24,000 | €24,000 | €24,000 | €41,125 |
| Other remuneration (1) | €70,000 | €70,000 | €70,000 | €70,000 |
| **Pauline Ginestié,** *director* | | | | |
| Fixed part | €34,824 | €32,500 | €32,500 | €25,000 |
| Variable part | €51,752 | €34,500 | €34,500 | €42,625 |
| Other remuneration | - | - | - | - |
| **Jean Guez,** *director* | | | | |
| Fixed part | €37,503 | €35,000 | €35,000 | €35,000 |
| Variable part | €67,352 | €46,500 | €46,500 | €54,625 |
| Other remuneration | - | - | - | - |
| **Shelly Gupta,** *director since April 14th, 2022* | | | | |
| Fixed part | €19,664 | - | - | - |
| Variable part | €24,352 | - | - | - |
| Other remuneration | - | - | - | - |
| **Véronique de Jocas,** *director representing the employees* | | | | |
| Fixed part | n/a | n/a | n/a | n/a |
| Variable part | n/a | n/a | n/a | n/a |
| Other remuneration | see note (2) | see note (2) | see note (2) | see note (2) |
| **Wai Ping Leung,** *director* | | | | |
| Fixed part | €34,824 | €32,500 | €32,500 | €25,000 |
| Variable part | €52,252 | €34,500 | €34,500 | €38,625 |
| Other remuneration | - | - | - | - |
| **Evangelos Papadopoulos,** *director representing the employees* | | | | |
| Fixed part | n/a | n/a | n/a | n/a |
| Variable part | n/a | n/a | n/a | n/a |
| Other remuneration | see note (3) | see note (3) | see note (3) | see note (3) |

| | 2022 | | 2021 | |
|---|---|---|---|---|
| | **Amounts granted in respect of 2022*** | **Amounts paid during 2022**** | **Amounts granted in respect of 2021** | **Amounts paid during 2021***** |
| **Robert Paszczak,** *director* | | | | |
| Fixed part | €33,186 | €40,000 | €40,000 | €40,000 |
| Variable part | €55,352 | €34,500 | €34,500 | €55,125 |
| Other remuneration | - | - | - | - |
| **Leigh Ryan,** *director until April 14th, 2022* | | | | |
| Fixed part | n/a | n/a | n/a | n/a |
| Variable part | n/a | n/a | n/a | n/a |
| Other remuneration | see note (4) | see note (4) | see note (4) | see note (4) |
| **Christobel Selecky,** *director* | | | | |
| Fixed part | €34,824 | €32,500 | €32,500 | €25,000 |
| Variable part | €55,752 | €34,500 | €34,500 | €44,625 |
| Other remuneration | - | - | - | - |
| **Angela Maria Sierra-Moreno,** *director* | | | | |
| Fixed part | €42,860 | €40,000 | €40,000 | €25,000 |
| Variable part | €55,752 | €34,500 | €34,500 | €44,625 |
| Other remuneration | - | - | - | - |
| **Patrick Thomas,** *Lead Independent Director* | | | | |
| Fixed part (5) | €85,200 | €75,000 | €75,000 | €75,000 |
| Variable part | €40,500 | €24,000 | €24,000 | €41,125 |
| Other remuneration | - | - | - | - |
| **Carole Toniutti,** *director since April 14th, 2022* | | | | |
| Fixed part | €26,114 | - | - | - |
| Variable part | €28,852 | - | - | - |
| Other remuneration | - | - | - | - |
| **Stephen Winningham,** *director* | | | | |
| Fixed part | €31,053 | €35,000 | €35,000 | €35,000 |
| Variable part | €58,852 | €48,000 | €48,000 | €56,125 |
| Other remuneration | - | - | - | - |

* *To be paid in 2023.*

** *The amounts paid in 2022 correspond to the remuneration granted in respect of the 2021 financial year.*

*** *The amounts paid in 2021 correspond to the remuneration granted in respect of the 2020 financial year.*

(1) *Remuneration as Chairman of the Board of Directors of Teleperformance France SA (wholly owned subsidiary of Teleperformance SE).*

(2) *Ms. Véronique de Jocas is an employee of Teleperformance SE since 2006 and currently serves as Risk and Insurance Director. In this respect, she receives, for a full year, a gross fixed remuneration of €72,000 and a variable remuneration subject to objectives. Her employment contract is governed by French law, in particular concerning termination of employment contract. As an employee, she received 750 performance shares, subject to presence and performance criteria, as part of the July 27th, 2022 plan implemented by the Company.*

(3) *Mr. Evangelos Papadopoulos is an employee of Ypiresia 800 – Teleperformance AEPY, subsidiary of Teleperformance SE, as Contact Center Manager since 2004. In this respect, he receives, for a full year, a gross fixed remuneration of €25,312. His employment contract is governed by Greek law, in particular concerning termination of employment contract.*

(4) *Ms. Leigh Ryan, director until April 14th, 2022, holds an employment contract with Teleperformance Group, Inc. (TGI), a wholly owned US subsidiary of the Company, as Group Chief Legal, Compliance and Privacy Officer since February 2016. She does not receive any remuneration as a director from the Company or from any subsidiaries in which she holds directorships.*

*For 2022, she received an annual gross remuneration of US$1,280,244 and benefits in kind. For 2021, her remuneration as an employee of TGI consisted of a gross fixed remuneration of US$1,242,926 and benefits in kind for a total amount of US$67,653. As an employee of TGI, she was granted performance shares, subject to presence and performance criteria, as part of the plans implemented by Teleperformance SE (18,000 shares in 2021 and 2022).*

(5) *Amount including the fixed remuneration as Lead Independent Director.*

### 4.2.2.2 Implementation of the remuneration policy of the Chairman and Chief Executive Officer and remuneration paid during or granted in respect of the 2022 financial year

The remuneration elements of Mr. Daniel Julien, Chairman and Chief Executive Officer, were established by the Board of Directors, upon recommendation of the Remuneration and Appointments Committee, for the 2021 financial year, at its meetings held on February 25th, 2021 and July 28th, 2021, and for 2022, at its meeting held on February 16th, 2023.

Pursuant to the remuneration policy approved by the shareholders' meeting, particularly the one held on April 14, 2022 (9th resolution approved by 90.74%), the remuineration was granted and/or paid in full, for Mr. Daniel Julien, Chairman and Chief Executive Officer, by the US subsidiary Teleperformance Group, Inc. of which he is an executive officer. The elements of his remuneration are expressed and paid in US dollars (converted into euros for clarity) by Teleperformance Group, Inc.

#### Remuneration principles and structure

**Table 11 of the AMF recommendations – Summary of undertakings taken in favor of Chairman and Chief Executive Officer**

| | Employment contract | Supplementary pension scheme | Payments or benefits due or liable to be due upon termination or change of responsibilities | Payments relating to a non-compete undertaking |
|---|---|---|---|---|
| **Daniel Julien** | No | No | No | Yes |
| Chairman and Chief Executive Officer (Term expiry: 2024 GM) | | | | |

The remuneration structure of the Chairman and Chief Executive Officer has **remained unchanged in its amount since 2013.** It is determined by the Board of Directors of Teleperformance SE, upon recommendation of the Remuneration and Appointments Committee. It is expressed and paid in US dollars (converted into euros for the purposes of comprehensibility of the present corporate governance report) by Teleperformance Group, Inc. (US subsidiary of Teleperformance SE), with the Group bearing the social contributions and expenses in this country in accordance with applicable local regulations.

Upon recommendation of its Committee, the Board of Directors has modified the remuneration structure of the Chairman and Chief Executive Officer over recent years in order to maintain its consistency and its relevance following to changes in governance and to reflect the expectations or wishes expressed by certain shareholders. The following structural modifications have been applied to the remuneration of the Chairman and Chief Executive Officer:

- in December 2017, reduction of the amount of non-compete compensation to be paid to the Chairman and Chief Executive Officer to two years' remuneration (annual fixed and variable);
- since 2018, introduction of a clawback mechanism for the variable annual part;
- in 2018, reduction of the annual fixed part for a higher annual variable part, the fixed and variable parts now representing 50% of total annual remuneration each (compared to a 70%/30% split previously);
- since 2019, introduction of Corporate Social Responsibility (CSR) criteria in the annual variable part;
- since 2019, change in the periodicity for performance shares and long-term incentive grants: from a grant every three years to an annual grant;
- in 2019 and in 2021, grant of a number of shares (under the long-term incentive plan) lower than the amount approved by the shareholders' meeting;
- in 2021, increase of the initially set objectives in the annual variable and long-term share-based remuneration;
- in 2022, introduction of an environmental criterion and a criterion based on cash flow in the long-term share-based remuneration and decrease of the maximum number of shares that may be granted to the Chairman and Chief Executive Officer.

These changes were decided and implemented in a context of growth and excellent performance and profitability for the Group. This performance is proof of the efficiency of the current remuneration policy as a motivational tool and for the alignment of interests. The Board therefore intends to maintain and stabilize this policy.

The table below thus resumes the changes applied to the remuneration structure and elements of the Chairman and Chief Executive Officer over the past six years:

| Financial year | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | Comments |
|---|---|---|---|---|---|---|---|
| **Annual fixed remuneration** | US$3,750,000 | US$2,625,000 | | | | | In 2018, change of the allocation between the annual fixed and variable parts (from 70%/30% to 50%/50%); BUT global remuneration amount (fixed and variable) unchanged since 2013; AND introduction of a clawback mechanism starting from 2018; AND introduction, since 2019, of quantifiable extra financial criteria in terms of CSR. |
| **Annual variable remuneration** | US$1,500,000 | US$2,625,000 | | | | | |
| | | Introduction of a clawback mechanism | Clawback | | | | |
| | | | Extra financial criteria (CSR) | | | | |
| **Share-based long-term remuneration** | Grant of performance shares (LTIP) in 2016 for three years (policy in effect at the time of grant). | | Grants of performance shares every year. | | | | Since 2019, vote by the shareholders' meeting of a maximum number of performance shares or LTI, annual grants reduced in 2019 and 2021. Introduction in 2022 of an environmental performance criterion and decrease of the maximum number of shares that may granted. |
| | 175,000 performance shares | | 58,333 performance shares | | 50,000 performance shares | | |
| **Benefits in kind** | Use of a company car, benefit of a healthcare insurance plan and the matching contribution under the non-qualified deferred compensation plan. | | | | | | Unchanged |
| **Non-compete undertaking** | Two-year undertaking compensated by 2.5 years' remuneration or three-year undertaking compensated by three years' remuneration, at the Board's discretion. | | Two-year undertaking compensated by a maximum two years' remuneration (fixed and variable). | | | | Modification in 2019 to cap the compensation amount at two years' remuneration, to limit the financial impact for the Group while protecting the interests of all its stakeholders. |
| **Pension scheme** | None | | | | | | There is no pension scheme in place for the Chairman and Chief Executive Officer. |
| **Other remuneration items** | None | | | | | | No other item of remuneration is due, granted or paid to the Chairman and Chief Executive Officer. |

**With regards to the non-compete undertaking** of the Chairman and Chief Executive Officer, it is reminded that it was implemented starting 2016. Indeed, concerned with protecting the Group's interests, the Board of Directors authorized, as of that year, the implementation of a non-compete undertaking between Mr. Daniel Julien, Teleperformance SE and Teleperformance Group, Inc.

This undertaking was entered into on May 18th, 2006 and approved by the shareholders' meeting of June 1st, 2006. It was subsequently amended by decisions of the Board of Directors on May 31st, 2011 and November 30th, 2011, as approved by the ordinary shareholders' meeting of May 29th, 2012. At its meeting of November 30th, 2017, the Board of Directors decided to limit the amount and duration of the non-competition and non-poaching obligations to two years. Compensation for this undertaking will be limited to two years' gross remuneration (fixed and variable) paid in respect of the calendar year prior to the year of departure, compared to previous potential compensation of three years. The amended undertaking is a continuation of the policy on this matter and reflects the Board's desire to protect the interests of the Group and all internal and external stakeholders (clients, employees, shareholders) in case of Mr. Daniel Julien's departure, regardless of the cause. It will also limit the financial impact on the Group, due to the reduction in the amount of remuneration provided for the obligations incumbent on Mr. Daniel Julien. The amendment to the non-compete undertaking was entered into on December 1st, 2017 and approved by the shareholders' meeting of April 20th, 2018.

It is hereby reminded that under the terms of this undertaking Mr. Daniel Julien is bound by non-compete and non-poaching obligations. As such, he is prohibited, for a period of two years, in all countries in which the Group operates at the time of the effective date of departure, directly or indirectly, from working with or participating, in any way whatsoever (in particular, as an employee, executive or non-executive officer, director, external consultant, etc.), in a business activity and/or a company that competes with the Group. In addition, for the same period, he must refrain from soliciting, directly or indirectly, the senior managers of the Group. The non-compete undertaking provides for a nine-month mutual notice period in the event of termination of employment within the Group.

The recommendations of the AFEP-MEDEF code concerning non-compete commitments (§25) not applied, as well as the justifications for their non application, are described in chapter 4 *Corporate Governance* paragraph *Corporate Governance Code* of the 2022 Universal Registration Document.

## Fixed, variable and exceptional elements of the total remuneration and benefits of all kind paid or granted in 2022 to Mr. Daniel Julien, Chairman and Chief Executive Officer

### Table 1 of the AMF recommendations – Summary table on remuneration, stock options and shares granted to the Chairman and Chief Executive Officer (gross amounts – in euros)

| | 2022* | 2021* |
|---|---|---|
| Remuneration granted in respect of the financial year (detailed in Table 2 below) | 5,052,989 | 4,496,149 |
| Value of multi-year variable remuneration granted during the financial year | n/a | n/a |
| Value of stock options granted during the financial year | n/a | n/a |
| Value of performance shares granted during the financial year (detailed in section 4.2.2.5 below) | 14,664,250 | 15,103,350 |
| Value of other long-term remuneration plans | n/a | n/a |
| **TOTAL** | **19,717,239** | **19,599,499** |

* *Remuneration denominated in a foreign currency for a given year is converted into euros at the average exchange rate for the year (for 2022 €1 = US$1.053 and for 2021 €1 = US$1.183). The change in the amount thus converted into euros compared with the previous year is due solely to the effect of the exchange rate between the US dollar and the euro.*

### Table 2 of the AMF recommendations – Summary remuneration table for the Chairman and Chief Executive Officer (gross amounts – in euros)

| | 2022(1) | | 2021(1) | |
|---|---|---|---|---|
| | Amounts granted | Amounts paid(2) | Amounts granted | Amounts paid(2) |
| Annual fixed remuneration | 2,492,877 | 2,492,877 | 2,218,935 | 2,218,935 |
| Annual variable remuneration | 2,492,877(3) | 2,492,877(4) | 2,218,935 | 2,218,935(5) |
| Multi-year variable remuneration | n/a | n/a | n/a | n/a |
| Exceptional remuneration | n/a | n/a | n/a | n/a |
| Remuneration granted for directorships | n/a | n/a | n/a | n/a |
| Benefits in kind(6) | 67,234 | 62,234 | 58,279 | 58,279 |
| **TOTAL** | **5,052,989** | **5,052,989** | **4,496,149** | **4,496,149** |

(1) *Remuneration denominated in a foreign currency for a given year is converted into euros at the average exchange rate for the year (for 2022, €1= US$1.053 and for 2021, €1 = US$1.183). Except for the benefits in kind, the change in the amount thus converted into euros compared with the previous year is due solely to the effect of the exchange rate between the US dollar and the euro.*

(2) *The remuneration paid during one financial year includes the portion of remuneration granted in respect of and paid during that year and the balance of remuneration granted in respect of the previous financial year.*

(3) *The payment of the annual variable remuneration in respect of the 2022 financial year is subject to the approval of the remuneration elements paid or granted for 2022 by the shareholders' meeting to be held on April 13th, 2023 pursuant to the provisions of Article L.22-10-34 II of the French Commercial Code (6th resolution).*

(4) *The variable remuneration in respect of the 2021 financial year was paid, in accordance with the provisions of Article L.22-10-34 II of the French Commercial Code, following the positive vote of the shareholders' meeting of April 14th, 2022 (6th resolution approved at 85.56%).*

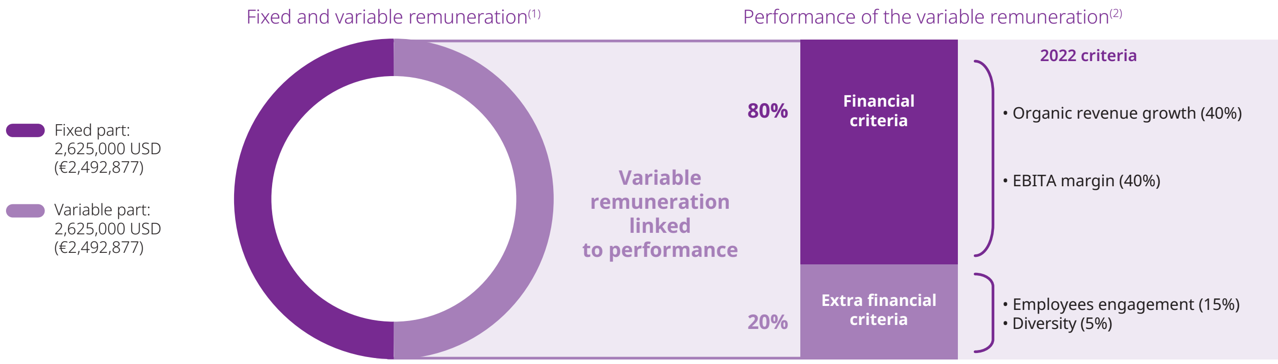
(5) *The variable remuneration in respect of the 2020 financial year was paid, in accordance with the legal provisions, following the positive vote of the shareholders' meeting of April 22nd, 2021 (6th resolution approved at 61.16%).*

(6) *The benefits in kind granted to Mr. Daniel Julien consist of the use of a company car, a healthcare insurance plan and the matching contribution paid under the non-qualified deferred compensation plan described below.*

### Breakdown of remuneration elements of the Chairman and Chief Executive Officer for 2022

For the 2022 financial year, the remuneration elements of Mr. Daniel Julien, Chairman and Chief Executive Officer, reflect the implementation of the remuneration policy duly approved by the shareholders' meeting held on April 14th, 2022 (9th resolution approved at 90.74%).

Annual remuneration for 2022(1)(2)




**Remuneration granted as a director : €0**

**Benefits in kind: 70,797 USD (€67,234)**

Long-term share-based remuneration for 2022

**Grant of a maximum number of 50,000 performance shares under internal and external performance conditions measured over 3 years, in connection with the July 2022 performance shares plan**

*(1) The 2022 variable remuneration is a maximum amount and represents 50% of the total annual remuneration.*
*(2) The maximum amount of the 2022 variable remuneration and the levels of achievement of the objectives have been decided, upon recommendation of the Remuneration and Appointments Committee, by the Board of directors at its meeting held on February 17, 2022.*

## Annual fixed remuneration

For 2022, the annual fixed remuneration of Mr. Daniel Julien, Chairman and Chief Executive Officer, was set at the gross amount of US$2,625,000 (*i.e.* €2,492,877), identical to the amount set since 2018. The change in the amount thus converted into euros compared with the previous year is due solely to the effect of the exchange rate between the US dollar and the euro.

## Annual variable remuneration

For 2022, the annual variable remuneration was set at the maximum amount of US$2,625,000, subject to performance criteria. It represents a level equal to the fixed remuneration.

In accordance with the guiding principles of the remuneration policy, this annual variable part is expressed in a maximum amount. In case of overperformance of one or more objectives, no additional or exceptional remuneration is paid or granted.

Since 2018, this variable part is subject to a clawback mechanism described in section 4.2.1.2 above. As of today, this mechanism has not been implemented.

The performance criteria applicable to said variable remuneration were defined by the Board of Directors upon recommendation of its Remuneration and Appointments Committee, at its meetings held on December 2nd, 2021 and February 17th, 2022. The criteria and their expected levels of achievement were made public prospectively.

In order to note their full or partial achievement, the Board maintained a point-based calculation system. The maximum number of points that may be granted is 100 points, a maximum of 80 points for financial criteria and a maximum of 20 points for extra financial criteria.

### Synthesis of the performance conditions assessment table

| Weight of each performance indicator | Initial objectives defined by the Board of Directors of February 17th, 2022 – Minimum | Target | Maximum | Assessment by the Board of Directors of February 16th, 2023 – Level of completion | Amount in cash | Assessment |
|---|---|---|---|---|---|---|
| **Financial criteria** | | | | | | |
| Organic revenue growth (excluding currency effects) – 40% | Equal to 2% | Equal to 5% and above | | 100% | US$1,050,000 | 100% – see details below Financial criteria |
| EBITA margin (excluding non-recurring items) – 40% | Equal to 15.1% | Equal to 15.4% and above | | 100% | US$1,050,000 | |
| **Extra financial criteria (CSR)** | Employees engagement (15%) | | | 100% | US$393,750 | 100% – see details below Extra financial criteria |
| | Diversity (5%) | | | 100% | US$131,250 | |
| **TOTAL** | | | | **100%** | **US$2,625,000** | |

## Details concerning the assessment of the performance conditions

### Financial criteria (weighing: 80%)

The financial criteria, which have an 80-point weighing, relate to the growth rate in revenue and EBITA margin, and represent the performance achieved by the Group and exclude the impact of currency and consolidation scope effects for the turnover criterion and excludes non-recurring items with respect to the criterion relating to EBITA.

The tables below show the number of points, the targets set by the Board and the levels of achievement noted by the Board.

### Organic revenue growth (excluding currency effects) (40 points)

| *Number of points granted* | Targets |
|---|---|
| 0 point | Less than 2% |
| 10 points | Equal to 2% and less than 3% |
| 20 points | Equal to 3% and less than 4% |
| 30 points | Equal to 4% and less than 5% |
| 40 points | Equal to 5% and above |
| **TOTAL** | **40 POINTS** |

As to this criterion, upon recommendation of its Committees, the Board of Directors noted that organic revenue growth amounted to 5.7% and thus granted 40 points.

### EBITA margin (excluding non-recurring items) (40 points)

| *Number of points granted* | Targets |
|---|---|
| 0 point | Less than 15.1% |
| 10 points | Equal to 15.1% and less than 15.2% |
| 20 points | Equal to 15.2% and less than 15.3% |
| 30 points | Equal to 15.3% and less than 15.4% |
| 40 points | Equal to 15.4% and above |
| **TOTAL** | **40 POINTS** |

As to this criterion, upon the recommendation of its Committees, the Board of Directors noted that the EBITA margin amounted to 15.5% and thus granted 40 points.

With regard to the financial criteria, the level of achievement was 100% and the Board of Directors decided that the number of points granted would be of 80 out of the 80 points allocated to these criteria.

The year 2022 was characterized by a very disrupted global environment, both globally and more directly for Teleperformance. The political context linked to the conflict in Ukraine, the particular situation in China, which was virtually closed throughout the year, and the disrupted environment for companies in the digital and tech sectors were all obstacles throughout the year.

As far as Teleperformance is concerned, the Company was confronted with the disappearance of an important activity (representing more than €500 million in revenues) linked to Covid assistance contracts, which had to be made up for, as well as the consequences at the end of the year of allegations on human resources and employee management practices, particularly in Colombia with regard to content moderation activities (see 3.4.2.5 of the 2022 universal registration document).

Despite this difficult environment, the Group achieved the objectives set at the beginning of the year.

The organic revenue target set at 5% at the beginning of the year was raised at the time of the publication of revenues for the third quarter of 2022 to 5.5%. It partially takes into account the decline in Covid assistance contracts compared with the previous year, which was massive throughout the year, and finally represented 7% of the Group's consolidated revenues. Similarly, the slowdown in the growth of the activities of the Group's clients in the digital and tech sectors was an unforeseen obstacle to the achievement of the objectives initially set. The very significant decline in the Group's activity in Russia and Ukraine had also not been foreseen at the time the objectives were formulated. In this difficult context, the Group was able to more than compensate for the reduction or outright disappearance of its activities, and ended the year with an increase in activity slightly higher (+5.7%) than the original objective.

Regarding the profitability criterion, the Group reached the objective of 15.5% against 15.4% set at the beginning of the year, even though the headwinds mentioned above had significant impacts. For example, TLS was not able to benefit from the traditionally profitable activity in China due to the near closure of the borders.

### Extra financial criteria (weighing: 20%)

The extra financial criteria, weighing for 20 points, are based on the Group's priorities identified in the area of corporate social responsibility for 2022.

#### Employee Engagement (15%)

| | |
|---|---|
| **Objective:** continuation of certifications on employee satisfaction (such as Best Places to Work, Great Place to Work® or equivalent) issued by renowned independent bodies, to achieve a level of 90% of Group employees working in subsidiaries thus certified;<br><br>**Assessment elements:** certifications obtained during or in connection with financial year 2022 by independent renowned organizations. 15 points will be granted if the rate of employees working in a certified subsidiary is equal or superior to 90%. | **Achievements recorded:**<br><br>In 2022, more than 201,000 employees (vs. 183,000 in 2021) from all regions of the world responded confidentially to independent surveys conducted by the Great Place to Work® institute to assess their confidence in their Company. This institute, the global benchmark for quality of work life expertise, awards the only independent certification in the world based on the quality of the employee experience.<br><br>In 2022, the Group has obtained 64 certifications (compared to 60 certifications in 2021). More than 97% of the Group's employees work in subsidiaries certified in an independent manner in terms of employee satisfaction at work. The Board is pleased to see that such certifications continue to be obtained each year, reflecting the commitment and satisfaction of employees, which is one of the Group's priorities, as indicated in the CSR materiality matrix.<br><br>Furthermore, the audits carried out in the Group's subsidiaries in particular in Colombia following the allegations at the end of 2022 have all confirmed the satisfaction figures obtained and this trend.<br><br>The methodology and procedure for obtaining these certifications is described in section 3.3.1.1 of the Universal Registration Document for 2022. In particular, they involve the distribution of a new survey to all employees by Great Place To Work® each year. The survey and certification process is therefore reset each year.<br><br>As to this criterion, based upon recommendations made by the Remuneration and Appointments Committee and the CSR Committee, considering the allegations brought against the Group in 2022, the Board of Directors thus granted 15 points. |

### Criterion based on diversity (5%)

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**Objective:** continuation and strengthening in 2022 of the deployment of the Group's diversity and inclusion policy.

**Assessment elements:**

- roll out of the action plan at all Group levels;
- maintain an overall equivalent male/female balance in the Group's total workforce (at least 45% women) and in managerial positions (at least 40%);
- continue increasing the proportion of women in management bodies (in particular at least 25% at the Executive Committee and around 30% on the Management Committee – rounded).

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**Achievements recorded:**

In 2022, the Group continued to roll out its global policy on diversity, equity and inclusion (DE&I program). This policy is based on the sixth principle of the United Nations Global Compact ("the elimination of discrimination in respect of employment and occupation"). Teleperformance's approach in this area is based on five priorities:

- achieving parity at all levels;
- ensuring the integration of people with disabilities;
- increasing ethnic and cultural diversity;
- Commitment to professional equality for people from the LGBTQIA+ community;
- taking into account local diversity issues (veterans, jobs for people over 50, etc.).

Cultural diversity is present at all levels of the Group's organization. A proactive selection procedure is being deployed for management positions. The aim of this procedure is to increase diversity within the management bodies. Similarly, the succession and development plans implemented throughout the organization are being reviewed to better integrate diversity.

As part of the integration process, all employees are trained in this policy. In addition, advanced learning paths on DE&I issues are assigned to all employees at director level and above. The objective is to reach 100% of trained employees in 2023.

With regard to gender equality in particular, the Group has put in place a set of procedures and guidelines to promote equal treatment of women and men:

- salary scales, classification, career opportunities and work schedules are gender-neutral. Job descriptions are detailed for each function with associated salary scales. Job descriptions and job postings are reviewed to eliminate biases that would discourage women from applying. The results of the Equal Pay Index show a gender pay gap of less than 2% at Teleperformance France;
- to go further, a proactive selection procedure in terms of parity and, more broadly, diversity, is deployed for management positions. The distribution channels for job offers are diversified to attract candidates from all backgrounds;
- the employee satisfaction survey includes an alert if the degree of satisfaction expressed differs between men and women;
- since 2019, the global TP Women initiative has developed a network of women and men to raise awareness of gender issues at all levels, countries and functions of the organization.

In 2022, the gender split in the Group's total workforce has reached 54.3% women and the share of women in management positions is 47.8%, above the targets set and increasing as compared to 2021. The proportion of women has been maintained at 25% on the Executive Committee, with the aim of raising it to 30% by 2023, and is maintained at 30% on the General Management Committee.

In addition, the initiatives deployed locally to address cultural and gender issues illustrate the Group's commitment in this area: mentoring program in Argentina and Chile, implementation of the Gendersmart initiative in India, recruitment campaigns in Nigeria, parity objectives in the Philippines and Portugal, an agreement formalizing the French operating subsidiary's commitments to parity and actions to raise awareness of sexism…

In addition, in 2022, nine subsidiaries received Best Workplaces for Women™ certifications: Salvador, Guatemala, China, Colombia, Costa Rica, India, Peru, Dominican Republic, United Kingdom. The criteria considered for these certifications are based on quality of work life, the share of women in the organization, a positive employee experience and the existence of strong and proactive equal opportunity practices.

In India, Teleperformance has received several awards as Best Employer for Women and Best Organization for the Advancement and Empowerment of Women.

The DE&I policy and its achievements are described in detail in section 3.3.7 *Diversity, Equity and Inclusion* of the 2022 Universal Registration Document.

As to this criterion, the Board of Directors, based upon recommendations made by its Remuneration and Appointments Committee and its CSR Committee, recorded that the expectations and conclusions on which this criterion was based were achieved in full.

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With regard to the extra financial criteria, the achievement level is of 100% and the Board decided that 20 out of the 20 points allocated to these criteria would be granted.

Taking into account the achievements recorded both in financial and extra financial items, the recommendations of the Remuneration and Appointments Committee, and after approval by the Audit, Risk and Compliance Committee and CSR Committee of items under their supervision, the Board of Directors, at its meeting held on February 16th, 2023, set the amount of the annual variable remuneration for 2022 of Mr. Daniel Julien at a gross amount of US$2,625,000, *i.e.* €2,497,877. The change in the amount thus converted into euros compared with the previous year is due solely to the effect of the exchange rate between the US dollar and the euro.

In accordance with the policy applied within the Group for a number of years and the remuneration policy approved by the shareholders, no additional remuneration will be proposed, granted or paid to the Chairman and Chief Executive Officer, despite the excellent performance and improved results posted by the Group for the 10th consecutive year. The application of this principle over the past few years has been broadly positive for the Group and its stakeholders, in particular its shareholders.

In accordance with the provisions of Article L.22-10-34 II of the French Commercial Code, the payment of this variable remuneration is conditional to the approval of the remuneration elements paid in or granted in respect of financial year 2022 by the shareholders' meeting to be held on April 13th, 2023 (6th resolution).

### Long-term share-based remuneration

The Board of Directors, at its meeting of July 27th, 2022, pursuant to the authorization of performance shares grant approved by the shareholders' meeting of April 14th, 2022 (24th resolution) and the 2022 remuneration policy for the Chairman and Chief Executive Officer approved (9th resolution approved at 90.74%) decided to grant performance shares to Mr. Daniel Julien.

The Board took into account the change in the value of the performance shares in its decision to grant them. It considered the amount to be appropriate in view of the increased complexity of the individual's duties following the change in the Group's size in recent years and the increased complexity of the business (major acquisitions, opening of numerous new sites, etc.) and also taking into account performance (increase in the Group's profitability and earnings, etc.)

This grant is subject to demanding performance conditions that are measurable and made public on a prospective basis.

The annual variable part and the long-term remuneration, taking this grant into account and valuing the performance shares under the accounting method retained for the consolidated financial statements as of December 31st, 2022, represent 87% of the total remuneration of the Chairman and Chief Executive Officer.

The number of shares granted in 2022 to the Chairman and Chief Executive Officer thus represents 0.085% of the share capital on the date of grant and 8.44% of the total grant.

The performance criteria, as well as the terms and conditions and levels of achievement are described in section 7.2.6.3 of the 2022 Universal Registration Document.

The Chairman and Chief Executive Officer is required to retain at least 30% of shares vested, in the registered form, until the end of his term of office and he formally renounces to use hedging transactions.

As of December 31st, 2022, Mr. Daniel Julien held 1,190,647 shares of the company. During the last three years, he sold a total of 26,000 shares (*i.e.* 0.04% of the share capital).

### Benefits in kind

The benefits in kind granted to Mr. Julien, valued at US$70,797, *i.e.* €67,234, consist in the use of a company car, a healthcare insurance plan and the matching contribution for 2022 paid under the non-qualified deferred compensation plan. This plan, similar to a deferred savings scheme, set up by the US subsidiary, Teleperformance Group, Inc. (TGI), enables the beneficiaries to defer, at their own initiative, a part of their remuneration within the limit of US$200,000 per year. Once deferred, TGI then matches 25% of this amount with a limit fixed at US$50,000 per year. The deferred and matched amounts are paid on the date of departure. As of December 31st, 2022, Mr. Julien deferred the payment of US$200,000 matched by TGI at the amount of US$50,000, *i.e.* €43,483.

### Employment contract

The Chairman and Chief Executive Officer is not bound to the Company or any of its subsidiaries by an employment contract.

### Supplementary or additional pension scheme

There is no supplementary or additional pension scheme in favor of the Chairman and Chief Executive Officer.

### Payments or benefits due or liable to be due upon termination or change of duties

Executive officers are not entitled to any payments or benefits due or liable to be due as a result of termination of their appointment or a change in their duties.

### Payments relating to a non-compete undertaking

It is reminded that the Chairman and Chief Executive Officer is bound to the Group by a non-compete undertaking put in place in 2006, the terms and conditions of this undertaking are described above. As of today, this undertaking has not been implemented.

### Other remuneration elements

The Chairman and Chief Executive Officer does not receive any other remuneration or exceptional remuneration in respect of his office from the Company or from other consolidated Group entities.

## *Ex-post* shareholders' vote on remuneration elements paid during or granted in respect of the 2022 financial year to the Chairman and Chief Executive Officer

In accordance with the provisions of Article L.22-10-34 II of the French Commercial Code, the fixed, variable and exceptional elements of the total remuneration and benefits of all kind paid during or granted in respect of the financial year ended are submitted to shareholders' vote.

The shareholders' meeting to be held on April 13th, 2023 is therefore asked to issue a favorable vote on the fixed, variable and exceptional elements of the total remuneration and benefits of all kind paid during or granted in respect of the year ended December 31st, 2022 to Mr. Julien, Chairman and Chief Executive Officer, as summarized in the table hereafter. In this regard, it is reminded that the shareholders' meeting of April 14th, 2022:

- approved the total remuneration and benefits of all kind paid or granted in respect of the 2021 financial year to Mr. Daniel Julien including the annual variable remuneration paid in April 2022 following the shareholders' meeting (6th resolution approved at 85.56%); and
- voted in favor of the remuneration policy for Mr. Daniel Julien, pursuant to which the remuneration for the 2022 financial year was implemented and approved (9th resolution approved at 90.74%).

### Remuneration elements paid during or granted in respect of the 2022 financial year to the Chairman and Chief Executive Officer

| Remuneration elements | Amounts paid during the financial year ended* | Amounts granted in respect of the financial year ended or accounting valuation* | Comments |
|---|---|---|---|
| **Fixed remuneration** | US$2,625,000, *i.e.* €2,492,877 | US$2,625,000, *i.e.* €2,492,877 | The gross annual fixed remuneration granted to Mr. Julien was set by the Board of Directors at US$2,625,000 (unchanged since 2018). The change in the amount thus converted into euros compared with the previous year is due solely to the effect of the exchange rate between the US dollar and the euro. |
| **Annual variable remuneration Y-2 (2021) and Y-1 (2022)** | US$2,625,000, *i.e.* €2,492,877<br>(amount granted in respect of 2021 and paid in April 2022 (6th resolution – shareholders' meeting of April 14th, 2022)) | US$2,625,000, *i.e.* €2,492,877<br>(amount granted in respect of 2022 and to be paid in 2023 subject to and following approval by the shareholders' meeting of April 13th, 2023 – 6th resolution) | At its meeting held on February 16th, 2023, the Board of Directors, upon recommendation of the Remuneration and Appointments Committee, and after approval by the Audit, Risk and Compliance Committee and the CSR Committee of items under their supervision, set the amount of the annual variable remuneration granted to Mr. Julien 2022 as follows:<br>• with regard to the financial criteria, all 80 points assigned to these criteria were granted;<br>• with regard to the extra financial criteria, all 20 points assigned to these criteria were granted.<br>The amount of the 2022 variable remuneration has, accordingly, been set at US$2,625,000 *i.e.,* €2,492,877. The change in the amount thus converted into euros compared with the previous year is due solely to the effect of the exchange rate between the US dollar and the euro.<br>The performance criteria and the expected and recorded achievement levels are described in section 4.2.2.2 paragraph *Annual variable remuneration* above.<br>This annual variable remuneration is coupled with a clawback mechanism. |
| **Multi-year variable remuneration in cash** | n/a | n/a | The Chairman and Chief Executive Officer does not receive any multi-year variable remuneration in cash. |
| **Exceptional remuneration** | n/a | n/a | The Chairman and Chief Executive Officer does not receive any exceptional remuneration. |
| **Stock options (SO), performance shares (PS) and other long-term benefits** | n/a | SO = none<br>PS = 50,000 shares (accounting valuation: €14,664,250) | The Chairman and Chief Executive Officer does not receive any stock options.<br>The Board of Directors of Teleperformance SE at its meeting held on July 27th, 2022, in accordance with the authorization approved by the shareholders' meeting of April 14th, 20202 (24th resolution) and in accordance with the remuneration policy set out in sections 4.2.1 and 4.2.2.2 above, decided to grant 50,000 performance shares to the Chairman and Chief Executive Officer under presence and performance conditions. The performance conditions, measured over three years, include two internal financial criteria weighting 35% each (Group organic revenue growth and EBITA margin), one "external" criterion (stock performance compared to the CAC 40 index over each year of the period) for 15% and one environmental criterion (reduction of scopes 1 and 2 carbon footprint) for 15%.<br>The number of shares granted represented 0.085% of the share capital (as of the grant date) and 8.44% of the total grant. |
| **Remuneration granted for directorships** | €0 | €0 | No remuneration is paid to the Chairman and Chief Executive Officer in respect of his directorship within Teleperformance SE or one of its subsidiaries, in accordance with the remuneration policy and principles set out in sections 4.2.1.2 and 4.2.2.2 above |
| **Benefits in kind** | US$70,797, *i.e.* €67,234 | US$70,797, *i.e.* €67,234 | The benefits in kind granted to Mr. Daniel Julien comprise a company car, healthcare insurance plan and the matching contribution for 2022 paid under the non-qualified deferred compensation plan described in section 4.2.2.2 paragraph *Benefits in kind* above. |
| **Take-up or termination payments** | n/a | n/a | The Chairman and Chief Executive Officer is not granted any payment upon the taking up or termination of his duties. |
| **Additional pension** | n/a | n/a | The Chairman and Chief Executive Officer does not benefit from any supplementary or additional pension scheme. |

| Remuneration elements | Amounts paid during the financial year ended* | Amounts granted in respect of the financial year ended or accounting valuation* | Comments |
|---|---|---|---|
| **Non-compete compensation** | €0 | €0 | As founder of the Group, Mr. Daniel Julien is entitled to receive compensation under a non-compete undertaking entered into in 2006. This agreement was amended upon authorization of the Board of Directors at its meeting held on November 30th, 2017 in order to limit the duration of the obligations incumbent on Mr. Julien to two years and, as such, cap compensation to two years' remuneration (fixed and variable). Amendment No. 3 entered into on December 1st, 2017 was approved by the ordinary shareholders' meeting held on April 20th, 2018 (4th resolution) and is described in section 4.2.2.2, paragraph *Payments relating to a non-compete undertaking* above. |

* *Remuneration denominated in a foreign currency is converted into euros at the average exchange rate for the year (for 2022: €1 = US$1.053 and for 2021: 1€=US$1.183). It is paid or granted by Teleperformance Group, Inc., a wholly owned US subsidiary of Teleperformance SE, with the Group bearing the social contributions and expenses in this country in accordance with applicable local regulations.*

## 4.2.2.3 Implementation of the remuneration policy for the Deputy Chief Executive Officer and remuneration paid during or granted in respect of the 2022 financial year

The remuneration elements of Mr. Olivier Rigaudy, Deputy Chief Executive Officer, were established by the Board of Directors, upon recommendation of the Remuneration and Appointments Committee, for the 2021 financial year, at its meetings held on February 25th, 2021 and July 28th, 2021 and for the 2022 financial year, at its meetings held on December 6th, 2021 and February 17th, 2022.

Based on the remuneration policy approved by the shareholders' meeting, the remuneration was granted and/or paid to Mr. Rigaudy, Deputy Chief Executive Officer, by Teleperformance SE.

### Remuneration principles and structure

**Table 11 of the AMF recommendations – Summary of undertakings taken in favor of the Deputy Chief Executive Officer**

| | Employment contract | Supplementary pension scheme | Payments or benefits due or liable to be due upon termination or change of responsibilities | Payments relating to a non-compete undertaking |
|---|---|---|---|---|
| **Olivier Rigaudy**<br>Deputy Chief Executive Officer<br>(Unlimited duration of office) | Yes | No | No | Yes |

On October 13th, 2017, upon proposal of the Chairman and Chief Executive Officer, the Board of Directors appointed Mr. Olivier Rigaudy, Group Chief Financial Officer, as Deputy Chief Executive Officer. This appointment followed the decision to combine the functions of Chairman and Chief Executive Officer taken on the same day. Given the Teleperformance Group's size and the need to streamline the decision-making and representation process at Group level, the Chairman and Chief Executive Officer wished to have the option to delegate general management assignments to a Deputy Chief Executive Officer, in particular, the representation of the Company, and that the latter be a trusted person, based in France and with a solid knowledge of the Group.

Mr. Olivier Rigaudy, who has also served as Group Chief Financial Officer since February 2010, it was essential that he continued to perform these duties in accordance with his employment contract, and in parallel with his role and duties as Deputy Chief Executive Officer. The Board of Directors, upon recommendation of the Remuneration and Appointments Committee, therefore decided to maintain the employment contract binding Mr. Olivier Rigaudy to the Company as Group Chief Financial Officer since February 1st, 2010. Indeed, it noted that the duties of Mr. Rigaudy in respect of his office correspond to an assignment distinct from his employee and technical duties. The continuation of his employment contract is in line with recommendation 23.2 of the AFEP-MEDEF code and with its construction made by the High Committee for Corporate Governance. Indeed, the recommendation to terminate the executive officer's employment contract upon their appointment does not apply to the Deputy Chief Executive Officer.

The decision to maintain these terms was discussed with numerous shareholders in the context of regular discussions and continuous dialogue, particularly regarding aspects of governance, and it was clear to the Board of Directors that this remuneration structure was acceptable, appropriate, and well-founded especially regarding the level of transparency provided by Teleperformance.

In accordance with good governance principles, to which it adheres, the Board reviews, on a regular basis, the question of whether to continue or suspend Mr. Rigaudy's employment contract. On this occasion, it reviews:

- **the Group's operational status:** the duties of Group Chief Financial Officer remain distinct from those of Deputy Chief Executive Officer and correspond to different responsibilities; Mr. Olivier Rigaudy continues to fulfil his technical duties as Group CFO in exactly the same manner as before and, since October 2017, has also assumed the role of Deputy Chief Executive Officer alongside the Chairman and Chief Executive Officer and with the corresponding responsibilities.
  Consequently, the total remuneration received by Mr. Olivier Rigaudy includes the remuneration provided for in his employment contract as consideration for his salaried duties as Group CFO, supplemented by the remuneration related to the duties of his corporate office;
- **the inappropriateness of suspension in terms of its impact:** the suspension or termination of the employment contract would require the Company to compensate the loss of healthcare coverage and pension rights, resulting in unnecessary additional expenses for the Company;

- **the level and degree of transparency of the Group with regard to the remuneration of its executives:** in accordance with the provisions of Article L.22-10-9 of the French Commercial Code, the Group clearly defines all remuneration elements received and granted by its executives whether in exchange for the performance of a corporate office or an employment contract. The remuneration elements related to the employment contract are thus taken into account when establishing remuneration for corporate office as well as the level of total remuneration.

Furthermore, following the coming into effect of Ordinance dated November 27th, 2019, the Remuneration and Appointments Committee and the Board reviewed the part of the remuneration granted and received by Mr. Olivier Rigaudy exclusively in respect of his employment contract with regard to applicable legal provisions on shareholders' vote on remuneration policy ("say on pay" mechanism). The provisions of Articles L.22-10-9 and L.22-10-34 I of the French Commercial Code, among the information reflecting the implementation of the directors' and executive officers' remuneration policy and to which the "global" *ex-post* vote relates, provide for information on the remuneration paid or granted to the director or executive officer concerned by an entity within the consolidation scope. This includes the remuneration related to the employment contract of said director or executive officer.

The shareholders are therefore required to consider the level of remuneration related to an employment contract. However, the provisions of Article L.22-10-34 II of the French Commercial Code governing the "individual" *ex-post* vote regarding each executive officer concern the remuneration and benefits in kind related to the corporate office of the executive officer concerned and not the amounts paid, if applicable, by a consolidated Group entity in respect of a different function.

Regarding the *ex-ante* vote on the remuneration policy for the current financial year, Articles L.22-10-8 and R.22-10-14 of the French Commercial Code limit, for an employment contract, the information contained in the remuneration policy which is subject to voting to the contract's term, any notice period and conditions for termination. Therefore, only the remuneration corresponding to corporate office is reflected in the directors' and executive officer's remuneration policy subject to shareholders' vote.

As a consequence:

- the employment agreement and its remuneration elements are included in the information subject to the "global" *ex-post* vote provided for by Article L.22-10-34 I of the French Commercial Code;
- the "individual" *ex-post* vote provided for by Article L.22-10-34 II of the French Commercial Code concerns the remuneration elements and benefits related to a term of office;
- the *ex-ante* vote concerns the legal information, *i.e.* remuneration elements and benefits relating to a term of office, it being specified that the shareholders may express their opinion at shareholders' meetings on any amendment that may be applied to the employment contract (including its remuneration) under the procedure for regulated related-party agreements and commitments.

The Board also reaffirmed its commitment to continue to ensure the transparency and comprehensiveness of the information provided to shareholders on the total remuneration due or paid to corporate officers by the Company or by a Group company, irrespective of whether such remuneration is granted for a corporate office and/or under an employment contract and/or in respect of a different function. Thus, the objectives set for the annual variable remuneration under the employment contract are disclosed.

**Concerning the non-compete undertaking,** the Board of Directors, upon recommendation of the Remuneration and Appointments Committee and in accordance with the Group's policy on the departure of key managers, authorized, at its meeting held on November 30th, 2017, the conclusion of a non-compete undertaking between the Company and Mr. Olivier Rigaudy, Deputy Chief Executive Officer, on February 1st, 2018.

In this regard, Mr. Rigaudy undertakes to refrain, for a period of one year following his departure, in all the countries in which the Group operates at that date, from (i) collaborating with, (ii) taking part in, and (iii) investing in a business activity and/or company that competes with the Teleperformance Group, and (iv) poaching its employees or officers, in any way whatsoever. In the event of departure for any reason except death, Mr. Rigaudy shall receive compensation capped at one year's (fixed and variable) gross remuneration as consideration for the performance of his executive duties, as a Group employee and/or corporate officer. In accordance with the provisions of Articles L.225-38 *et seq.* of the French Commercial Code, this non-compete undertaking was approved by the shareholders' meeting held on April 20th, 2018.

The recommendations of the AFEP-MEDEF code concerning non-competition indemnities (§25) not applied, as well as the justifications for their non application, are described in chapter 3 *Corporate Governance* paragraph *Corporate Governance Code* of the Universal Registration Document for 2022.

All the elements of the total remuneration of Mr. Rigaudy, in respect of both his office as Deputy Chief Executive Officer and his employment contract as Group Chief Financial Officer, are summarized in the table below.

| | Remuneration and benefits related to the office of Deputy Chief Executive Officer | Remuneration and benefits related to the employment contract as Group Chief Financial Officer | Total remuneration and benefits/ Comments |
|---|---|---|---|
| **Fixed remuneration (gross annual amounts)** | €80,000 | €520,000 | €600,000 (50%) |
| **Variable remuneration (gross annual maximum amounts) subject to distinct performance criteria** | €380,000 – Payment conditional on a favorable vote by the shareholders' meeting.<br>Clawback mechanism since 2018. | €220,000 | €600,000 (50%) |
| **Benefits in kind** | n/a | Use of a company car | |
| **Non-compete undertaking** | One-year undertaking compensated by one year's remuneration (fixed and variable) paid in respect of his executive functions as an employee and/or executive officer within the Group. | | No implementation in 2022. |
| **Other remuneration elements** | No additional compensation in case of departure is provided under his employment contract other than the compensation set out pursuant to legal provisions in case of dismissal, it being specified that the amount of this compensation, combined with the non-compete compensation, should not exceed an amount equivalent to two years' total remuneration (fixed and variable) related to his corporate office and employment contract. | | |
| **Pension** | No additional or supplementary pension scheme ("top-up" pension scheme) | Legal pension scheme | |
| **Long-term remuneration (performance shares)** | 22,000 performance shares granted, subject to performance and presence criteria, in July 2022 pursuant to the vote of the shareholders' meeting of April 14th, 2022 (10th resolution). | | |

## Fixed, variable and exceptional elements of the total remuneration and benefits of all kind paid or granted in 2022 to Mr. Olivier Rigaudy, Deputy Chief Executive Officer

### Table 1 of the AMF recommendations – Summary table on remuneration, stock options and shares granted to the Deputy Chief Executive Officer (gross amounts – in euros)

For the sake of transparency and comprehensibility of all remuneration-related information, this table includes the remuneration due to Mr. Olivier Rigaudy under his employment contract as Group Chief Financial Officer.

| | 2022 | 2021 |
|---|---|---|
| Remuneration granted in respect of the financial year (detailed in Table 2 below) | 1,212,480 (1) | 1,212,480 (1) |
| Value of multi-year variable remuneration granted during the financial year | n/a | n/a |
| Value of stock options granted during the financial year | n/a | n/a |
| Value of performance shares granted during the financial year (detailed in section 4.2.2.5 below) | 6,452,270 | 6,645,474 |
| Value of other long-term remuneration plans | n/a | n/a |
| **TOTAL** | **7,664,750** | **7,857,954** |

(1) *Including €752,480 in respect of his salaried functions as Group CFO, in accordance with the provisions of his employment contract.*

**Table 2 of the AMF recommendations – Summary remuneration table for the Deputy Chief Executive Officer** (gross amounts – in euros)

For the sake of transparency, this table includes the remuneration due to Mr. Olivier Rigaudy under his employment contract as Group Chief Financial Officer, it being reminded that the individual *ex-post* vote provided for in Article L.22-10-34 II of the French Commercial Code is limited to the remuneration related to his corporate office.

| | 2022 | | 2021 | |
|---|---|---|---|---|
| | **Amounts granted** | **Amounts paid** | **Amounts granted** | **Amounts paid** |
| Annual fixed remuneration | | | | |
| • in respect of corporate office | 80,000 | 80,000 | 80,000 | 80,000 |
| • under the employment contract | 520,000 | 520,000 | 520,000 | 520,000 |
| Annual variable remuneration | | | | |
| • in respect of corporate office | 380,000(1) | 380,000(2) | 380,000 | 380,000 |
| • under the employment contract | 220,000(3) | 220,000(4) | 220,000 | 220,000 |
| Multi-year variable remuneration | n/a | n/a | n/a | n/a |
| Exceptional remuneration | n/a | n/a | n/a | n/a |
| Non-compete compensation | n/a | n/a | n/a | n/a |
| Remuneration granted for directorships | n/a | n/a | n/a | n/a |
| Benefits in kind | | | | |
| • in respect of corporate office | n/a | n/a | n/a | n/a |
| • under the employment contract | 12,480 | 12,480 | 12,480 | 12,480 |
| **TOTAL** | **1,212,480** | **1,212,480** | **1,212,480** | **1,212,480** |

(1) *The payment of the annual variable remuneration as Deputy CEO in respect of the 2022 financial year is subject to the approval of the remuneration paid during or granted for 2022 by the shareholders' meeting to be held on April 13th, 2023, pursuant to the provisions of Article L.22-10-34 II of the French Commercial Code (7th resolution).*

(2) *The variable remuneration in respect of the 2021 financial year was paid, in accordance with the provisions of Article L.22-10-34 II of the French Commercial Code, following the positive vote of the shareholders' meeting of April 14th, 2022 (7th resolution approved at 88.02%).*

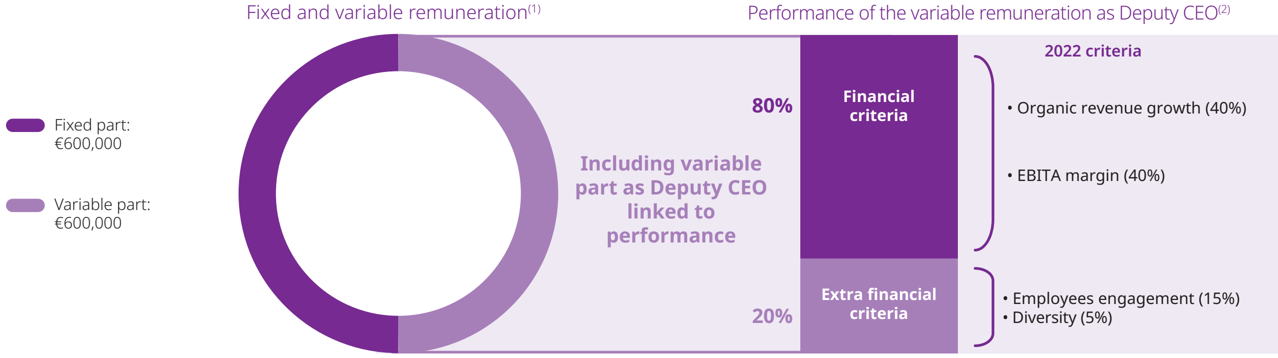
(3) *The amount corresponds to the variable remuneration, subject to the achievement of objectives, as set out in his employment contract in respect of the 2022 financial year to be paid in 2023 (see details below).*

(4) *The amount corresponds to the variable remuneration, subject to the achievement of objectives, as set out in his employment contract in respect of the 2021 financial year paid in 2022.*

### Breakdown of remuneration elements of the Deputy Chief Executive Officer for 2022

For the 2022 financial year, the remuneration elements of Mr. Olivier Rigaudy, Deputy Chief Executive Officer, reflects the application of the remuneration policy in respect of his corporate office, duly approved by the shareholders' meeting held on April 14th, 2022 (10th resolution approved at 91.77%).

Annual remuneration for 2022(1)(2)




**Employment agreement as Group CFO (dated February 1, 2010) maintained**

**Benefits in kind: €12,480**

**Long-term share-based remuneration for 2022**

**Grant of a maximum number of22,000 performance shares under internal and external performance conditions measured over 3 years, in connection with the July 2022 performance shares plan.**

*(1) The 2022 variable remuneration comprises the remuneration as Deputy CEO and as Group CFO. The annual variable part for 2022 is a maximum amount and represents 50% of the total annual remuneration. It includes the variable part in connection with the employment contract which is based on specific objectives (see below).*
*(2) The maximum amount of the 2022 variable remuneration and the levels of achievement of the objectives have been decided, upon recommendation of the Remuneration and Appointments Committee, by the Board of directors at its meeting held on February 17, 2022.*

## Annual fixed remuneration

### As Deputy CEO

For 2022, the amount of fixed annual remuneration of to Mr. Olivier Rigaudy, as Deputy Chief Executive Officer, was maintained at a gross amount of €80,000, unchanged since 2018.

### As an employee

Furthermore, in 2022, in respect of his salaried functions as Group Chief Financial Officer, Mr. Rigaudy received a fixed annual (gross) remuneration of €520,000, in accordance with the provisions of his employment contract (unchanged since 2017).

## Annual variable remuneration

### As Deputy CEO

For 2022, the annual variable remuneration as Deputy CEO has been set to a maximum gross amount of €380,000. The performance criteria as well as the number of maximum points granted to each of these financial and extra financial criteria are identical to those determined for the Chairman and Chief Executive Officer, it being specified that personal involvement is taken into account when determining the achievement of extra financial criteria.

In accordance with the guiding principles of the remuneration policy, this annual variable is expressed under a maximum amount. In case of overperformance of one or more of the objectives set, no additional or exceptional remuneration will be granted or paid. It is also subject to a clawback mechanism as described in section 4.2.1.2 above. This mechanism has not been implemented.

The performance criteria applicable to said variable remuneration were defined by the Board of Directors upon recommendation of its Remuneration and Appointments Committee, at its meetings held on December 2nd, 2021 and February 17th, 2022. The criteria and their expected levels of achievement were made public prospectively.

In order to note their full or partial achievement, the Board maintained a point-based calculation system. The maximum number of points that may be granted is 100 points, a maximum of 80 points for financial criteria and a maximum of 20 points for extra financial criteria.

### Synthesis of the performance conditions assessment table

| Weight of each performance indicator | Initial objectives defined by the Board of Directors of February 17th, 2022 | | | Assessment by the Board of Directors of February 16th, 2023 | | |
|---|---|---|---|---|---|---|
| | Minimum | Target | Maximum | Level of completion | Amount in cash | Assessment |
| **Financial criteria** | | | | | | |
| Organic revenue growth (excluding currency effects) – 40% | Equal to 2% | Equal to 5% and above | | 100% | €152,000 | 100% – see details in section 4.2.2.2 paragraph *Annual variable remuneration – Financial criteria* |
| EBITA margin (excluding non-recurring items) – 40% | Equal to 15.1% | Equal to 15.4% and above | | 100% | €152,000 | |
| **Extra financial criteria (CSR)** | Employees engagement (15%) | | | 100% | €57,000 | 100% –see details in section 4.2.2.2 paragraph *Annual variable remuneration – Extra financial criteria* |
| | Diversity (5%) | | | 100% | €19,000 | |
| **TOTAL** | | | | **100%** | **€380,000** | |

A breakdown of the criteria for this variable remuneration, identical to that applicable to the annual variable remuneration granted to the Chairman and Chief Executive Officer, is set out in section 4.2.2.2 paragraph *Annual variable remuneration* above.

In accordance with the policy in force within the Group for many years, and the remuneration policy voted by the shareholders, no additional or supplementary remuneration will be proposed, granted or paid to the Deputy Chief Executive Officer, despite the Group's improved results and performance.

Pursuant to the provisions of Article L.22-10-34 II of the French Commercial Code, the payment of this annual variable remuneration as Deputy CEO is conditional on approval of the remuneration paid during or granted in respect of the 2022 financial year by the shareholders' meeting to be held on April 13th, 2023 (7th resolution).

#### As an employee

In addition, Mr. Olivier Rigaudy's employment contract as Group Chief Financial Officer provides for maximum (gross) variable remuneration of €220,000 in respect of the 2022 financial year, as determined in relation to performance criteria specific to the technical and salaried functions.

For the sake of transparency and for reference, these performance criteria and their level of achievement in 2022 are set out in the table below. They have been reviewed by the Remuneration and Appointments Committee.

| Performance criteria (employment contract) | Ratio | Comments | Levels of achievement |
|---|---|---|---|
| Management of Group performance to ensure that annual targets are met particularly in terms of financial profitability and margin | 40% | Achievement of objectives with an EBITA margin of 15.5% and an unprecedented cash flow level of €705 million. | 100% |
| Proactive management of Group liquidity and financial expenses | 30% | • Stability of the financial result despite the rise in interest rates in 2022<br>• Launch in June 2022 of an inaugural €500,000,000 Sustainability-Linked Bond issue with an annual coupon of 3.750%, maturing in June 2029, as part of the Company's EMTN program<br>• Successful partial repurchase of the bonds maturing in April 2024 and July 2025 | 100% |
| Deployment of the communication strategy, particularly in terms of CSR | 10% | Strong involvement on these aspects in particular:<br>• Relationship with the OECD National Contact Point<br>• Long-term partnership with UNICEF established in April 2022<br>• Partnership in November 2022 with One Tree Planted, a non-profit organization dedicated to global reforestation<br>• Strong mobilization and deployment of an emergency and crisis action plan during allegations (conference calls, site visits with shareholders, investors, rating agencies and financial partners of the Group…)<br>• Signature in December 2022 of an agreement with UNI Global Union | 100% |
| Implementation and roll-out of a budget EPM (enterprise performance management) | 10% | Implementation and deployment of the Jedox budgeting tool for all countries and subsidiaries forming the core business (*i.e.* 54 countries and 74 subsidiaries), as of the 2023 budget finalized in October 2022 and for the reporting of revenues and gross margin. | 100% |
| Finalization of the roll-out of the accounting ERP within the Group | 10% | In 2023, 36 subsidiaries in 18 countries have been integrated into the accounting ERP. A total of 165 subsidiaries have been integrated since 2018, when the first production start-up in Italy and Romania took place. | 100% |

### Long-term share-based remuneration

At its meeting held on July 27th, 2022, pursuant to the authorization of the performance share grant approved by the shareholders' meeting of April 14th, 2022 (24th resolution) and the 2022 remuneration policy approved by the same meeting (10th resolution approved at 91,77%), the Board of Directors decided to grant performance shares to the Deputy Chief Executive Officer.

The Board took into account the evolution in the value of the performance shares in its grant decision. It considered the amount to be appropriate in view of the increased complexity of Mr. Olivier Rigaudy's duties following the Group's expansion over recent years and the increased complexity of its business (major acquisitions, multiple new facility start-ups, etc.) and its performance (increased Group profitability, etc.).

The annual variable part and long-term remuneration, taking this grant into account and valuing the performance shares under the accounting method, represent 92% of the total remuneration granted to the Deputy Chief Executive Officer. The number of shares allocated in 2022 to the Deputy Chief Executive Officer represented 0.037% of the share capital (as of the grant date) and 3.72% of the total grant.

The performance criteria, rules and levels of achievement are described in section 7.2.6.3 of the 2022 Universal Registration Document.

It is hereby reminded that the Deputy Chief Executive Officer is required to retain at least 30% of performance shares vested, in the registered form, until the end of his term of office and that he formally renounces to use hedging transactions.

As of December 31st, 2022, Mr. Olivier Rigaudy held 125,700 shares. Over the last three years, he sold a total of 1,000 shares.

### Employment contract

As stated above, the Board of Directors, upon recommendation of the Remuneration and Appointments Committee, has decided to maintain Mr. Olivier Rigaudy's employment contract as Group Chief Financial Officer (see above).

### Benefits in kind

Mr. Olivier Rigaudy receives no benefits in kind in respect of his office. It is reminded that, under his employment contract, he has the use of a company car.

### Supplementary or additional pension scheme

No additional or complementary pension scheme is granted to the Deputy Chief Executive Officer who, in his capacity as an employee, only benefits from the statutory pension scheme.

### Payments or benefits due or liable to be due upon termination or change of duties

Executive officers are not entitled to any payments or benefits due or liable to be due as a result of termination of their appointment or a change in their duties. Mr. Olivier Rigaudy does not benefit from any specific payment or benefit due or liable to be due as a result of the termination of his appointment or a change in his duties. His employment contract continues to be governed by statutory provisions relating to the termination of employment contracts under French law (in particular, severance pay in the case of termination by the employer, no indemnity in case of resignation or dismissal for gross or willful misconduct).

Furthermore, in accordance with the law, any subsequent amendment of Mr. Rigaudy's employment contract is subject to the regulated related-party agreement procedure (prior and justified authorization by the Board of Directors, subsequent approval at the shareholders' meeting on a specific report of the statutory auditors).

### Payments relating to a non-compete undertaking

The Board of Directors, upon recommendation of the Remuneration and Appointments Committee and in accordance with the Group's policy on the departure of key managers, authorized, at its meeting held on November 30th, 2017, the conclusion of a non-compete undertaking between the Company and Mr. Olivier Rigaudy, Deputy Chief Executive Officer, signed on February 1st, 2018. The terms of this undertaking are described above. As of today, this undertaking has not been implemented.

### Other remuneration elements

The Deputy Chief Executive Officer does not receive any other remuneration or exceptional remuneration in respect of his office from the Company or from other consolidated Group entities.

## *Ex-post* shareholders' vote on remuneration elements paid during or granted in respect of the 2022 financial year to Mr. Olivier Rigaudy in respect of his office as Deputy Chief Executive Officer

In accordance with the provisions of Article L.22-10-34 II of the French Commercial Code, the fixed, variable and exceptional elements of the total remuneration and benefits of all kind paid during and granted in respect of the financial year ended are submitted to the shareholders' vote.

The shareholders' meeting to be held on April 13th, 2023 is therefore asked to issue a favorable vote on the fixed, variable and exceptional elements of the total remuneration and benefits of all kind paid during or granted in respect of the year ended December 31st, 2022 to Mr. Olivier Rigaudy, in respect of his office as Deputy Chief Executive Officer, as summarized in the table hereafter. In this regard, it is reminded that the shareholders' meeting held on April 14th, 2022:

- approved the total remuneration and benefits of all kind paid during or granted to Mr. Olivier Rigaudy in respect of the 2021 financial year, in respect of his office as Deputy Chief Executive Officer, including the annual variable remuneration paid to him in April 2022 (7th resolution approved at 88.02%); and
- voted in favor of the remuneration policy for Mr. Rigaudy pursuant to which the remuneration related to his office as Deputy Chief Executive Officer for the 2022 financial year was established (10th resolution approved at 91.77%).

### Remuneration elements paid during or granted in respect of the 2022 financial year to Mr. Olivier Rigaudy in respect of his office as Deputy Chief Executive Officer

| Remuneration elements | Amounts paid during the financial year ended | Amounts granted in respect of the financial year ended or accounting valuation | Comments |
|---|---|---|---|
| **Fixed remuneration** | Office: €80,000 | Office: €80,000 | Mr. Olivier Rigaudy's gross annual fixed remuneration was set by the Board of Directors at €80,000 (unchanged since 2018). |
| | Employment contract: €520,000 | Employment contract: €520,000 | Under his employment contract as Group Chief Financial Officer, Mr. Olivier Rigaudy receives a gross annual fixed remuneration of €520,000 (unchanged since 2017). |
| **Annual variable remuneration Y-2 (2021) and Y-1 (2022)** | Office: €380,000 (amount granted in respect of 2020 and paid in April 2022 (7th resolution – shareholders' meeting of April 14th, 2022)) | Office: €380,000 (amount granted in respect of 2022 and to be paid in 2023 subject to and following approval by the shareholders' meeting of April 13th, 2023 – 7th resolution) | At its meeting held on February 16th, 2023, the Board of Directors, upon recommendations of the Remuneration and Appointments Committee, and after approval by the Audit, Risk and Compliance Committee and the CSR Committee of items under their supervision, set the amount of the annual variable remuneration granted to Mr. Olivier Rigaudy, as Deputy Chief Executive Officer, for the 2022 financial year as follows:<br>• with regard to the financial criteria, all 80 points assigned to these criteria were granted;<br>• with regard to the extra financial criteria, all 20 points assigned to these criteria were granted.<br>The amount of the annual variable remuneration has, accordingly, been set at €380,000.<br>The performance criteria and the expected and recorded achievement levels are described in section 4.2.2.2 paragraph *Annual variable remuneration* above.<br>This annual variable remuneration is coupled with a clawback mechanism. |
| | Employment contract: €220,000 | Employment contract: €220,000 | Under his employment contract as Group Chief Financial Officer, Mr. Olivier Rigaudy receives maximum gross annual variable remuneration of €220,000, subject to the performance criteria set out in section 4.2.2.3 paragraph *Annual variable remuneration* above. This amount was paid to him in 2022 in respect of the performance of his salaried duties in 2021. This same amount was paid to him at the end of February 2023 in respect of the performance of his salaried duties in 2022. |
| **Multi-year variable remuneration in cash** | n/a | n/a | The Deputy Chief Executive Officer receives no multi-year variable remuneration in cash. |
| **Exceptional remuneration** | n/a | n/a | The Deputy Chief Executive Officer receives no exceptional remuneration. |
| **Stock options (SO), performance shares (PS) and other long-term benefits** | n/a | SO = none<br>PS = 22,000 shares (accounting valuation: €6,452,270) | The Deputy Chief Executive Officer receives no stock options.<br>The Board of Directors of Teleperformance SE at its meeting held on July 27th, 2022, in accordance with the authorization approved by the shareholders' meeting of April 14th, 2022 (24th resolution) and in accordance with the remuneration policy set out in sections 4.2.1 and 4.2.2.2 above, decided to grant 22,000 performance shares to the Deputy Chief Executive Officer under presence and performance conditions. The performance conditions, measured over three years, include two internal financial criteria weighting 35% each (Group organic revenue growth and EBITA margin), one "external" criterion (stock performance compared to the CAC 40 index over each year of the period) for 15% and one environmental criterion (reduction of scopes 1 and 2 carbon footprint) for 15%.<br>The number of shares granted represented 0.037% of the share capital (as of the grant date) and 3.72% of the total grant. |
| **Remuneration granted for directorships** | €0 | €0 | No remuneration is paid to the Deputy Chief Executive Officer as consideration for his directorship in the Teleperformance Group subsidiaries (in accordance with the remuneration policy and principles set out in sections 4.2.1.2 and 4.2.2.3 above). |
| **Benefits in kind** | Office: €0 | Office: €0 | Mr. Rigaudy received no benefits in kind in respect of his office. |
| | Employment contract: €12,480 | Employment contract: €12,480 | He is entitled to the use of a company car under his employment contract. |
| **Take-up or termination payments** | n/a | n/a | The Deputy Chief Executive Officer is not granted any payment upon the taking up or termination of his duties in respect of his corporate office.<br>Under his employment contract, he does not benefit from any specific payment or benefit due or to be paid as a result of the termination or modification of his salaried duties. This contract continues to be governed by legal provisions relating to the termination of employment contracts. |
| **Additional pension scheme** | n/a | n/a | The Deputy Chief Executive Officer does not benefit from any additional or complementary pension scheme.<br>Under his employment contract as Group Chief Financial Officer, he is eligible for the legal pension scheme applicable to employees in France. |
| **Non-compete compensation** | €0 | €0 | The Deputy Chief Executive Officer, is bound by a non-compete undertaking authorized by the Board of Directors at its meeting held on November 30th, 2017, entered into on February 1st, 2018 and approved by the shareholders' meeting held on April 20th, 2018 (5th resolution) and detailed in section 4.2.2.3 paragraph *Payments relating to a non-compete undertaking* above. |

### 4.2.2.4 Comparison of the remuneration of the executive officers with the Company's performance and the average and median remuneration of employees

In accordance with the provisions of Article L.22-10-9 I 6° and 7° of the French Commercial Code, this paragraph sets out (i) the ratios between the remuneration levels of the Chairman and Chief Executive Officer and of the Deputy Chief Executive Officer (since 2017) and the average remuneration and median remuneration of employees of the Company (Teleperformance SE), on a full-time equivalent, other than the directors and executive officers, as well as (ii) the evolution in these ratios over the last five financial years.

The definition of the scope has been the subject of numerous discussions with its main shareholders. Teleperformance is a Group employing, as of December 31st, 2022, more than 410,000 persons in 91 countries. Identifying a population that could be more relevant and appropriate, *e.g.* at Group level or on different geographical areas, is difficult taking account the geographical distribution of the workforce and the very broad international exposure. As a result, several hypotheses have been drafted then overturned because they do not allow a comparison more relevant than the one provided by legal provisions, notably because of the important differences in remuneration standards between countries or to avoid any approach that might be considered opportunistic.

As a consequence, in accordance with the recommendations of the *Autorité des marchés financiers* ("AMF"), the AFEP-MEDEF[1] code and the *Haut Comité de gouvernement d'entreprise* ("HCGE"), the setting of those ratios has been expanded and is now calculated based on the remuneration of all the employees in France (*i.e.,* Teleperformance Group companies with headquarters in France[2] and hiring employees). The workforce then retained represents, for 2022, a total number of 1,511 employees, *i.e.* 0.36% of the Group's total workforce.

#### Calculation method

For the purposes of the comprehensibility of those ratios, the following elements of remuneration include on a gross basis when establishing them, both for each executive officer and for the employees forming part of the sample used:

- the annual fixed part;
- the annual variable part due in respect of the current financial year (and paid the following year);
- the performance shares or LTI granted (valued at the time of grant in accordance with the method used for consolidated financial statements). The acquisition of those performance shares is subjected, for executive officer as well as for all of the plan's beneficiaries, to the achievement of performance and presence conditions measured over a three-year period;
- valuation of benefits in kind;
- where applicable, any exceptional remuneration (individual or collective rewards, etc.), it being reminded that corporate officers do not receive any exceptional remuneration in respect of their office.

#### Conclusion

From the establishment and the analysis of these remuneration ratios and the evolution of the Group's performance over this period, the Board and the Committee drew the following conclusions:

- over the 2018-2022 period, the Group's performance has accelerated and reached significant levels:
  - at the end of 2022, the number of employees is more than 410,000, an increase of more than +110,000 employees in this period,
  - the Group's investment has increased to reach €296 million (against €196 million at the end of 2018),
  - the Group revenues amounted to €8,154 million at the end of 2022 (against €4,441 million at the end of 2018),
  - the earnings per share reached €10.80 at December 31st, 2022 (against €5.29 at the end of 2018),
  - the stock market price has reached €222.70 at December 31st, 2022 (against €139.6 at December 31st, 2018);
- the evolution trend in these ratios is globally stable, with the exception of the financial years in which performance shares were granted (on an annual basis since 2019);
- the evolution of executive officers' remuneration is solely due to the exchange rates impact and performances shares granted (no increase in the fixed or annual variable remuneration for the period concerned), which are subject to performance and presence conditions, measured over three years;
- over the period concerned, the structure of the remuneration of the Chairman and Chief Executive Officer has regularly evolved (the annual global amount is unchanged since 2013) (see section 4.2.2.2 of the 2022 Universal Registration Document) and the remuneration of the Deputy Chief Executive Officer has not changed, in a context of strong development and growth of the Group.

At Group level, several initiatives have been implemented and developed in terms of employability and employees' remuneration. These are adapted to local standards but are guided by Group-wide initiatives demonstrating the importance of those subjects (see section 3.3 of the 2022 Universal Registration Document and the Group's approach in terms of remuneration, training, living wage, diversity and equal opportunity, etc.).

(1) *Including the AFEP guiding rules on remuneration multiples updated in February 2021.*

(2) *Teleperformance SE, Teleperformance France SA, Teleperformance Europe Middle-East and Africa SAS, Teleperformance Management Services SAS, TLScontact France SAS and Teleperformance KS France SAS.*

### Ratios relating to the Chairman and Chief Executive Officer

| | 2022 | 2021 | 2020 | 2019 | 2018 |
|---|---|---|---|---|---|
| **Performance of the Company and its Group** | | | | | |
| Revenues *(as reported – in millions of euros)* | 8,154 | 7,115 | 5,732 | 5,355 | 4,441 |
| *Variation* | *+14.6%* | *+24.1%* | *+7.0%* | *+20.6%* | *+6.2%* |
| Net capital expenditures *(in millions of euros)* | 296 | 229 | 254 | 252 | 196 |
| *Variation* | *+29.3%* | *-9.8%* | *+0.8%* | *+28.6%* | *+33.3%* |
| Earnings per share *(in euros)* | 10.80 | 9.36 | 5.52 | 6.81 | 5.29 |
| *Variation* | *+15.4%* | *+69.6%* | *-18.9%* | *+28.7%* | *-0.4%* |
| Total number of Group employees *(as of December 31st – rounded)* | 410,000 | 420,000 | 383,000 | 331,000 | 300,000 |
| *Variation* | *-10,000* | *+37,000* | *+52,000* | *+31,000* | *+77,000* |
| Share price *(in euros – as of December 31st)* | 222.70 | 392.00 | 271.30 | 217.40 | 139.60 |
| *Variation* | *-43.2%* | *+44.5%* | *+24.8%* | *+55.7%* | *+16.9%* |
| **Daniel Julien, Chairman and Chief Executive Officer** | | | | | |
| Total remuneration | €19,717,239 | €19,599,499 | €17,040,193 | €13,226,736 | €4,487,593 |
| *Variation (in %) compared to previous year* | *+1%* | *+15%* | *+29%* | *+195%* | *-5%* |
| **Remuneration of Teleperformance SE employees** | | | | | |
| Headcount | 44 | 43 | 40 | 41 | 47 |
| *Evolution (in %) of the average remuneration of the employees* | *-4%* | *+27%* | *+39%* | *+84%* | *-13%* |
| Ratio compared to the average remuneration of the Company's employees | 78.09 | 74.41 | 81.88 | 88.12 | 54.98 |
| *Evolution (in %) of the ratio compared to past financial year* | *+4.9%* | *-9.1%* | *-7.1%* | *+60.3%* | *+9.1%* |
| Ratio compared to the median remuneration of the employees | 127.12 | 151.79 | 118.82 | 143.15 | 75.17 |
| *Evolution (in %) of the ratio compared to past financial year* | *-16.3%* | *+27.7%* | *-17.0%* | *+90.4%* | *+0.8%* |
| **Remuneration of employees of the French entities (including Teleperformance SE)** | | | | | |
| Headcount | 1,511 | 1,363 | 1,357 | 1,689 | 1,475 |
| *Evolution (in %) of the average remuneration of the employees* | *-18%* | *+22%* | *+14%* | *+3%* | *+9%* |
| Ratio compared to the average remuneration of the French employees | 488.6 | 397.18 | 422.04 | 372.08 | 129.44 |
| *Evolution (in %) of the ratio compared to past financial year* | *+23%* | *-5.9%* | *+13.4%* | *+187.5%* | *-12.6%* |
| Ratio compared to the median remuneration of the French employees | 829.1 | 819.10 | 637.23 | 517.64 | 180.66 |
| *Evolution compared to past financial year* | *+1.2%* | *+28.5%* | *+23.1%* | *+186.5%* | *-9.1%* |

## Explanation of ratios relating to the remuneration of the Chairman and Chief Executive Officer

The annual global remuneration of the Chairman and Chief Executive Officer has not changed in its amount since 2013 (see section 4.2.2.2 above). The appointment of Mr. Daniel Julien, as of October 13th, 2017, as Chairman and CEO did not give rise to any increase in his remuneration. Evolutions and changes have been regularly undertaken on remuneration elements (see table of section 4.2.2.2 *Remuneration principles and structure*). Large part of his remuneration is thus composed of variable and long-term elements and subject to performance conditions.

Any variations in the valuation of his compensation are due to the book value of the performance shares granted (the shares thus granted to the Chairman and Chief Executive Officer, a long-standing founder, are part of the Group's approach to long-term equity ownership and alignment with the interests of its stakeholders) or to the effects of the euro/dollar exchange rate, his compensation granted and paid in dollars being converted into euros for reasons of readability. These variations thus have an impact on the ratios, which also take into account changes in headcount during the period under review.

The remuneration policy for the Chairman and Chief Executive Officer corresponds to the practices commonly observed in the United States and cannot be easily compared to those prevailing in the French market. It is nevertheless defined in accordance with the guiding and specific principles describes in section 4.2.1 above.

### Ratios relating to the Deputy Chief Executive Officer

| | 2022 | 2021 | 2020 | 2019 | 2018 |
|---|---|---|---|---|---|
| **Performance of the Company and its Group** | | | | | |
| Revenues *(as reported – in millions of euros)* | 8,154 | 7,115 | 5,732 | 5,355 | 4,441 |
| *Variation* | *+14.6%* | *+24.1%* | *+7.0%* | *+20.6%* | *+6.2%* |
| Net capital expenditures *(in millions of euros)* | 296 | 229 | 254 | 252 | 196 |
| *Variation* | *+29.3%* | *-9.8%* | *+0.8%* | *+28.6%* | *+33.3%* |
| Earnings per share *(in euros)* | 10.80 | 9.36 | 5.52 | 6.81 | 5.29 |
| *Variation* | *+15.4%* | *+69.6%* | *-18.9%* | *+28.7%* | *-0.4%* |
| Total number of Group employees *(as of December 31st – rounded)* | 410,000 | 420,000 | 383,000 | 331,000 | 300,000 |
| *Variation* | *-10,000* | *+37,000* | *+52,000* | *+31,000* | *+77,000* |
| Share price *(in euros – as of December 31st)* | 222.70 | 392.00 | 271.30 | 217.40 | 139.60 |
| *Variation* | *-43.2%* | *+44.5%* | *+24.8%* | *+55.7%* | *+16.9%* |
| **Olivier Rigaudy, Deputy Chief Executive Officer** | | | | | |
| Total remuneration | €7,664,750 | €7,857,954 | €5,882,579 | €4,408,312 | €1,208,779 |
| *Variation (in %) compared to previous year* | -2% | *+34%* | *+33%* | *+265%* | |
| **Remuneration of Teleperformance SE employees** | | | | | |
| Headcount | 44 | 43 | 40 | 41 | 47 |
| *Evolution (in %) of the average remuneration of the employees* | *-4%* | *+27%* | *+39%* | *+84%* | *-13%* |
| Ratio compared to the average remuneration of the Company's employees | 30.36 | 29.83 | 28.27 | 29.37 | 14.81 |
| *Evolution (in %) of the ratio compared to past financial year* | *+1.8%* | *+5.5%* | *-3.8%* | *+98.3%* | |
| Ratio compared to the median remuneration of the employees | 49.42 | 60.86 | 41.02 | 47.71 | 20.25 |
| *Evolution (in %) of the ratio compared to past financial year* | *-18.8%* | *+48.4%* | *-14.0%* | *+135.6%* | |
| **Remuneration of employees of the French entities (including Teleperformance SE)** | | | | | |
| Headcount | 1,511 | 1,363 | 1,357 | 1,689 | 1,475 |
| *Evolution (in %) of the average remuneration of the employees* | *-18%* | *+22%* | *+14%* | *+3%* | *+9%* |
| Ratio compared to the average remuneration of the French employees | 189.94 | 159.24 | 145.69 | 124.01 | 34.87 |
| *Evolution (in %) of the ratio compared to past financial year* | *+19.3%* | *+9.3%* | *+17.5%* | *+255.7%* | |
| Ratio compared to the median remuneration of the French employees | 322.49 | 328.40 | 219.98 | 172.52 | 48.66 |
| *Evolution compared to past financial year* | *-1.8%* | *+49.3%* | *+27.5%* | *+254.5%* | |

## Explanation of ratios relating to the remuneration of the Deputy Chief Executive Officer

The combining of the positions of Chairman and Chief Executive Officer in October 2017 gave rise to the appointment of a Deputy Chief Executive Officer on October 13th, 2017, namely Mr. Olivier Rigaudy. He holds this position from October 13th to December 31st, 2017 and for the entire following years. It is reminded that he was only remunerated in this capacity as from January 1st, 2018. The ratio relating to the remuneration of the Deputy Chief Executive Officer was only established over the period set out above.

Furthermore, it is reminded that Mr. Olivier Rigaudy also holds an employment contract with Teleperformance SE as Group Chief Financial Officer, which was maintained upon his appointment. To maintain consistency of ratios, the remuneration relating to the Deputy Chief Executive Officer comprises the remuneration due and paid in respect of his term of office and in respect of his employment contract. It is not included within the calculation for the average and median remuneration of employees.

## 4.2.2.5 Stock subscription or purchase options and performance shares granted to executive officers

### Stock subscription or purchase options

#### Stock subscription or purchase options granted to or exercised by executive officers during the financial year (information required in tables 4 and 5 of the AMF recommendations)

None.

#### History of grants of stock subscription or purchase options (information required in table 8 of the AMF recommendations)

None.

#### Stock subscription or purchase options granted or exercised by the top 10 beneficiaries other than executive officers (information required in table 9 of the AMF recommendations)

None.

### Performance shares and equivalent schemes

**Shares granted to the executive officers during the 2022 financial year**

| | Main characteristics of the performance shares plans | | | | Information on the ending year | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | At opening | During 2022 | | At closing | | |
| | Plan reference | Vesting period | Grant date | Vesting date | Shares granted | Shares granted | Shares definitively vested | Shares subject to performance conditions | Shares granted and non-vested | Shares subject to retaining period |
| **Daniel Julien**<br>Chairman and Chief Executive Officer | 2019 TGI Plan | From 06/03/19 to 06/03/22 | 06/03/19 | 06/03/22 | 58,333 | - | 58,333 | - | - | At least 30% until the end of office |
| | 2020 TGI Plan | From 07/29/20 to 07/29/23 | 07/29/20 | 07/29/23 | 58,333 | - | - | 58,333 | 58,333 | |
| | 2021 TGI Plan | From 07/28/21 to 07/28/24 | 07/28/21 | 07/28/24 | 50,000 | - | - | 50,000 | 50,000 | |
| | 220727TP Plan | From 07/27/22 to 07/27/25 | 07/28/25 | 07/28/25 | - | 50,000 | - | 50,000 | 50,000 | |
| **Olivier Rigaudy**<br>Deputy Chief Executive Office | 190603TP Plan | From 06/03/19 to 06/03/22 | 06/03/19 | 06/03/22 | 22,000 | - | 22,000 | - | - | At least 30% until the end of office |
| | 200729TP Plan | From 07/29/20 to 07/29/23 | 07/29/20 | 07/29/23 | 22,000 | - | - | 22,000 | 22,000 | |
| | 210728TP Plan | From 07/28/21 to 07/28/24 | 07/28/21 | 07/28/24 | 22,000 | - | - | 22,000 | 22,000 | |
| | 220727TP Plan | From 07/27/22 to 07/27/25 | 07/28/25 | 07/28/25 | - | 22,000 | - | 22,000 | 22,000 | |

### Information required under tables 6 and 10 of the AMF recommendations – Overview of performance share plans granted by Teleperformance SE

The characteristics of the performance shares plans are described in section 7.2.6.3 of the Universal Registration Document for 2022.

| Plan ref. | 190603TP | 200729TP | 200929TP | 210728TP | 210728ATP | 210728BTP | 210728CTP | 210728DTP | 210728ETP | 220727TP |
|---|---|---|---|---|---|---|---|---|---|---|
| Date of shareholders' meeting | 05/09/19 | | | | | | | | | 04/14/22 |
| Date of Board meeting | 06/03/19 | 07/29/20 | 09/29/20 | 07/28/21 | 07/28/21 | 07/28/21 | 07/28/21 | 07/28/21 | 07/28/21 | 07/27/22 |
| Grant date | 06/03/19 | 07/29/20 | 09/29/20 | 07/28/21 | 07/28/21 | 07/28/21 | 07/28/21 | 07/28/21 | 07/28/21 | 07/27/22 |
| Total number of beneficiaries | 411 | 427 | 2 | 507 | 1 | 1 | 1 | 1 | 1 | 593 |
| Total number of share rights granted | 442,241 | 477,417 | 4,000 | 538,632 | 5,000 | 5,000 | 5,000 | 5,000 | 10,000 | 592,104 |
| *% of share capital* | *0.75%* | *0.81%* | *0.006%* | *0.92%* | *0.01%* | *0.01%* | *0.01%* | *0.01%* | *0.02%* | *1%* |
| Performance criteria [(1)] | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| Total number granted to corporate officers: | | | | | | | | | | |
| • Daniel Julien [(2)] | - | - | - | - | - | - | - | - | - | 50,000 |
| • Olivier Rigaudy | 22,000 | 22,000 | - | 22,000 | - | - | - | - | - | 22,000 |
| • Véronique de Jocas [(3)] | - | 500 | - | 750 | - | - | - | - | - | 750 |
| *% of share capital* | *0.068%* | *0.069%* | - | *0.069%* | - | - | - | - | - | *0,123%* |
| Unitary valuation of the shares, for the executive officers, at the grant date, according to the method used for consolidated accounts | €145.43[(4)] | €212.23[(5)] | - | €302.07[(6)] | - | - | - | - | - | €293.29[(7)] |
| Total number granted to the 10 first beneficiaries non-executive officers | 105,667 | 115,667 | 4,000 | 128,000 | 5,000 | 5,000 | 5,000 | 5,000 | 10,000 | 128,200 |
| Definitive vesting date | 06/03/22 | 07/29/23 | 09/29/23 | 07/28/24 | 07/28/26 | 07/28/26 | 07/28/26 | 07/28/27 | 07/28/27 | 07/28/25 |
| End of lock-in period | n/a | n/a | n/a | n/a | n/a | n/a | n/a | n/a | n/a | n/a |
| Nature of shares granted | New or existing shares | | | | | | | | | |
| Total number of share rights cancelled or lapsed | 60,799 | 59,200 | 0 | 39,343 | 0 | 0 | 0 | 0 | 0 | 7,975 |
| Number of shares definitively vested | 381,442 | 800[(8)] | - | 1,000[(8)] | - | - | - | - | - | |
| Number of rights outstanding | - | 417,417 | 4,000 | 498,289 | 5,000 | 5,000 | 5,000 | 5,000 | 10,000 | 584,129 |

*(1) The performance criteria are described in sections 7.2.5.3 of the universal registration documents for 2019 and in sections 7.2.6.3 of the universal registration documents for 2020, 2021 and 2022.*

*(2) The grants decided between 2013 and 2021 in favour of certain executive officers were made under long-term incentive plans described below.*

*(3) Director representing the employees since September 9th, 2020.*

*(4) Valuation according to the method retained for consolidation statements as of December 31st, 2019: cf. note 3.5 Share-based payments of the consolidated accounts for the financial year ended December 31st, 2019 (chapter 5 of the Universal Registration Document for 2019): one third of shares valued at €108.50 and two thirds at €163.90.*

*(5) Valuation according to the method retained for consolidation statements as of December 31st, 2020: cf. note 3.7 Share-based payments of the consolidated accounts for the financial year ended December 31st, 2020 (chapter 5 of the Universal Registration Document for 2020): one third of shares valued at €178.80 and two thirds at €229.10.*

*(6) Valuation according to the method retained for consolidation statements as of December 31st, 2021: cf. note 3.7 Share-based payments of the consolidated accounts for the financial year ended December 31st, 2021 (chapter 5 of the Universal Registration Document for 2021): one third of shares valued at €221.20 and two thirds at €342.50.*

*(7) Valuation according to the method retained for consolidation statements as of December 31st, 2022: cf. note 3.7 Share-based payments of the consolidated accounts for the financial year ended December 31st, 2022 (chapter 5 of the Universal Registration Document for 2022): 15% of the shares are valued at €187.80 and 85% at €311.90.*

*(8) Due to the death of beneficiaries.*

### Information required under tables 6 and 10 of the AMF recommendations – Overview of long-term incentive plans implemented by Teleperformance Group, Inc.

Teleperformance Group, Inc., 100% US subsidiary of Teleperformance SE, implemented three long-term incentive plans to be settled in Teleperformance SE shares:

- in June 2019, involving a total amount of 58,333 shares granted to one beneficiary, Mr. Julien, Chairman and Chief Executive Officer. The definitive vesting of the shares were subject to presence and performance conditions that are identical to those approved by the Board of Directors at its meeting held on June 3rd, 2019 (Plan 190603TP). The TGI Board of Directors at its meeting held on February 17th, 2022, as authorized by the Teleperformance SE Board of Directors, acknowledged that the performance conditions were completed. As a consequence, the shares definitively vested on June 6th, 2022;
- in July 2020, involving a total amount of 58,333 shares granted to one beneficiary, Mr. Julien, Chairman and Chief Executive Officer. The definitive vesting of the shares is subject to presence and performance conditions that are identical to those approved by the Board of Directors at its meeting held on July 29th, 2020 (Plan 200729TP) (see section 7.2.6.3 of the 2020 Universal Registration Document);
- in July 2021, involving a total amount of 50,000 shares granted to one beneficiary, Mr. Julien, Chairman and Chief Executive Officer. The definitive vesting of the shares is subject to presence and performance conditions that are identical to those approved by the Board of Directors at its meeting held on July 28th, 2021 (Plan 210728TP) (see section 7.2.6.3 of the 2021 Universal Registration Document).

| | 2019 TGI plan | 2020 TGI plan | 2021 TGI plan |
|---|---|---|---|
| Grant date | 06/03/2019 | 07/29/2020 | 07/28/2021 |
| Total number of share rights granted | 58,333 | 58,333 | 50,000 |
| Total number of beneficiaries | 1 | 1 | 1 |
| • Daniel Julien | 58,333 | 58,333 | 50,000 |
| *% of the Teleperformance SE share capital* | *0.099%* | *0.099%* | *0.085%* |
| Definitive vesting date | 06/03/2022 | 07/29/2023 | 07/28/2024 |
| End of lock-in period | n/a | n/a | n/a |
| Performance criteria(1) | Yes | Yes | Yes |
| Valuation of the shares, at the grant date, for the beneficiary, according to the method used for consolidation accounts | €8,483,563(2) | €12,386,040(3) | €15,103,350(4) |
| Total number of share rights cancelled or lapsed | 0 | 0 | 0 |
| Number of shares definitively vested | 58,333 | 0 | 0 |
| Number of rights outstanding | 0 | 58,333 | 50,000 |

*(1) The performance criteria are described in sections 7.2.5.3 of the universal registration documents for 2019 and in sections 7.2.6.3 of the universal registration documents for 2020, 2021 and 2022.*

*(2) Valuation according to the method retained for the consolidated financial statements for the year ended December 31st, 2019: see note 3.5 Share-based payments of the consolidated financial statements for the year ended December 31st, 2019 (chapter 5 of the 2019 Universal Registration Document): one third of the shares valued at €108.50 and two thirds at €163.90.*

*(3) Valuation according to the method retained for the consolidated financial statements for the year ended December 31st, 2020: see note 3.7 Share-based payments of the consolidated financial statements for the year ended December 31st, 2020 (chapter 5 of the 2020 Universal Registration Document): one third of the shares valued at €178.80 and two thirds at €229.10.*

*(4) Valuation according to the method retained for the consolidated financial statements for the year ended December 31st, 2021: see note 3.7 Share-based payments of the consolidated financial statements for the year ended December 31st, 2021 (chapter 5 of the 2021 Universal Registration Document): one third of the shares valued at €221.20 and two thirds at €342.50.*

### Performance shares granted to executive officers that became available during financial year 2022 (information required under table 7 of the AMF recommendations)

| Executive officer | Plan number and date | Number of shares that became available | Vesting terms and conditions |
|---|---|---|---|
| Daniel Julien | 2019 Plan TGI dated June 3, 2019 | 58,333 | Yes<br>(performance(1) and presence conditions) |
| Olivier Rigaudy | Plan No 190603TP dated June 3, 2019 | 22,000 | Yes<br>(performance(1) and presence conditions) |

*(1) The performance criteria are described in section 7.2.6.3 of the 2022 universal registration document.*

## 4.2.3 2023 remuneration policy for directors and executive officers (*ex-ante* votes)

In accordance with the provisions of Article L.22-10-8 II of the French Commercial Code, the ordinary shareholders' meeting votes on the directors and executive officer's remuneration policy each year and in the event of any material amendment to said policy.

The shareholders' meeting of April 13th, 2023 is accordingly requested to approve:

- the principles and elements comprising the remuneration policy applicable to Company directors within the meaning of Article R.22-10-14 of the French Commercial Code in respect of the financial year ending December 31st, 2023, as set out in sections 4.2.1, 4.2.3.1 and 4.2.3.2 of the report on corporate governance referred to in Article L.225-37 of the French Commercial Code as adopted by the Board of Directors at its meeting held on February 16th, 2023 (8th resolution);
- the principles and elements comprising the remuneration policy applicable to the Company's Chairman and Chief Executive Officer within the meaning of Article R.22-10-14 of the French Commercial Code in respect of the financial year ending December 31st, 2023, as set out in sections 4.2.1, 4.2.3.1 and 4.2.3.3 of the report on corporate governance referred to in Article L.225-37 of the French Commercial Code as adopted by the Board of Directors at its meeting held on February 16th, 2023 (9th resolution);
- the principles and elements comprising the remuneration policy applicable to the Company's Deputy Chief Executive Officer within the meaning of Article R.22-10-14 of the French Commercial Code in respect of the financial year ending December 31st, 2023, as set out in sections 4.2.1, 4.2.3.1 and 4.2.3.4 of the report on corporate governance referred to in Article L.225-37 of the French Commercial Code as adopted by the Board of Directors at its meeting held on February 16th, 2023 (10th resolution).

### 4.2.3.1 Common principles of the 2023 remuneration policy for directors and executive officers

#### Guiding principles

The guiding principles governing the determination and revision of the remuneration granted to directors and executive officers, as described in section 4.2.1 above, form part of the remuneration policy applicable for 2023. It is specified and supplemented, for 2023, by the items described in this section 4.2.3. The remuneration policy for 2023 within the meaning of Articles L.22-10-8 and R.22-10-14 of the French Commercial Code, thus results from these two sections.

#### Methodology

In setting up its recommendations on 2023 remuneration for directors and executive officers of the Company, the Remuneration and Appointments Committee has taken into account in particular the results of the votes expressed by shareholders and the Group's development, environment and business operations. Its analysis has also taken into account the Group's development and upon proposal of the Remuneration and Appointments Committee, the Board, at its meeting held on February 16th, 2023, which the Deputy Chief Executive Officer and the Chairman and Chief Executive Officer did not attend (the latter also not taking part in the vote), reviewed and established the directors and executive officers remuneration policy for 2023. This policy incorporates common principles applied to all directors and executive officers, as well as specific provisions for directors (section 4.2.3.2 below), the Chairman and Chief Executive Officer (section 4.2.3.3 below) and the Deputy Chief Executive Officer (section 4.2.3.4 below).

#### Decisions of the Board of Directors for 2023

In drawing up its recommendations for 2023, the Remuneration and Appointments Committee also considered (i) the approval expressed by the shareholders' meeting in prior years, (ii) the expectations expressed by the shareholders on the remuneration policy applicable to the Chairman and Chief Executive Officer and the Deputy Chief Executive Officer for 2022 and (iii) the fact that the remuneration policies thus voted led to the desired behaviour and performance.

For 2023, the Board of Directors therefore decided, upon recommendations of the Remuneration and Appointments Committee, to:

- maintain unchanged the principles for establishing and distributing the remuneration due or granted to directors as set after the shareholders' meeting of April 14th, 2022;
- retain unchanged the global maximum amount of fixed and variable remuneration granted to (i) the Chairman and Chief Executive Officer, for the eleventh consecutive year (amount unchanged since 2013) and (ii) the Deputy Chief Executive Officer (amount and structure unchanged since 2018);
- maintain unchanged the breakdown between the fixed and variable parts approved in 2018 for the Chairman and Chief Executive Officer and the Deputy Chief Executive Officer (both parts representing 50% of total remuneration each);
- maintain in the anual variable part an extra financial criteria related to CSR aspects identified as being a priority with regards to the materiality matrix and the Group challenges;
- maintain, without suspending, the employment contract of Mr. Olivier Rigaudy as Group Chief Financial Officer;
- maintain the possibility to use its discretionary power concerning the implementation of the executive officers' remuneration policy. The Covid-19 pandemic has convinced the Board that a health-related crisis, a natural disaster or similar event were likely to justify certain adjustments to certain elements of remuneration of executive officers. In the event of specific occurrences, the Board of Directors may adjust, on an exceptional basis and both upwards and downwards, one or more of the financial and/or extra financial criteria of the annual variable or long-term remuneration of executive officers. This approach will ensure that the results of the application of the criteria reflect both the performance of the executives concerned and that of the Group. Should the Board decide, upon recommendation of its Remuneration and Appointments Committee and due to exceptional circumstances, to use this discretionary power, it would continue to comply with the principles set out in the remuneration policy, in particular the caps on annual variable remuneration, and provide a clear, precise and complete explanation of its choice. Any adjustment to the remuneration policy would be made public and submitted to a binding vote of the shareholders at the next shareholders' meeting;
- maintain the grant principles decided in 2019 for long-term share-based remuneration and described in section 4.2.1 above. The Board and the Remuneration and Appointments Committee have discussed the appropriateness of introducing a percentage limit of the annual remuneration. However, they remain convinced that a limit expressed in a maximum number of shares to be granted contributes to a better alignment of executive officers' remuneration with shareholder interests. Indeed, such a cap, known in advance, limits the potential dilution resulting from the grant and eliminates windfall effects. It is also consistent with the stability of the executive officers concerned as Company's shareholders;
- maintain at 50,000 the maximum number of performance shares that could be granted as decided in 2022;
- maintain an environmental criterion and a criterion related to cash flow management in the long-term share-based variable remuneration;

- strengthening of the CSR criteria, particularly in social matters, in the annual variable part with the introduction of i) a measure of the trust index and ii) a criterion relating to the attrition rate, as well as in the long-term remuneration with the introduction of a performance measure on internal promotions. In line with its materiality matrix, Teleperformance places its employees at the heart of its model and wished to combine satisfaction and trust measures piloted annually with a measure reflecting its promotion and retention actions over the long term.

All these elements for 2023 are in line with the continuity and stability of the remuneration policy. This policy continues ensuring an effective correlation between levels of remuneration and Group's performance, executive officers' motivation and consistency of the remuneration structure. As a consequence, the variable part of the remuneration is subject to the achievement of ambitious objectives linked to the Group's strategy according to performance criteria defined based on Group's environment, objectives and priorities in social matters (see section 4.2.1 above).

In accordance with the provisions of Article L.22-10-8 II of the French Commercial Code, this policy will be put to a shareholder vote at the shareholders' meeting to be held on April 13th, 2023 (8th to 10th resolutions).

### 4.2.3.2 2023 remuneration policy for directors

For 2023, the Board of Directors, upon recommendation of the Remuneration and Appointments Committee, decided not to change the principles for determining the remuneration granted to directors. These principles (described in sections 4.2.1 and 4.2.1.2 above) are as follows:

- fixed remuneration and variable remuneration paid subject to presence criteria;
- a higher variable part;
- specific additional remuneration for membership of a Committee;
- specific additional remuneration for the Lead Independent Director;
- specific additional remuneration to make allowance for directors based in remote countries;
- the absence of remuneration in respect of a directorship in the event of remuneration paid under an employment contract or in respect of an executive office within a subsidiary;
- the possibility of compensation for a non-executive position as Chairman of the Board of a subsidiary, subject to review on a case-by-case basis by the Remuneration and Appointments Committee.

Based on these principles, the Board, upon recommendation of the Remuneration and Appointments Committee, set the allocation rules for the global amount of €1,200,000 for 2023 as follows (gross amounts):

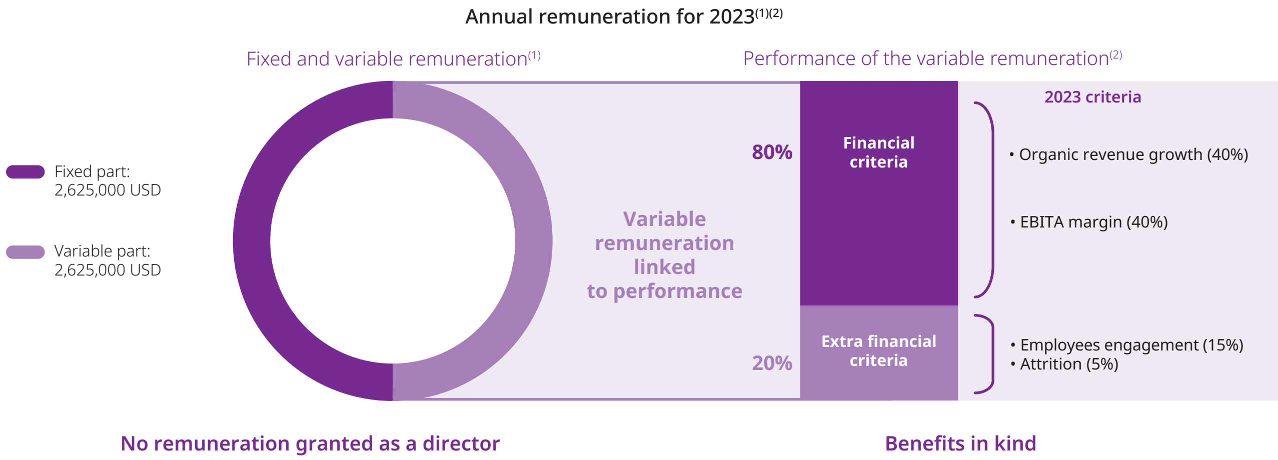
- each director received a remuneration comprising an annual fixed remuneration of €27,500 and a variable amount of €6,600 per meeting subject to attendance;
- members of the Audit, Risk and Compliance Committee received an annual fixed remuneration of €11,000 (doubled for the Committee Chair) and a variable amount of €5,000 per meeting subject to attendance;
- members of the Remuneration and Appointments Committee and of the CSR Committee received an annual fixed remuneration of €8,250 (doubled for the Committee Chair) and a variable amount of €3,900 per meeting subject to attendance;
- the Lead Independent Director received an annual fixed remuneration of €55,000;
- an additional remuneration of €1,500 for attending a Board or Committee meeting for directors traveling from a country within Europe (excluding France) and of €3,500 for attending a Board or Committee meeting for directors traveling from a country outside Europe.

### 4.2.3.3 Remuneration policy for the Chairman and Chief Executive Officer for 2023

The remuneration granted to the Chairman and Chief Executive Officer for 2023 was set by decision of the Board of Directors at its meeting held on February 16th, 2023 upon recommendations of its Remuneration and Appointments Committee. It decided to maintain the remuneration as established pursuant to the shareholders' meeting held on April 14th, 2022, retaining the principles set out in section 4.2.1 above.

For reference purposes, the evolution of the remuneration paid to the Chairman and Chief Executive Officer since 2017 is presented in section 4.2.2.2 above.

## Structure of the Chairman and Chief Executive Officer remuneration for 2023




**Long-term share-based remuneration for 2023**

**Grant of a maximum number of 50,000 performance shares under internal and external performance conditions measured over 3 years**

*(1) The 2023 variable remuneration is a maximum amount and represents 50% of the total annual remuneration.*
*(2) The maximum amount of the 2023 variable remuneration and the levels of achievement of the objectives have been decided, upon recommendation of the Remuneration and Appointments Committee, by the Board of directors at its meeting held on February 16, 2023.*

### Annual fixed remuneration

For 2023, the annual fixed part of the remuneration granted to the Chairman and Chief Executive Officer, Mr. Daniel Julien, was set at the gross amount of US$2,625,000 (identical to the amount set since 2018).

### Annual variable remuneration

For 2023, the maximum amount of annual variable remuneration of the Chairman and Chief Executive Officer was set at a gross amount of US$2,625,000, an amount equivalent to his annual fixed remuneration (unchanged since 2018). This remuneration is expressed as a maximum amount. If performance exceeds one or more of the targets set, no additional remuneration is granted or paid.

The performance criteria applicable to said variable remuneration were defined by the Board of Directors upon recommendation of its Remuneration and Appointments Committee, taking into consideration (i) the forecast growth in Teleperformance's operating results, (ii) the forecast and expected operational performance of the market and Group competitors, and (iii) the global geopolitical environment. They are based on demanding hypotheses and are measurable.

The criteria for the annual variable part consist of financial performance criteria representing 80% of the maximum amount (achievement of levels of revenues for 40% and EBITA for 40%). Organic growth and operational profitability are part of the fundamental and crucial financial criteria of the executive officers' remuneration but also that of the Group's senior executives (global, regional or operational functions). They are the main items that the financial community uses to assess and judge the Group's performance and the valuation of its share and that are, as a result, legitimate to appreciate the performance of the Group's executive officers.

For the remaining 20%, they are based on extra financial criteria corresponding to identified priorities in terms of corporate social responsibility (CSR).

In the ongoing interest of transparency on remuneration, the Group had prospectively made public the levels of achievement expected.

In order to determine the total or partial achievement of objectives, the Board continues to use the points calculation system that has been applied for a number of years. The maximum number of points that may be granted for the criteria is 100 points, including a maximum of 80 points for financial criteria and a maximum of 20 points for extra financial criteria.

### With regard to the financial criteria:

#### Organic revenue growth (excluding currency effects and at constant perimeter)

| *Number of points granted* | **Target** |
|---|---|
| 0 point | Less than 5.5% |
| 10 points | Equal to 5.5% and less than 6.0% |
| 20 points | Equal to 6.0% and less than 6.5% |
| 30 points | Equal to 6.5% and less than 7.0% |
| 40 points | Equal to 7.0% and above |
| **TOTAL** | **40 POINTS** |

### EBITA margin (excluding non-recurring items)

| *Number of points granted* | **Target** |
|---|---|
| 0 point | Less than 15.4% |
| 10 points | Equal to 15.4% and less than 15.5% |
| 20 points | Equal to 15.5% and less than 15.6% |
| 30 points | Equal to 15.6% and less than 15.7% |
| 40 points | Equal to 15.7% and above |
| **TOTAL** | **40 POINTS** |

## With regard to the extra financial criteria:

The Board of Directors, upon recommendation of the Remuneration and Appointments Committee and after opinion of the CSR Committee, set the following criteria based on the 2023 Group priorities in CSR, more particularly on social aspects.

### Criterion based on employees' engagement (for 15%)

| | |
|---|---|
| For 2023, the Board wanted to maintain the employee engagement criterion, which is one of the Group's priorities, as indicated in the materiality matrix. It thus wanted to divide it into two sub-criteria by retaining the objective of obtaining certifications and including the trust index. The Group has decided to maintain the use of confidential and independent surveys such as those conducted by Great Place to Work®, the world's leading independent expert in quality of life at work, based on the quality of the employee experience. | |
| **Sub-criterion on level of employees working in a certified subsidiary (for 7.5%)** | |
| **Objective:** continuation of certifications on employee satisfaction (such as Best Places to Work, Great Place to Work® or equivalent) issued by renowned independent bodies, to achieve a level of 90% of Group employees working in subsidiaries thus certified. | **Assessment elements:** certifications obtained during or in connection with financial year 2023 by independent renowned organizations. 7.5 points will be granted if the rate of employees working in a certified subsidiary is equal or above 90%. |
| **Sub-criterion related to the trust index (for 7.5%)** | |
| **Objective:** to obtain an average trust index of above 70% in the context of the certifications obtained under the 1st sub-criterion.<br>The Board of Directors wished to make part of the criterion based on achieving an average Trust Index score superior to 70% above than that required by the institute for obtaining and renewing certification in employee engagement. | **Assessment elements:** Achievement of an average trust index score of above 70% for fiscal year 2023. 7.5 points will be granted if the average trust index score is above 70%. |

### Criterion related to attrition (for 5%)

| | |
|---|---|
| To echo the expectations expressed by some of the Company's shareholders, the Board of Directors wished to introduce a criterion linked to the achievement of an attrition level. | |
| **Objective:** to achieve an attrition rate below the industry average (source: COPC). | **Assessment elements:** comparison of Teleperformance's attrition rate for 2023 with that published by COPC. |

Furthermore, the variable remuneration of the Chairman and Chief Executive Officer for 2023 remains subject to a clawback scheme set up in 2018 and described in section 4.2.1.2.

It is reminded that, in accordance with the provisions of L.22-10-34 II paragraph 2 of the French Commercial Code, payment of the variable remuneration that will be granted in respect of 2023 to Mr. Daniel Julien for his office as Chairman and Chief Executive Officer, is subject to approval, by the ordinary shareholders' meeting to be held in 2024, of his remuneration elements as Chairman and CEO paid during or granted in respect of the 2023 financial year for his office.

## Long-term share-based remuneration

In accordance with the grant policy implemented since 2019, described above, the Board, upon recommendation of the Remuneration and Appointments Committee, decided to maintain in 2022 at 50,000 shares, the maximum number of performance shares that may be granted to the Chairman and Chief Executive Officer (same level as the number, decreased, granted in July 2021). This annual limit is identical those for the grants decided upon in July 2021 and in July 2022.

This cap, communicated in advance, is intended to limit the potential dilution resulting from the grant and is consistent with the long-standing status of the Chairman and Chief Executive Officer, founder, as shareholder of the Company, given that he has sold only 26,000 shares over the past ten years. The Board also took the following items into account when establishing the grant cap for 2023:

- the amount of overall remuneration received by Mr. Daniel Julien, Group founder, is, in the amount received, unchanged since 2013;
- the structure and achievement criteria for his remuneration, in particular the variable part, were however made more stringent (reduction of the fixed part, introduction of a clawback mechanism) even though results and performance have been steadily increasing over an extended period of time;
- the definitive vesting of the total number of shares granted subject to demanding performance criteria in line with the Group's financial communication and strategy is set over a longer period of time than before;
- the Group's size has more than doubled;
- the complexity of the Group's environment due in particular to recent acquisitions, their integration, and the international development of its operations, has increased.

Based on these factual elements, maintaining as grant cap the number of shares previously granted, is justified and contributes to the alignment of the long-term interests of the Chairman and Chief Executive Officer with those of the shareholders. This cap represents a maximum.

With regard to the grant performance criteria due to be established, the Board of Directors decided to maintain the four criteria set for the grant implemented in 2022 and to introduce an additional CSR criterion based on social aspects.

These criteria will be assessed, for the 2023 grant, over the period from January 1st, 2023 to December 31st, 2025 and will consist in five criteria:

- the first performance criterion, weighing for 35%, is based on organic growth in Group consolidated revenues (at constant exchange rates and consolidation scope) between the financial year ended December 31st, 2022 and the financial year ending December 31st, 2025 (the “organic revenue growth” criterion); and
- the second performance criterion, weighing for 35%, is based on levels of free cash flow cumulated as of December 31st, 2025 (the “free cash flow” criterion); and
- the third performance criterion, weighing for 10%, is based on the achievement of a rate reduction of -42% of carbon footprint of scope 1[(1)] and scope 2[(2)] per full time employee (FTE) between 2019 (baseline) and end of 2025 – aligned on the trajectory as validated by SBTI (the “CSR” criterion). This target is aligned with the trajectory validated by the Science-Based Targets initiative (SBTi), which foresees a reduction in Scope 1 and Scope 2 emissions of -49% per FTE between 2019 and 2026. After a sharp drop in emissions in 2020 and 2021, partly due to Covid-19, Teleperformance is continuing to reduce its emissions of scopes 1 and 2 in absolute terms and per full-time equivalent employee, albeit at a slower pace. Indeed, the return to site of a portion of the workforce (from 30% in 2021 to 50% at end of 2022, *i.e.* more than 80,000 additional people returning to site) has resulted in additional emissions, offset by the energy efficiency measures implemented, and by a greater adoption of renewable energy. The Group does not rule out a rebound in emissions of scopes 1 and 2 in 2023 or 2024, linked to the Group’s strong growth but also to the return to site of an even greater proportion of the workforce. Nevertheless, the sustained deployment of the TP Cloud Campus telecommuting solution and the actions undertaken to increase the share of renewable energy and improve energy efficiency place the Group in a good position to achieve its long-term reduction targets;
- the fourth performance criterion, weighing in at 10%, is based on the rate of internal promotions measured over the period January 1st, 2023 to December 31st, 2025, (the "promotions" criterion); The Board of Directors wished to include a measure reflecting long-term promotion and retention actions. The group has always favored and encouraged internal promotion, an illustration of its actions and policy in terms of training and long-term retention; and
- the fifth performance criterion, weighing for 10%, is based on the degree to which the Teleperformance SE share price outperforms the CAC 40 index for each of the three years of the plan (the “stock price evolution” criterion).

These five criteria are cumulative: they do not offset each other, and no criteria is excluded to the benefit of others that would be achieved. Thus, each criterion will give right to a share percentage credit depending on the performance achieved (as described hereafter). This percentage will be multiplied by the weight related to each criterion in order to determine the percentage of shares to be granted. The addition of those percentages thus calculated for each criterion will be applied to the number of shares originally allocated to each beneficiary in order to calculate the final number of shares to be granted to each beneficiary, rounded up, where applicable, to the nearest whole number.

## Internal criteria

### Organic revenue growth (“ORG”)

| *Share percentage credit* | **ORG** |
|---|---|
| 0% | < 15.0% |
| 50% | 15.0% ≤ ORG < 20.0% |
| 75% | 20.0% ≤ ORG < 25.0% |
| 100% | ≥ 25.0% |

### Free cash flow (“FCF”)

| *Share percentage credit* | **FCF** *(in million of euros)* |
|---|---|
| 0% | < M€1,800 |
| 50% | €1,800M ≤ FCF < €1,900M |
| 75% | €1,900M ≤ FCF < €2,100M |
| 100% | ≥ €2,100M |

### Environment (“CSR”)

| *Share percentage credit* | **CSR** |
|---|---|
| 0% | < -38% |
| 50% | -38% ≤ CSR < -40% |
| 75% | -40% ≤ CSR < -42% |
| 100% | ≥ -42% |

*(1) Scope 1: emissions designates the direct emissions related to fuel and refrigerant fluids consumption.*
*(2) Scope 2: emissions designates indirect emissions related to electricity consumption.*

**Promotions ("Promotions")**

| *Share percentage credit* | **Promotions** |
|---|---|
| 0% | < 30% |
| 50% | 30% ≤ Promotions < 45% |
| 75% | 45% ≤ Promotions < 60% |
| 100% | ≥ 60% |

## External criterion

**Stock Price Evolution ("Stock")**

| *Share percentage credit* | **Stock** |
|---|---|
| 0% | < 100 basis points (bp) |
| 50% | 100 bp ≤ Stock < 200 bp |
| 75% | 200 bp ≤ Stock < 300 bp |
| 100% | ≥ 300 bp |

No performance shares will be vested by the beneficiaries if organic revenue growth is less than 15% or if the free cash flow is less than €1,800 million.

In the event of the executive officer's departure before the end of the period envisaged for the assessment of the long-term performance criteria, continued entitlement to all or part of the performance shares or equivalent mechanisms would be assessed by the Board, which would decide in accordance with the principles described in section 4.2.1 above.

### Benefits in kind

The benefits in kind granted to the Chairman and Chief Executive Officer are unchanged. As in the past years, they include the use of a company car, healthcare insurance plan and the matching contribution paid, in the case of deferred remuneration payment, under the non-qualified deferred compensation plan as described in section 4.2.2.2 paragraph *Benefits in kind* above.

### Deferred remuneration: compensation under a non-compete undertaking

The Chairman and Chief Executive Officer is bound to the Group by a non-compete undertaking, the terms of which, unchanged for 2023, are set out in section 4.2.2.2 paragraph *Remuneration principles and structure* above.

### Other remuneration elements

The remuneration structure for the Chairman and Chief Executive Officer does not provide for compensation or remuneration upon the assumption or termination of duties, exceptional remuneration, multi-year variable remuneration, additional or supplementary pension scheme or stock option grants.

**Summary of the commitments and benefits granted to the Chairman and Chief Executive Officer in case of departure**

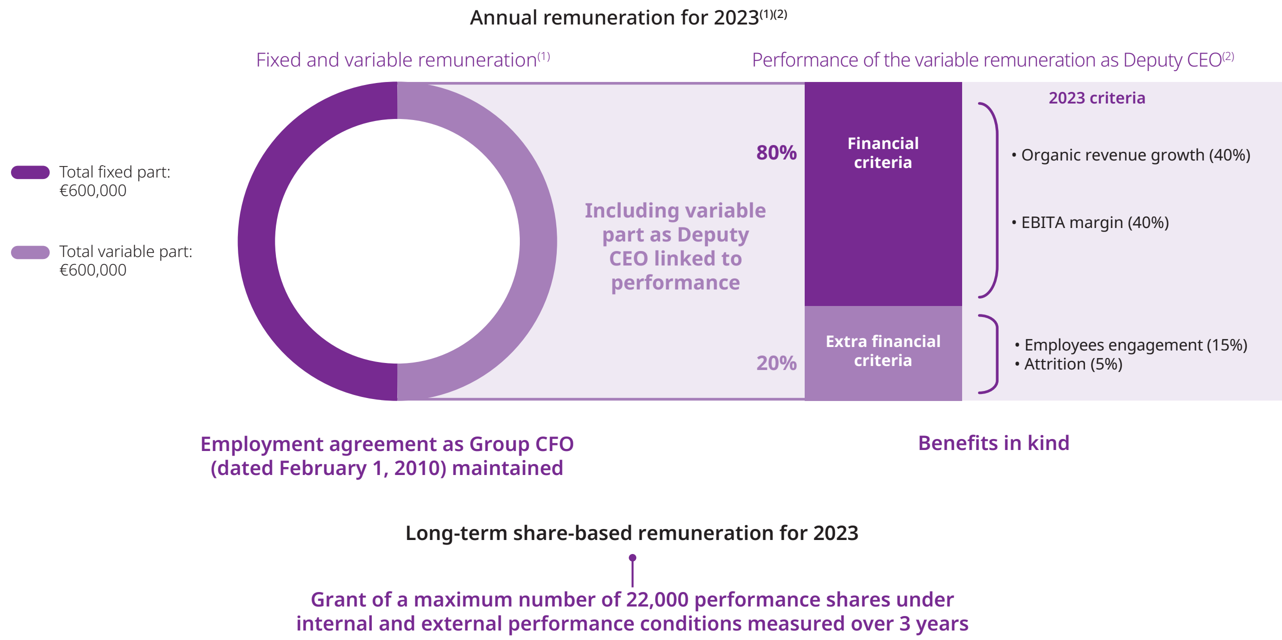
| | **Voluntary departure/Dismissal for gross or wrongful misconduct** | **Forced departure** | **Retirement** |
|---|---|---|---|
| **Severance payment** | - | - | - |
| **Non-compete compensation** | Two years' gross remuneration (fixed and variable) paid in respect of the calendar year prior to the year of departure. | | |
| **Additional pension scheme** | - | - | - |
| **Impact on performance shares not vested** | Forfeiture (unless decided otherwise by the Board of Directors, which would decide in accordance with the principles enumerated in paragraph 4.2.1.2 *Remuneration structure – Long-term share-based remuneration*). | | No accelerated vesting, pro rata principle applied and performance criteria remain applicable. |

### 4.2.3.4 Remuneration policy for the Deputy Chief Executive Officer for 2023

The remuneration granted to the Deputy Chief Executive Officer for 2023 was set by decision of the Board of Directors at its meeting of February 16th, 2023 upon recommendations of the Remuneration and Appointments Committee. The Board decided to maintain the remuneration as approved by the shareholders' meeting of April 14th, 2022, in line with the principles set out in section 4.2.1 above.

A description of the remuneration elements granted to Mr. Olivier Rigaudy as Deputy Chief Executive Officer in respect of the 2023 financial year is presented below. For the sake of transparency and to enable shareholders to conduct a relevant assessment of these items, this section also includes the remuneration granted to Mr. Olivier Rigaudy corresponding to his status as a Company employee.

#### Structure of the remuneration of the Deputy Chief Executive Officer for 2023




*(1) The 2023 variable remuneration comprises the remuneration as Deputy CEO and as Group CFO. The annual variable part for 2023 is a maximum amount and represents 50% of the total annual remuneration. It includes the variable part in connection with the employment contract which is based on specific objectives (see below).*

*(2) The maximum amount of the 2023 variable remunertation and the levels of achievement of the objectifves have been decided, upon recommendation of the Remuneration and Appointments Committee, by the Board of directors at its meeting held on February 16, 2023.*

#### Annual fixed remuneration

For 2023, the annual fixed part of Mr. Olivier Rigaudy's remuneration as Deputy Chief Executive Officer was maintained at the gross amount of €80,000 (unchanged since 2018).

It is reminded that in 2023 Mr. Rigaudy, Deputy Chief Executive Officer, will also receive the remuneration provided for in his employment contract in respect of his salaried functions, *i.e.* fixed annual (gross) remuneration of €520,000 (unchanged since 2018).

#### Annual variable remuneration

For 2023, the maximum amount of annual variable remuneration of the Deputy Chief Executive Officer in respect of his office was maintained at a gross amount of €380,000 (unchanged since 2018). As in previous years, this remuneration is expressed as a maximum amount. If performance exceeds one or more of the targets set, no additional remuneration will be granted or paid.

The performance conditions of this annual variable remuneration are identical to those set for the annual variable remuneration of the Chairman and Chief Executive Officer (see section 4.2.3.3 above), it being specified that personal contribution is taken into account for the extra financial part.

Furthermore, the annual variable remuneration of the Deputy Chief Executive Officer for 2023 is subject to a clawback scheme described in section 4.2.1.2 above.

It is reminded that, in accordance with the provisions of Article L.22-10-34 II paragraph 2 of the French Commercial Code, payment of the annual variable remuneration that will be granted to the Deputy Chief Executive Officer in respect of his office for the financial year 2023 is subject to approval, by the ordinary shareholders' meeting to be held in 2024, of the remuneration elements paid during or granted in respect of 2023 in respect of his office.

It is also reminded that, in respect of his salaried duties as Group Chief Financial Officer, Mr. Olivier Rigaudy is also entitled to receive the variable remuneration set out in his employment contract, *i.e.* maximum (gross) variable remuneration of €220,000 for 2023 (unchanged since 2018), determined on the basis of performance criteria specific to his technical and salaried duties. This remuneration (to be paid in 2024) may not be supplemented by exceptional bonuses.

For the sake of transparency and for reference, the Company publicly discloses the objectives of Mr. Rigaudy's variable remuneration under his employment contract. They were set in a precise manner and disclosed to the Remuneration and Appointments Committee. For the 2023 financial year, these objectives, as initially set, consist in the:

- management of Group performance to ensure that annual targets are met particularly in terms of financial profitability and margin (40%);
- proactive management of Group liquidity and financial expenses (20%);
- continuation of the implementation of the budget EPM (enterprise performance management) (20%); and
- development of the communication towards stakeholders to improve the Group's perception (20%).

### Long-term share-based remuneration

In accordance with the new grant policy implemented since 2019, the Board, upon recommendation of the Remuneration and Appointments Committee, decided that the maximum number of performance shares that may be granted to the Deputy Chief Executive Officer in 2023 shall not exceed 22,000 shares. This cap, which is identical to the one decided upon since 2019, provides for maximum variable and long-term remuneration (if 100% of the objectives are achieved) and represents more than 90% of the total remuneration granted to Mr. Rigaudy, as part of the effort to align the interests of executives with those of the shareholders.

With regard to the performance criteria of the grant to be established in 2023, they will be based on indicators corresponding to the long-term strategy as defined by the Board of Directors and applicable for all beneficiaries of such grants, including the ones made to executive officers (see above).

In accordance with the recommendations of the AFEP-MEDEF code, in the event of the executive officer's departure before the end of the period envisaged for the assessment of those long-term performance criteria, continued entitlement to all or part of the performance shares or equivalent mechanisms would be assessed by the Board, which would then justify its decision (see below *Summary of the commitments and benefits granted to the Deputy Chief Executive Officer in connection with his term of office*).

### Benefits in kind

The Deputy Chief Executive Officer receives no benefits in kind in respect of his office. It is reminded that, under his employment contract, he has the use of a company car.

### Deferred remuneration: compensation under a non-compete undertaking

The Deputy Chief Executive Officer is bound to the Group by a non-compete undertaking, the terms of which, unchanged for 2023, are set out in section 4.2.2.3 above.

### Other remuneration elements

The remuneration structure for the Deputy Chief Executive Officer does not provide for compensation or remuneration granted upon the assumption or termination of duties, exceptional remuneration, multi-year variable remuneration, additional or supplementary pension scheme or stock option grants.

Furthermore, his employment contract does not provide for compensation or remuneration granted upon the assumption or termination of his duties, exceptional remuneration, multi-year variable remuneration, additional or supplementary pension scheme, stock option or performance shares grants or retention.

**Summary of the commitments and benefits granted to the Deputy Chief Executive Officer in connection with his term of office**

| | Voluntary departure/Dismissal for gross or wrongful misconduct | Forced departure | Retirement |
|---|---|---|---|
| **Severance payment*** | - | No indemnity due in respect of his employment contract. | - |
| **Non-compete compensation** | One year's gross remuneration (fixed and variable) paid in respect of executive functions as a Group employee and/or corporate officer. | | |
| **Additional pension scheme** | - | - | - |
| **Impact on unvested performance shares** | Forfeiture (unless decided otherwise by the Board of Directors, which would decide in accordance with the principles enumerated in paragraph 4.2.1.2 *Remuneration Structure – Long-term share-based remuneration*). | | No accelerated vesting, pro rata principle applied and performance criteria remain applicable. |

* *Under his employment contract, Mr. Olivier Rigaudy may benefit from (i) compensation, particularly severance pay, pursuant to French law on the termination of employment contracts at the Company's initiative and (ii) retirement payments owed pursuant to French law in case of retirement.*

# 4.3 ADDITIONAL INFORMATION ON CORPORATE GOVERNANCE

## 4.3.1 Specific conditions relating to the attendance of shareholders at general meetings

The terms and conditions of shareholder participation in general meetings are set out in chapter 7, section 7.1.2.4 *Shareholders' meetings* of the 2022 Universal Registration Document.

## 4.3.2 Ratings

The following table presents the financial ratings of the Group:

| | Standard & Poor's[(1)] |
|---|---|
| Group | "BBB" – Investment grade |

*(1) Rating upgraded as of November 22nd, 2021 compared to the "BBB-" – Investment grade rating, first assigned on March 15th, 2017 and then confirmed on November 6th, 2020 which was the highest credit rating received in the customer experience management sector.*

With regards to the Group extra financial rating, it is referred to section 3.7.2 *Non-financial ratings and ESG index* of the 2022 Universal Registration Document.

## 4.3.3 Factors liable to have an impact in the event of a public offering

In accordance with the provisions of Article L.22-10-11 of the French Commercial Code, the elements below are liable to have an impact in the event of a public offering:

| | | |
|---|---|---|
| (i) | capital structure | see section 7.3 *Shareholding* |
| (ii) | restrictions provided for by the articles of association on the exercise of voting rights and share transfers or clauses in agreements brought to the Company's notice in application of Article L.233-11 of the French Commercial Code | None |
| (iii) | direct or indirect holdings in the Company's capital of which it is aware under Articles L.233-7 and L.233-12 of the French Commercial Code | see section 7.3 *Shareholding* |
| (iv) | the list of holders of any security providing special rights of control and a description thereof | none (subject to double voting rights described in section 7.1.2.3 *Description of rights, privileges and restrictions, if any, on existing shares and each class of shares*) |
| (v) | the means of control provided for in a putative employee shareholding system when the rights of control are not exercised by the employees | None |
| (vi) | shareholders' agreements known to the Company that may involve restrictions on share transfers and the exercise of voting rights | see section 7.3.2 *Shareholders' agreements* |
| (vii) | rules applying to the appointment and replacement of members of the Board of Directors and to amendments to the Company's articles of association | see sections 4.1.2 *The Board of Directors* and 7.1.2.5 *Changes in share capital, shareholder rights and articles of association* |
| (viii) | the powers of the Board of Directors, particularly in relation to share issuance or buyback | see sections 4.1.2.2.2 and 7.2.5.1 *Current authorizations* and 7.2.5.4 *Share buy-back program – Description of the new program* |
| (ix) | Company agreements that are modified or terminated by any change of control except where such disclosure, unless required by law, would cause serious detriment to its interests | see section 7.3.3 *Change of control of the Company* |
| (x) | agreements providing for compensation to Board members or employees if they resign or are dismissed without real and serious cause or if their employment terminates as the result of a public offering | None |

## 4.3.4 Transactions on Company's shares

### 4.3.4.1 Code of conduct relating to securities transactions

The Company complies with the position-recommendation No. 2016-08 issued by the *Autorité des marchés financiers* (AMF-French Financial Markets Authority) on October 26th, 2016, amended on April 29th, 2021 and with the AFEP-MEDEF code. The Board of Directors adopted a Code of Conduct regarding securities transactions at its November 30th, 2011 meeting. This code specifies in particular the prohibition for insiders and related persons from using and/or disclosing insider information, and from advising another person to do insiders trading on the Company's financial instruments on the basis of insider information. The code was amended at the meeting of the Board of Directors held on February 20th, 2020.

### 4.3.4.2 Determination of black-out periods

Transactions involving the purchase or sale of the Company's securities or financial instruments are prohibited during the periods included between the date when insiders(1) become aware of specific information regarding the course of business or outlook which is likely to have a material influence on the share price if it were to be made public, and the date when that information is made public.

In addition, they are also prohibited during a period of:

- 30 calendar days prior to the publication date of the (parent company and consolidated) annual and half-yearly consolidated financial statements and expiring on the day of said publication (at midnight – Paris time); and
- 15 calendar days prior to the publication date of the quarterly reporting and expiring on the day of said publication (at midnight – Paris time).

Regarding the sale of performance shares in accordance with the Code of Conduct relating to securities transactions, it is strictly forbidden for beneficiaries of performance shares to transfer their shares during the blackout periods defined by law.

The Company draws up and issues at the beginning of each calendar year a timetable setting out periods during which transactions on Company's securities are prohibited. This timetable also specifies that the indicated periods do not affect the existence of other black-out periods arising as a result of awareness of specific information directly or indirectly relating to the Company, which is likely to have a material impact on the Teleperformance SE share price if it were to be made public.

### 4.3.4.3 Prohibition of hedging transactions

In accordance with the recommendations of the AFEP-MEDEF code, hedging transactions, of any kind, involving the Company's securities are prohibited. The executive officers have given a formal undertaking not to use transactions that hedge their risk on the shares arising from performance shares. To the Company's knowledge, no hedging instrument was implemented.

*(1) Executive officers and equivalent persons, as well as any person who has access to insider information on a regular basis or occasional basis.*

### 4.3.4.4 Summary of securities transactions carried out by Board of Directors and Executive Committee members

Pursuant to Article 223-26 of the AMF General Regulation, the securities transactions performed in 2022, as reported to the Company and to the AMF, are summarized below:

| | Nature | Date | Number of shares | Average unit price |
|---|---|---|---|---|
| **Daniel Julien** | Sale | 05/16/2022 | 26,000 | €302.00 |
| Chairman and Chief Executive Officer | Acquisition of performance shares | 06/06/2022 | 58,333 | - |
| | Acquisition | 11/14/2022 | 3,000 | €196.0794 |
| | Acquisition | 11/18/2022 | 3,000 | €225.1793 |
| | Acquisition | 11/25/2022 | 2,000 | € 212.4982 |
| **Olivier Rigaudy** | Acquisition of performance shares | 06/06/2022 | 22,000 | - |
| Deputy Chief Executive Officer | Sale | 08/01/2022 | 500 | €330.00 |
| | Acquisition | 11/14/2022 | 100 | €196.3200 |
| | Acquisition | 11/18/2022 | 100 | €224.80 |
| **Agustin Grisanti** | Acquisition of performance shares | 06/06/2022 | 11,000 | - |
| Executive Committee member | Sale | 08/02/2022 | 5,000 | €326.6081 |
| | Acquisition | 11/11/2022 | 656 | €173.1718 |
| | Acquisition | 11/14/2022 | 225 | €196.0067 |
| **Bhupender Singh** | Acquisition of performance shares | 06/06/2022 | 11,000 | - |
| Executive Committee member | Acquisition | 11/11/2022 | 3,000 | €171.4759 |
| **Miranda Collard** | Acquisition of performance shares | 06/06/2022 | 4,000 | - |
| Executive Committee member | Sale | 08/04/2022 | 1,700 | €328.8300 |
| | Acquisition | 11/16/2022 | 1,300* | $113.77 |
| **Leigh Ryan** | Acquisition of performance shares | 06/06/2022 | 18,000 | - |
| Executive Committee member | Sale | 06/17/2022 | 10,000 | €281,7484 |
| | Acquisition | 11/11/2022 | 1,334 | €182,0433 |
| **Scott Klein** | Acquisition of performance shares | 06/06/2022 | 15,000 | - |
| Executive Committee member | Acquisition | 11/11/2022 | 3,000 | €184.6211 |
| **Eric Dupuy** | Acquisition of performance shares | 06/06/2022 | 4,000 | - |
| Executive Committee member | Acquisition | 11/14/2022 | 285 | €200.00 |
| | Acquisition | 11/14/2022 | 1,000 | €200.00 |
| **Carole Toniutti** | Acquisition | 03/18/2022 | 10 | €347.80 |
| Director | Acquisition | 03/23/2022 | 10 | €350.10 |
| | Acquisition | 03/25/2022 | 10 | €342.00 |
| | Acquisition | 04/28/2022 | 10 | €342.00 |
| | Acquisition | 05/03/2022 | 9 | €331.60 |
| | Acquisition | 05/04/2022 | 21 | €329.60 |
| | Acquisition | 05/09/2022 | 26 | €314.00 |
| | Acquisition | 05/18/2022 | 8 | €308.00 |
| | Acquisition | 05/24/2022 | 26 | €301.5615 |
| | Acquisition | 05/25/2022 | 14 | €298.00 |
| | Acquisition | 05/31/2022 | 13 | €310.80 |
| | Acquisition | 06/24/2022 | 40 | €294.3325 |
| | Acquisition | 08/22/2022 | 3 | €306.00 |
| | Acquisition | 11/11/2022 | 27 | €186.2963 |
| **Shelly Gupta** | Acquisition | 09/02/2022 | 200 | €288.00 |
| Director | Acquisition | 11/11/2022 | 100 | €170.00 |
| **Bernard Canetti** | Acquisition | 11/11/2022 | 2,376 | €168.2496 |
| **Director** | Acquisition | 11/15/2022 | 1,837 | €217.7267 |
| **Legal entity related to Mr. Canetti, Director** | Acquisition | 11/14/2022 | 995 | €201.00 |
| | Acquisition | 11/15/2022 | 909 | €220.00 |
| **Person related to Mr. Canetti, Director** | Acquisition | 11/15/2022 | 1,150 | €223.00 |
| **Christobel Selecky** | Acquisition | 11/11/2022 | 250* | $99.5180 |
| Director | | | | |

* *Acquisitions of American Depository Receipts (ADR) converted here in Teleperformance SE shares, it being specified that each ADR represents 1/2 Teleperformance SE share.*

## 4.3.5 Procedure for assessing ordinary agreements entered into on arm's length terms

In accordance with Article L.22-10-13 of the French Commercial Code, the Board of Directors at its meeting held on February 20th, 2020 has approved a procedure to regularly assess agreements relating to ordinary business and entered into on arm's length terms.

This procedure aims at identifying and qualifying, by means of criteria, agreements as ordinary business agreements entered into on arm's length terms to which the Company is a party. It sets for a regular review (at least once per year) and is also applied prior to the conclusion of an agreement and on the occasion of any modification, renewal or termination of an agreement, including for agreements considered as ordinary at the time of their conclusion to ensure that they continue to meet those conditions.

The Financial and Legal Departments are informed in order to qualify the agreement, it being specified that the Board of Directors can, in any case, proceed itself with this qualification and, where applicable, with the prior authorization of an agreement brought to its attention if it considers this agreement to be a regulated agreement.

At the meeting approving the financial statements of the last financial year, the Board of Directors is informed of the implementation of the assessment process, its results and its potential observations. They set for the abstention of persons who have a direct or indirect interest.

## 4.3.6 Regulated agreements

No new regulated agreements were authorized by the Board of Directors during the 2022 financial year.

Pursuant to legal and regulatory provisions, the Board of Directors, at its meeting held on February 16th, 2023, carried out the annual review of the regulated agreements entered into before 2022 and the performance of which is continued during the financial year 2022.

## 4.3.7 Statutory auditors' special report on regulated agreements

**Annual general meeting held to approve the financial statements for the year ended December 31, 2022**

*This is a free translation into English of the statutory auditors' report issued in French and is provided solely for the convenience of English-speaking users.*

*This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France*

To the annual general meeting of Teleperformance SE,

In our capacity as statutory auditors of your company, we hereby report to you on its regulated agreements.

The terms of our engagement require us to communicate to you, based on information provided to us, the principal terms and conditions of those agreements brought to our attention or which we may have discovered during the course of our audit, as well as the reasons justifying that such agreements are in the Company's interest, without expressing an opinion on their usefulness and appropriateness or identifying such other agreements, if any. It is your responsibility, under the terms of article R. 225-31 of the French Commercial Code (Code de commerce), to assess the interest involved in respect of the conclusion of these agreements and commitments for the purpose of approving them.

Our role is also to provide you with the information stipulated in article R. 225-31 of the French Commercial Code relating to the implementation during the past year of agreements previously approved by the Shareholders' Meeting, if any.

We conducted the procedures we deemed necessary in accordance with relevant professional guidelines issued by the French Institute of Auditors relating to this engagement.

### Regulated Agreements submitted for the approval of this annual general meeting

#### Regulated agreements authorized during the year

We hereby inform you that we have not been advised of any agreement authorized during the year to be submitted to the approval of the annual general meeting pursuant to Article L. 225-38 of the French Commercial Code.

### Agreements which were approved in prior years by the annual general meeting

We hereby inform you that we have not been advised of any agreement previously approved by the annual general meeting which remained in force during the year.

Paris La Défense, February 27, 2023

The Statutory Auditors

| KPMG Audit IS | | Deloitte & Associés |
|---|---|---|
| Jacques Pierre | Jérôme Lo Iacono | Patrick E. Suissa |
| *Partner* | *Partner* | *Partner* |

# 5 Consolidated financial statements

# 5.1 CONSOLIDATED STATEMENT OF FINANCIAL POSITION

## Assets

| *(in millions of euros)* | Notes | 12/31/2022 | 12/31/2021* |
|---|---|---|---|
| **NON-CURRENT ASSETS** | | | |
| Goodwill | 4 | 3,177 | 2,800 |
| Other intangible assets | 3.5 | 1,345 | 1,422 |
| Right-of-use assets | 3.3 | 626 | 626 |
| Property, plant and equipment | 3.4 | 613 | 587 |
| Loan hedging instruments – Assets | 7.4 | 17 | 10 |
| Other financial assets | 7.2 | 98 | 59 |
| Deferred tax assets | 5.2 | 78 | 66 |
| **Total non-current assets** | | **5,954** | **5,570** |
| **CURRENT ASSETS** | | | |
| Current income tax receivable | | 75 | 87 |
| Accounts receivable – Trade | 3.2 | 1,707 | 1,580 |
| Other current assets | 3.6 | 245 | 226 |
| Other financial assets | 7.2 | 66 | 46 |
| Cash and cash equivalents | | 817 | 837 |
| **Total current assets** | | **2,910** | **2,776** |
| **TOTAL ASSETS** | | **8,864** | **8,346** |

## Equity and liabilities

| *(in millions of euros)* | Notes | 12/31/2022 | 12/31/2021* |
|---|---|---|---|
| **EQUITY** | | | |
| Share capital | 6.1 | 148 | 147 |
| Share premium | | 576 | 575 |
| Translation reserve | | 9 | -101 |
| Other reserves | | 2,939 | 2,536 |
| **Equity attributable to owners of the Company** | | **3,672** | **3,157** |
| Non-controlling interests | | 0 | 0 |
| **Total equity** | | **3,672** | **3,157** |
| **NON-CURRENT LIABILITIES** | | | |
| Post-employment benefits | 3.11 | 34 | 33 |
| Lease liabilities | 3.3 | 510 | 515 |
| Loan hedging instruments – Liabilities | 7.4 | 24 | |
| Other financial liabilities | 7.4 | 2,021 | 2,270 |
| Deferred tax liabilities | 5.2 | 315 | 332 |
| **Current liabilities** | | **2,904** | **3,150** |
| **TOTAL NON-CURRENT LIABILITIES** | | | |
| Provisions | 9.2 | 90 | 83 |
| Current income tax | 5.3 | 167 | 127 |
| Accounts payable – Trade | 3.12 | 232 | 280 |
| Other current liabilities | 3.12 | 911 | 831 |
| Lease liabilities | 3.3 | 178 | 172 |
| Other financial liabilities | 7.4 | 710 | 546 |
| **Total current liabilities** | | **2,288** | **2,039** |
| **TOTAL EQUITY AND LIABILITIES** | | **8,864** | **8,346** |

* *Restated following the finalization of the measurement of the fair value of the identifiable assets and liabilities acquired of Senture.*

# 5.2 CONSOLIDATED STATEMENT OF INCOME

| *(in millions of euros)* | Notes | 2022 | 2021 |
|---|---|---|---|
| **Revenues** | **3.1** | **8,154** | **7,115** |
| Other revenues | 3.1 | 10 | 10 |
| Personnel | 3.13 | -5,339 | -4,810 |
| External expenses | 3.14 | -1,044 | -811 |
| Taxes other than income taxes | | -31 | -26 |
| Depreciation and amortization | | -281 | -220 |
| Amortization of intangible assets acquired as part of a business combination | | -141 | -111 |
| Depreciation of right-of-use assets (personnel-related) | | -15 | -13 |
| Depreciation of right-of-use assets | | -192 | -174 |
| Impairment loss on goodwill | | -8 | |
| Share-based payments | 3.7 | -113 | -87 |
| Other operating income and expenses | 3.15 | -6 | -4 |
| **Operating profit** | | **994** | **869** |
| Income from cash and cash equivalents | | 10 | 8 |
| Gross financing costs | | -72 | -56 |
| Interest on lease liabilities | | -44 | -41 |
| **Net financing costs** | **7.3** | **-106** | **-89** |
| Other financial income and expenses | 7.3 | 13 | -5 |
| **Financial result** | | **-93** | **-94** |
| **Profit before taxes** | | **901** | **775** |
| Income tax | 5.1 | -256 | -218 |
| **Net profit** | | **645** | **557** |
| **Net profit – Group share** | | **645** | **557** |
| Net profit attributable to non-controlling interests | | | |
| **Earnings per share** *(in euros)* | **6.3** | **10.95** | **9.49** |
| **Diluted earnings per share** *(in euros)* | **6.3** | **10.80** | **9.36** |

# 5.3 CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

| *(in millions of euros)* | 2022 | 2021 |
|---|---|---|
| **Net profit** | **645** | **557** |
| **MAY NOT BE RECLASSIFIED TO PROFIT OR LOSS IN A SUBSEQUENT PERIOD** | | |
| Net actuarial gains on post-employment benefits (before tax) | 3 | |
| Income tax on net actuarial gains on post-employment benefits | -1 | |
| Hyperinflation adjustment | 11 | |
| **MAY BE RECLASSIFIED TO PROFIT OR LOSS IN A SUBSEQUENT PERIOD** | | |
| Net losses on foreign exchange hedges (before tax) | -5 | -74 |
| Income tax on net losses on foreign exchange hedges | 1 | 21 |
| Translation differences | 99 | 285 |
| **Other recognized income and expenses** | **108** | **232** |
| **TOTAL COMPREHENSIVE INCOME** | **753** | **789** |
| Group share | 753 | 789 |
| Attributable to non-controlling interests | | |

# 5.4 CONSOLIDATED STATEMENT OF CASH FLOWS

| *(in millions of euros)* | Notes | 2022 | 2021 |
|---|---|---|---|
| **CASH FLOWS FROM OPERATING ACTIVITIES** | | | |
| Net profit – Group share | | 645 | 557 |
| Net profit attributable to non-controlling interests | | | |
| Income tax expense | | 256 | 218 |
| Net financial interest expense | | 53 | 33 |
| Interest expense on lease liabilities | | 44 | 41 |
| Non-cash items of income and expense | 8.1 | 759 | 595 |
| Income tax paid | | -291 | -228 |
| ***Internally generated funds from operations*** | | ***1,466*** | ***1,216*** |
| ***Change in working capital requirements*** | ***8.2*** | ***-172*** | ***-75*** |
| **Net cash flow from operating activities** | | **1,294** | **1,141** |
| **CASH FLOWS FROM INVESTING ACTIVITIES** | | | |
| Acquisition of intangible assets and property, plant and equipment | | -298 | -232 |
| Loans granted | | -16 | |
| Acquisition of subsidiaries, net of cash and cash equivalents acquired | 8.3 | -304 | -929 |
| Proceeds from disposals of intangible assets and property, plant and equipment | | 1 | 3 |
| Loans repaid | | 15 | |
| **Net cash flow from investing activities** | | **-602** | **-1,158** |
| **CASH FLOWS FROM FINANCING ACTIVITIES** | | | |
| Acquisition net of disposal of treasury shares | | -146 | 6 |
| Change in ownership interest in controlled entities | | | |
| Dividends paid to parent company shareholders | | -194 | -141 |
| Financial interest paid | | -49 | -33 |
| Lease payments | | -244 | -218 |
| Increase in financial liabilities | | 1,627 | 1,134 |
| Repayment of financial liabilities | | -1,709 | -921 |
| **Net cash flow from financing activities** | | **-715** | **-173** |
| ***Change in cash and cash equivalents*** | | ***-23*** | ***-190*** |
| ***Effect of exchange rates on cash held*** | | ***1*** | ***32*** |
| **NET CASH AT JANUARY 1ST** | **8.5** | **835** | **993** |
| **NET CASH AT DECEMBER 31ST** | **8.5** | **813** | **835** |

# 5.5 CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

| | Attributable to owners of the Company | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| *(in millions of euros)* | Share capital | Share premium | Translation reserve | Retained earnings | Impact of financial hedging instruments | Impact of actuarial gains and losses | Equity attributable to owners of the Company | Non-controlling interests | Total |
| **At December 31st, 2020** | **147** | **575** | **-386** | **2,050** | **30** | **-7** | **2,409** | **0** | **2,409** |
| Translation differences from foreign operations | | | 285 | | | | 285 | | 285 |
| Net profit | | | | 557 | | | 557 | | 557 |
| Net losses on foreign exchange hedges (after tax) | | | | | -53 | | -53 | | -53 |
| Net actuarial losses on post-employment benefits (after tax) | | | | | | | 0 | | 0 |
| **Total recognized income and expenses** | **0** | **0** | **285** | **557** | **-53** | **0** | **789** | **0** | **789** |
| Operations on non-controlling interests | | | | | | | 0 | | 0 |
| Fair value of incentive plan share awards | | | | 89 | | | 89 | | 89 |
| Treasury shares | | | | 6 | | | 6 | | 6 |
| Dividends (€2.40 per share) | | | | -141 | | | -141 | | -141 |
| Other | | | | 5 | | | 5 | | 5 |
| **At December 31st, 2021** | **147** | **575** | **-101** | **2,566** | **-23** | **-7** | **3,157** | **0** | **3,157** |
| Translation differences from foreign operations | | | 110 | | | | 110 | | 110 |
| Net profit | | | | 645 | | | 645 | | 645 |
| Net losses on foreign exchange hedges (after tax) | | | | | -4 | | -4 | | -4 |
| Net actuarial gains on post-employment benefits (after tax) | | | | | | 2 | 2 | | 2 |
| **Total recognized income and expenses** | **0** | **0** | **110** | **645** | **-4** | **2** | **753** | **0** | **753** |
| Operations on non-controlling interests | | | | | | | 0 | | 0 |
| Fair value of incentive plan share awards | 1 | 1 | | 100 | | | 102 | | 102 |
| Treasury shares | | | | -146 | | | -146 | | -146 |
| Dividends (€3.30 per share) | | | | -194 | | | -194 | | -194 |
| **AT DECEMBER 31ST, 2022** | **148** | **576** | **9** | **2,971** | **-27** | **-5** | **3,672** | **0** | **3,672** |

# 5.6 NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Contents

## Highlights of 2022

On October 27th, 2022, the Teleperformance Group announced the acquisition of PSG Global Solutions, a leader in digital recruitment process outsourcing in the United States, for a consideration of US$303.4 million (see note 2.2 *Change in Consolidation scope*). The acquisition was financed from the Teleperformance Group's existing cash resources.

# Note 1 Principal accounting policies, judgements and estimates

## Note 1.1 Reporting entity

Teleperformance ("the Company") is a company domiciled in France.

The Company's consolidated financial statements for the year ended December 31st, 2022 include the Company and its subsidiaries, together referred to as "the Group".

The financial statements were approved by the Board of Directors on February 16th, 2023 and will be submitted to the shareholders' meeting to be held on April 13th, 2023.

All financial information presented in euro has been rounded to the nearest million.

## Note 1.2 Basis of preparation

The consolidated financial statements for the year ended December 31st, 2022 have been prepared in accordance with International Financial Reporting Standards (IFRS) as adopted by the European Union as of the reporting date and comply with the presentation requirements of revised IAS 1 as amended.

The accounting policies applied by the Group in these consolidated financial statements are the same as those applied by the Group in its consolidated financial statements as at and for the year ended December 31st, 2021, with the exception of the new standards, amendments and interpretations set out in note 1.2.1 *Change in accounting policies*.

The financial statements are prepared on the historical cost basis except for the following assets and liabilities measured at fair value: derivative financial instruments and financial instruments held for trading.

Non-current assets are stated at the lower of carrying amount and fair value less costs to sell.

Argentina and Turkey are considered to be hyperinflationary economies in terms of IAS 29 since July 2018 and February 2022, respectively. As a result, the financial statements of subsidiaries which have either the Argentine peso or the Turkish lira as their functional currency have been restated for the effects of inflation before translation into euros at the closing rate.

### 1.2.1 Change in accounting policies

#### New standards and interpretations applicable from January 1st, 2022

The amendments to IFRS 3 "*Business combinations*", IAS 16 "*Property, plant and equipment*", IAS 37 "*Provisions, contingent liabilities and contingent assets*", the Annual Improvements cycle 2018-2020 and the conclusions of IFRS IC in September 2021 in respect of demand deposits with restrictions on use came into force with effect from January 1st, 2022 but did not have a significant impact on the Group's financial statements.

The agenda decision of IFRS IC in March 2021 in respect of the recognition of configuration and customization costs of application software in an SaaS (Software as a Service) arrangement had no significant impact on the Group's financial statements.

#### Standards and interpretations adopted by the European Union but not yet applicable as of December 31st, 2022

The Group has elected not to early apply the amendments to IAS 1 "*Presentation of financial statements*", IAS 8 "*Accounting policies*", changes in accounting estimates and errors and IAS 12 "*Income taxes*".

These amendments to standards are required to be applied from January 1st, 2023. The Group is currently reviewing their impact on its financial statements.

### 1.2.2 Estimates and judgements

The preparation of financial statements in conformity with IFRS requires making estimates and assumptions which affect the amounts reported in the financial statements, especially with respect to the following items:

- impairment of intangible assets and goodwill (note 4);
- the measurement of share-based payments expense (note 3.7);
- the measurement of derivative financial instruments (note 7.5);
- the measurement of intangible assets acquired as part of a business combination (note 3.5);
- the measurement of deferred taxation and uncertainty over income tax treatments (note 5).

The estimates are based on information available at the time of preparation of the financial statements, and may be revised, in a future period, if circumstances change, or if new information is available. Actual results may differ from these estimates.

## Note 1.3 War in Ukraine

Following the Russian invasion of Ukraine in February 2022, many countries including the United States, the members of the EU, and the United Kingdom imposed economic sanctions on Russia and Belarus, resulting in particular in their exclusion from the international banking system. This has affected the entire global economy, resulting in difficulties for the supply of raw materials and other problems.

### Impact on group operations

The Group has in consequence decided to restrict its engagement in Russia through terminating its sales and marketing activities in respect of international customers. Financial transfers between the Group and its Russian and Belarus subsidiaries are also suspended.

In spite of the dramatic reduction in the level of its activity in Ukraine, the Group is continuing to pay the salaries of its 322 local employees. A telephone help line has been set up as well as logistic and psychological assistance for those employees and their families who have been able to leave the country.

There has been an almost complete halt to Ukraine's visa management activity, while that in Russia and Belarus is greatly reduced due to the international sanctions.

### Impact on the financial statements

The contribution of the Ukrainian, Russian and Belarus subsidiaries to the consolidated financial statements was not significant at the beginning of the war as in total they represented less than 1% of 2021 revenues and year-end total assets. At this same date, they employed fewer than 6,000 persons, representing less than 1.5% of group personnel.

In these unusual circumstances, and despite the apparent minor importance of these countries, the Group has undertaken a thorough review of the possible impairment of certain asset categories, in particular goodwill and accounts receivable – trade. These reviews did not result in the recognition of any impairment losses (see notes 4 *Goodwill* and 3.2 *Accounts receivable – Trade*).

## Note 1.4 Impact of environmental risk on the financial statements

Due to a business model principally based on the supply of services, the Group's activities have not been considered under the EU taxonomy for sustainable activities as having a major contribution to greenhouse gas emissions at the level of the EU. The environmental impacts related to the Group's business result principally from electricity consumption, and also from its purchases and the journeys to and from work of its employees. The Group's business does not produce any significant direct atmospheric, water or ground pollution, or any particular noise pollution affecting the surrounding neighborhoods. The Group's business has no significant direct impact on biodiversity and has experienced no adverse environmental incident.

On the other hand, the presence of the Group in 91 countries results in a greater exposure to environmental risks and a higher probability of extreme meteorological phenomena incurring the loss or stoppage of a site. In mitigation of these risks, business back-up plans have been prepared at sites and, more generally, the geographical spread of the Group's activities permits the implementation of emergency measures at other sites or even in other countries whenever practicable. Such risks can therefore be reduced and their occurrence would have only a limited impact on the Group's performance.

The Group is also determined to step up the extent of its climate change objectives by setting a target for greenhouse gas reductions which meets the goals of the Paris Agreement. These objectives have been approved by the Science Based Targets initiative (SBTi), which comprises a number of well-known international bodies. To meet these objectives, an overall decarbonization strategy has been implemented, in particular aiming to:

- switch to greener energy by increasing the percentage of renewable energy in total electricity consumption whenever possible;
- achieve high energy performance at the Group's sites by adopting efficiency measures;
- streamline the IT infrastructure by adopting measures to reduce energy consumption in data centers.

The strategy is likely to require increased investment in equipment to meet these objectives (building renovations, lighting upgrades, increase in working from home etc.) The reduction in electricity consumption should positively impact the Group's results.

The effect of this strategy can also be seen in the Group's commitment in the following actions:

- the July 27th, 2022 incentive share award plan includes a performance criterion concerning greenhouse gas reduction objectives approved under the SBTi (see note 3.7 *Share-based payments*);
- the syndicated multicurrency (EUR and USD) credit facility of €1 billion contracted in February 2021 and the bond issue of €500 million contracted in June 2022 are subject to the achievement of these same objectives (see note 7.4 *Financial liabilities*).

## Note 1.5 Impairment

### Non-current assets (other than financial assets)

Goodwill and other intangible assets with indefinite useful lives are tested each year for impairment as disclosed in note 4.1 *Goodwill, accounting policies and methods*.

Other non-current assets are tested for impairment when there is objective evidence of a loss of value. Testing is performed at the level of the CGU to which these assets with a finite useful life are allocated.

### Financial assets

The Group reviews the risks of full or partial non-recovery of the carrying amount of financial assets based on expected credit losses on a regular basis and recognizes any impairment losses required in the statement of income.

## Note 1.6 Determination of fair values

Certain accounting policies and disclosures require determining the fair value of financial and non-financial assets and liabilities. Additional information about assumptions used in determining fair value is disclosed, where necessary, in the specific notes for the asset or liability involved. In general, fair values for significant asset and liability categories are determined as follows:

### Property, plant and equipment

The fair value of property, plant and equipment that is recognized following a business combination, principally buildings, is based on market value. The market value of a building is the estimated amount which would be obtained from the sale of the asset under normal conditions between a buyer and a seller at the measurement date.

### Intangible assets

The fair value of brand names and software acquired during a business combination is based on the discounted present value of estimated royalties avoided through their acquisition.

The fair value of customer relationships acquired during a business combination is based on the multi-period excess earnings method, under which the asset is measured at the amount of estimated cash flows net of a reasonable return allocated to other assets.

### Accounts receivable – Trade and Other current assets

The fair value of Accounts receivable – Trade and Other current assets is estimated as the present value of future cash flows discounted at the market rate of interest at the reporting date.

### Derivatives

The fair value of forward currency contracts is based on their quoted market price when available. If no quoted market price is available, the fair value is estimated by discounting to the present value the difference between the contractual forward price and the current forward price on the residual term of the contract, by using an interest rate based on the money market.

The fair value of interest rate swaps is based on estimations provided by the banks and corresponds to the estimated amount that the Group would receive or pay to terminate the swap at the reporting date, taking into account current interest rates and counterparty risk.

### Non-derivative financial liabilities

The fair value, which is determined for disclosure purposes, is based on the present value of future cash flows generated by principal and interest repayments, discounted at the market interest rate at the reporting date.

### Share-based payments

The fair value of incentive plan shares awarded to employees is measured principally using the market price of the share at the grant date and the expected dividends, as well as performance conditions when these are market conditions.

The service and performance conditions necessary for vesting are not considered when determining fair value when these are not market conditions.

## Note 1.7 Glossary

EBITA or EBITA before non-recurring items (Earnings Before Interest, Taxes and Amortization): Operating profit before amortization of intangible assets acquired as part of a business combination, goodwill impairment charges and non-recurring items (see the definition given below).

EBITA margin: EBITA/revenues.

EBITDA or EBITDA before non-recurring items (Earnings Before Interest, Taxes, Depreciation and Amortization): EBITA before non-recurring items, and after adding back depreciation, depreciation of right-of-use assets and depreciation of right-of-use assets – personnel-related.

Organic growth: increase in revenues excluding changes in consolidation scope and exchange movements. This term is determined using the following calculation: the amount of current year revenues, excluding any that arose from acquisitions in the year, less prior year revenues (translated at current year average exchange rates); divided by the amount of prior year revenues (translated at current year average exchange rates).

Capital Employed: the total of goodwill, intangible assets and property, plant and equipment, and items of working capital.

Non-recurring items: principally comprises restructuring costs, incentive share award plan expense, costs of closure of subsidiary companies, transaction costs incurred in the context of the acquisition of companies, and all other expenses that are unusual by reason of their nature or amount.

Net debt: the total of current and non-current financial liabilities (including loan hedging instruments), plus lease liabilities, less cash and cash equivalents.

Free cash flow: net cash flow from operating activities, less cash flow from acquisitions and disposals of intangible assets and property, plant and equipment, lease payments, loan repayments, and financial interest paid or received.

# Note 2 Scope of consolidation

## Note 2.1 Accounting principles and methods

### 2.1.1 Basis of consolidation

#### Subsidiaries

Subsidiaries are entities controlled by the Company. Control exists when it is exposed, or has the rights, to variable returns from its involvement with an entity and has the ability to affect those returns through its power over it.

In assessing control, potential voting rights that presently are exercisable or convertible are taken into account.

The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases.

#### Associates

The Company holds no entity in which the Group has either significant influence or joint control.

#### Transactions eliminated in the consolidated financial statements

Balances, any unrealized gains and losses, and income and expenses arising from intra-group transactions are eliminated in preparing the consolidated financial statements.

### 2.1.2 Foreign currencies

#### Foreign currency transactions

Transactions in foreign currencies are translated at the foreign exchange rate at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated into euros at the foreign exchange rate at that date. Foreign exchange differences arising on translation are recognized as financial income or expenses. Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction.

Non-monetary assets and liabilities denominated in foreign currencies that are stated at fair value are translated using the exchange rate at the date the fair value was determined.

#### Financial statements of foreign operations

The functional currency of a foreign operation outside the euro zone is in general its local currency except in certain cases where most of its financial flows are realized with reference to another currency.

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on consolidation, are translated into euros using the exchange rate at the reporting date.

The income and expenses of foreign operations are translated into euros using the average foreign exchange rate of the period, unless the exchange rate has fluctuated significantly. Foreign exchange differences resulting from translations are recognized in the translation reserve, as a separate equity component.

When a subsidiary has foreign operations in an economy defined as hyperinflationary by the IASB and its functional currency is the currency of the country concerned, its financial statements are restated for the effects of inflation before translation into euros using the exchange rate at the reporting date.

#### Net investment in foreign operations

Foreign exchange differences arising from the translation of a net investment in foreign operations and of related hedges are recognized in the translation reserve. They are recognized in profit or loss on disposal of the foreign operations.

### 2.1.3 Business combinations

The Group applies the acquisition method in accounting for business combinations. At the date of acquisition, goodwill represents the difference between the sum of the fair value of the consideration transferred (the acquisition price) and the non-controlling interests, and the net amounts of the identifiable assets acquired and liabilities assumed (generally at fair value).

When the Group does not acquire all shares in an entity, it may elect to measure non-controlling interests using either of the following two options:

- measurement of non-controlling interests as the proportionate interest in identifiable assets and liabilities (the partial goodwill method);
- measurement of non-controlling interests at fair value (the full goodwill method).

The Group has elected to apply the partial goodwill method for its acquisitions made since 2010.

The initial measurement of the consideration transferred and the fair values of identifiable assets acquired and liabilities assumed are finalized within 12 months of the date of acquisition and any adjustment is accounted for as a retrospective correction of goodwill. Any subsequent adjustment is recognized in profit or loss.

Transaction costs, other than those concerning the issue of debt or equity that the Group incurs in connection with a business combination, are expensed as incurred.

## Note 2.2 Change in consolidation scope

### 2.2.1 Acquisitions in 2022

#### Acquisition of PSG Global Solutions

On October 27th, 2022, the Teleperformance Group finalized the acquisition of the entire share capital of PSG Global Solutions, a leader in digital recruitment process outsourcing in the United States. This represents a strategic acquisition by the Group, reinforcing its strong added-value Specialized Services business segment and its expertise in digital recruitment process. The consideration for the transaction amounted to US$303.4 million, paid in cash, and is final except for a possible minor adjustment based on the definitive amount of working capital acquired.

PSG Global Solutions has a strong business model that creates value for its customers, in a niche market, driven by its digital integrated business service delivery. Its business approach integrates the expertise of its people with the utilization of a cutting-edge proprietary technology platform, leading to the automatization of critical stages of the recruitment process.

The Group is currently in the process of measuring the fair value of the assets and liabilities acquired with the assistance of independent advisors. Provisional goodwill amounts to US$295.0 million (€276.5 million), and is subject to adjustment in the coming months when the fair values of the assets and liabilities are finalized. Goodwill represents in particular the competitive advantage that the Group will obtain from the utilization of PSG Global Solutions' proprietary solutions for the optimization of the recruitment process.

| *(in millions of US dollars)* | **Provisional amounts as of the acquisition date** |
|---|---|
| **NON-CURRENT ASSETS** | |
| Intangible assets | 2 |
| Property, plant and equipment | 3 |
| **Total non-current assets** | **5** |
| **CURRENT ASSETS** | |
| Accounts receivable – Trade | 3 |
| Other current assets | 1 |
| Cash and cash equivalents | 5 |
| **Total current assets** | **9** |
| **TOTAL ASSETS** | **14** |

| *(in millions of US dollars)* | **Provisional amounts as of the acquisition date** |
|---|---|
| **NON-CURRENT LIABILITIES** | |
| Other liabilities | 0 |
| **Total non-current liabilities** | **0** |
| **CURRENT LIABILITIES** | |
| Provisions | |
| Accounts payable – Trade | 2 |
| Other current liabilities | 4 |
| **Total current liabilities** | **6** |
| **TOTAL LIABILITIES** | **6** |
| **Net assets, acquired 100%** | **8** |
| **Consideration** | **303** |
| **Provisional goodwill** | **295** |

PSG Global Solutions' contribution to group results in 2022 is summarized as follows:

| *(in millions of euros)* | **11/01/2022 – 12/31/2022** |
|---|---|
| Revenues | 13 |
| Operating profit | 2 |

PSG Global Solutions' revenues in 2022 amounted to €72.5 million, with an operating profit of €25.1 million excluding transaction costs.

### Acquisition of Capita Translation & Interpreting

On December 29th, 2022, the Group made a targeted acquisition of the entire share capital of Capita Translation & Interpreting Ltd. (CTI), a provider of translation and interpreting services to private global clients and UK public sector agencies. The consideration for the transaction amounted to £17.5 million, paid in cash. CTI's revenues in 2022 amounted to approximately €17.5 million. CTI is fully consolidated with effect from December 31st, 2022.

## 2.2.2 Acquisitions in 2021

### Acquisition of Health Advocate

On June 22nd, 2021, the Group finalized the acquisition of Health Advocate, a US corporation specializing in consumer health management business services and related digital solutions integration. The acquiree has been fully consolidated with effect from June 30th, 2021. The transaction was settled in cash for a final amount of US$693 million.

The Group finalized the measurement of the assets and liabilities acquired and of the related goodwill during the first half of 2022, resulting in an increase of €4.6 million in the amount of goodwill recognized. The final amount of goodwill is €350.0 million, and represents in particular Health Advocate's work-force and its capacity to win new customers and develop its technologies.

### Acquisition of Senture

On December 28th, 2021, the Group finalized the acquisition of Senture, a US corporation specializing in business process outsourcing services for government agencies in the United States. The transaction was settled in cash for a final amount of US$411 million.

The measurement of these assets resulted principally in the identification of an intangible asset amounting to US$150.6 million in respect of customer relationships. The related deferred tax liability amounts to US$40.7 million. This review was undertaken with the assistance of independent advisors.

This acquisition reinforces the Group's global leadership in this key sector of citizen-oriented services and is consistent with the group strategy of specialization according to customers' industry sectors, which justifies the recognition of goodwill of US$252.1 million.

Following these changes, according to the accounting standards, a number of line items in the consolidated statement of financial position of the company as of December 31st, 2022 have been restated as follows (in millions of euros):

| **Consolidated statement of financial position as of 12/31/2022 (selected line items)** | **As published** | **Restatements** | **After restatements** |
|---|---|---|---|
| **NON-CURRENT ASSETS** | | | |
| Goodwill | 2,892 | -92 | 2,800 |
| Other intangible assets | 1,289 | 133 | 1,422 |
| Property, plant and equipment | 592 | -5 | 587 |
| **TOTAL** | **4,773** | **36** | **4,809** |
| **NON-CURRENT LIABILITIES** | | | |
| Deferred tax liabilities | 296 | 36 | 332 |
| **TOTAL** | **296** | **36** | **332** |

Notes 3.4 *Property, Plant and equipment*; 3.5 *Other intangible assets*; 4.4 *Change in goodwill and allocation by CGU* and 5.2 *Deferred tax,* include the above adjustments.

# Note 3 Operational activity

With effect from January 1st, 2022, within the Core Services & D.I.B.S. segment, the three former management regions referred to as English-speaking & APAC, Ibero-LATAM and CEMEA have been renamed North America & APAC, LATAM and EMEA, respectively. These modifications were made consequent to the following transfers:

- transfers into the former CEMEA (renamed EMEA) management region of:
  - activities in the United Kingdom and South Africa formerly included in the English-speaking & APAC management region,
  - activities in Portugal and Spain formerly included in the Ibero-LATAM management region,
  - the business of Teleperformance KS, previously included in the India management region;
- transfer into the former English-speaking & APAC (renamed North America & APAC) management region of the businesses in India.

## Note 3.1 Income

### Revenues

The Group offers its customers consultancy services and integrated solutions to manage and optimize, on their behalf, the complete customer relationship experience, as well as specialized services with high added-value content.

The service offer is set out in two business segments:

- Core Services & D.I.B.S. (Digital Integrated Business Services), which principally include:
  - customer relationship operations, technical assistance and customer acquisition,
  - management of business processes, back office and digital platform services;
- Specialized Services with a high added-value content, which principally include:
  - on-line interpretation services,
  - visa application management,
  - health management services.

The revenues related to these various services, which represent single contractual arrangements, are recognized as the services are rendered. Most group contracts have billing arrangements that are directly based on performance as of the invoice date. Revenue therefore corresponds to contractual billing rights.

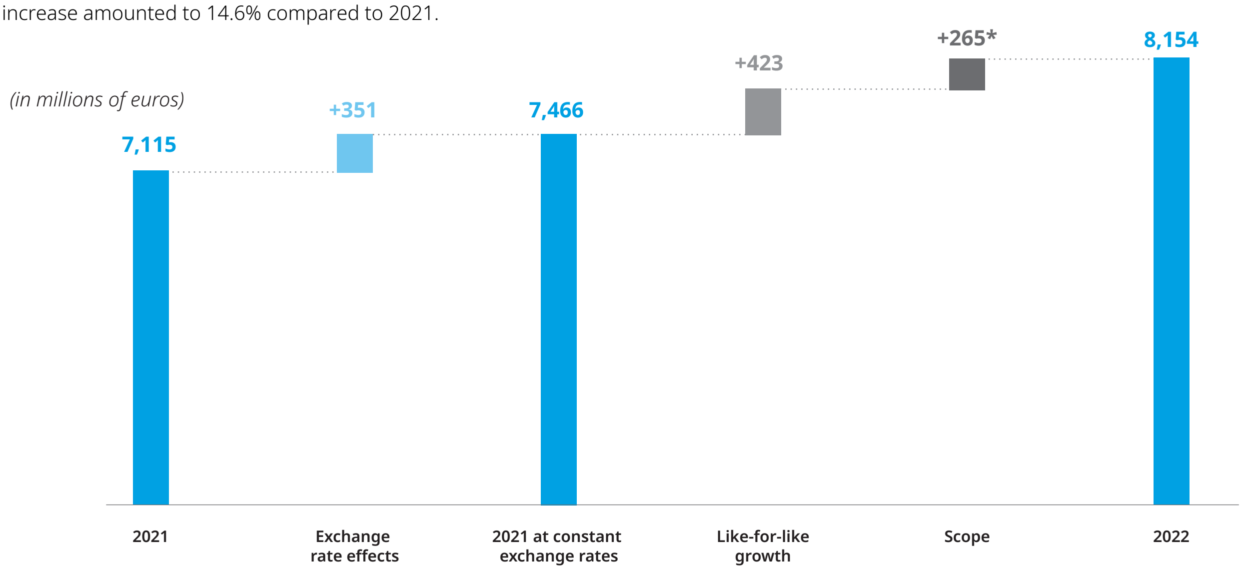
In Core Services & D.I.B.S., the services are recognized principally as a function of time spent by personnel (*e.g.* through telephone, chat or e-mail), or of volumes processed (*e.g.* the number of calls or sales made), or of the number of personnel allocated to the engagement. The services rendered are tracked using internal or external operating tools. Certain contracts provide for bonuses or penalties based on achieving or missing contractual ratios related to operations; the related amounts are not significant and may be reliably determined at each reporting date.

In Specialized Services, on-line interpretation services are principally rendered by translators or interpreters on a time basis and revenue is recognized on the basis of work done. Revenues in relation to visa application management are recognized based on the number of applications processed. Health Advocate revenues are billed and recognized monthly based on the number of subscriptions taken out by clients so that their personnel may benefit from the services offered. Recruitment and related assistance services are invoiced monthly based on the number of employees allocated to each engagement and revenues are recognized on the basis of actual services rendered.

Costs to secure contracts are negligible and are therefore expensed as incurred. Costs of performing contracts are not covered by IFRS 15 and do not have a specific accounting treatment under the standard.

Due to the type of services rendered by the Group and in the absence of firm contractual commitments at the reporting date, no information with respect to outstanding orders as defined under IFRS 15 is monitored by the Group.

Group revenues in 2022 amounted to €8,154.3 million in 2022 representing a like-for-like increase of 5.7%. On the basis of published figures, the increase amounted to 14.6% compared to 2021.




* *Relates to Health Advocate, Senture and PSG Global Solutions, acquired in June 2021, December 2021 and October 2022, respectively.*

### Other revenues

Other revenues mainly consist of government grants that are recognized in the statement of financial position under Other receivables when there is reasonable assurance that they will be received and that the Group will comply with the conditions attached to them. Grants that compensate the Group for costs incurred are recognized in the statement of income in the period in which the expenses are incurred. Grants that cover all or part of the cost of an asset are recognized in the statement of income over the useful life of the asset.

In 2022, grant income amounted to €9.5 million compared with €10.0 million in 2021.

## Note 3.2 Accounts receivable – Trade

Accounts receivable – Trade are initially recognized at fair value, then at amortized cost less any impairment losses.

| | 12/31/2022 | | | 12/31/2021 |
|---|---|---|---|---|
| *(in millions of euros)* | **Gross** | **Write-downs** | **Net** | **Net** |
| Accounts receivable – Trade | 1,731 | -24 | 1,707 | 1,580 |
| **TOTAL** | **1,731** | **-24** | **1,707** | **1,580** |

In view of the current political and economic context, the Group has continued to be particularly attentive to the solvency of its principal customers in order to measure the risk of non-payment of receivables. No significant impairment loss has been recognized in this respect during 2022.

### Accounts receivable – Trade analyzed by geographical region

| *(in millions of euros)* | 12/31/2022 | 12/31/2021* |
|---|---|---|
| North America & APAC | 578 | 472 |
| LATAM | 423 | 381 |
| EMEA | 537 | 585 |
| Specialized Services | 169 | 142 |
| **TOTAL** | **1,707** | **1,580** |

* *Comparative amounts in respect of the English-speaking & APAC, Ibero-LATAM and CEMEA management regions have been restated following the modifications disclosed in the introduction to note 3 Operational activity.*

### Payment schedule of Accounts receivable – Trade

| *(in millions of euros)* | 12/31/2022 | 12/31/2021 |
|---|---|---|
| not yet due | 1,450 | 1,152 |
| overdue < 30 days | 150 | 258 |
| overdue < 60 days | 59 | 111 |
| overdue < 90 days | 14 | 30 |
| overdue < 120 days | 24 | 23 |
| overdue > 120 days | 10 | 6 |
| **TOTAL** | **1,707** | **1,580** |

### Factoring arrangements

Under a factoring agreement in place, receivables are sold without recourse, subject to the following principal conditions:

- that they comply with the eligibility conditions set out in the agreement;
- that they are not subject to reasonable dispute by the customer; and
- that in the event of non-payment by the customer, the Group will respect the procedures set out in the insurance policy.

A number of group subsidiaries have entered into factoring agreements (representing the transfer of customer account balances without recourse, with assignment of the benefit under credit insurance policies) in order to diversify their sources of finance through the sale of customer receivables.

After reviewing the agreements, group management considers that the contractual rights to receive the related cash flows have been transferred to the factor. The outstanding receivables concerned totaled €86.8 million and €77.8 million at December 31st, 2022 and 2021, respectively, and have been derecognized.

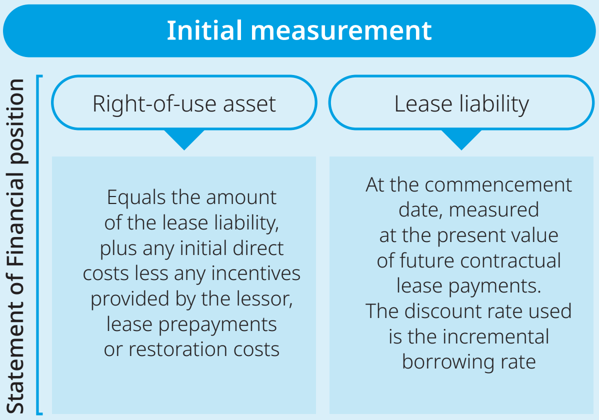
Under the agreements, the Group retains the credit control and receipt functions in respect of the sold receivables on behalf of the factor.

## Note 3.3 Leases

As lessee, the Group is party to lease contracts in respect of a large number of assets, almost exclusively of real estate. The Group leases most of the premises in which its contact centers are installed. Generally, these leases take the form of a commercial lease, some of whose terms may be a function of the relevant laws applying in each of the countries in which it operates, particularly in respect of lease terms. Certain leases may include a renewal option and/or additional lease payments based on changes in local price indices.

### Initial measurement

Leases are recognized on the statement of financial position from the commencement date of the contract. The lease liability is measured by discounting the future contractual payments over the lease term to present value. At the commencement date, the right-of-use of the leased assets and the lease liability are of the same amount, except in certain specific cases, such as lease prepayments, restoration costs etc.




Where a renewal option exists, the Group has used reasonable judgement in determining the lease term. This can impact the amounts of the lease liability and of the right-of-use asset recognized in the statement of financial position.

Where lease contracts are subject to tacit renewal, without a termination payment in favor of either party, the Group has used its best judgement in determining the applicable lease term, while ensuring that the decision is consistent with the useful lives of any related lease improvements.

Right-of-use assets and lease liabilities are presented as separate line items on the statement of financial position.

### During the lease term

The right-of-use asset is depreciated on a straight-line basis over the expected lease term.

The lease liability is increased by the interest expense of the period and reduced by the amount of lease payments.

At the end of the lease term, the asset will be fully depreciated and the lease liability paid off.

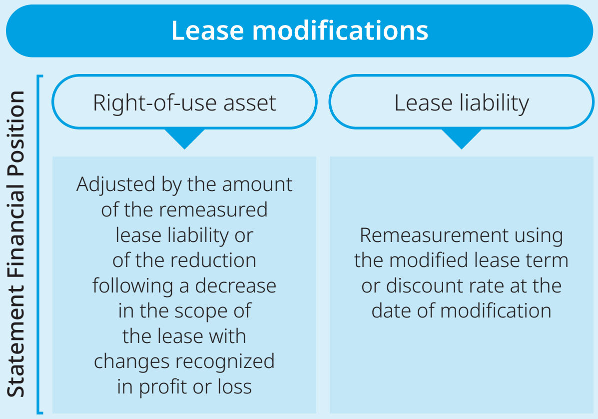
During the lease term, it may become necessary to adjust the carrying amount of the right-of-use asset or the amount of the lease liability, principally in the following cases:

- change in the assumptions relating to the lease term; or
- change in the amount of future lease payments linked to an index or rate.

### Lease modifications

When a lease contract is modified for an increase in its scope at a stand-alone price for the increase, the modification is accounted for as a separate lease.

In all other contract modifications, the lease liability is remeasured and the right-of-use asset is adjusted as shown in the following table.




### Exemptions

Right-of-use assets are not recognized for low-value assets (less than €5,000) or short-term leases (less than 12 months). The related lease payments are expensed (in external expenses) on a straight-line basis over the lease term.

The carrying amount of right-of-use assets at December 31st, 2022 was €626.4 million (December 31st, 2021: €625.7 million), analyzed as follows:

| **Cost** *(in millions of euros)* | **Right-of-use assets** |
|---|---|
| **At December 31st, 2020** | **941** |
| Change in consolidation scope* | 7 |
| Increase | 184 |
| Decrease | -41 |
| Transfer | 4 |
| Translation differences | 26 |
| **At December 31st, 2021** | **1,121** |
| Change in consolidation scope** | 8 |
| Increase | 231 |
| Decrease | -82 |
| Translation differences | -16 |
| **AT DECEMBER 31ST, 2022** | **1,262** |

* *Resulting from the acquisition of Health Advocate in June 2021.*

** *Resulting from the acquisitions of Senture and PSG Global Solutions in December 2021 and October 2022, respectively.*

| **Accumulated depreciation and impairment losses** *(in millions of euros)* | **Right-of-use assets** |
|---|---|
| **At December 31st, 2020** | **-321** |
| Expense | -187 |
| Decrease | 27 |
| Transfer | -4 |
| Translation differences | -10 |
| **At December 31st, 2021** | **-495** |
| Expense | -207 |
| Decrease | 55 |
| Translation differences | 11 |
| **AT DECEMBER 31ST, 2022** | **-636** |

| **Carrying amount** *(in millions of euros)* | **Right-of-use assets** |
|---|---|
| **At December 31st, 2020** | **620** |
| **At December 31st, 2021** | **626** |
| **AT DECEMBER 31ST, 2022** | **626** |

Lease liabilities amounted to €688.6 million at December 31st, 2022 (December 31st, 2021: €686.6 million) with the following maturities:

| *(in millions of euros)* | **Total 12/31/2022** | **Under 1 year** | **1-2 years** | **2-3 years** | **3-4 years** | **4-5 years** | **Over 5 years** |
|---|---|---|---|---|---|---|---|
| Lease liabilities | **688** | 178 | 144 | 112 | 77 | 47 | 130 |

Interest expense on lease liabilities during 2022 amounted to €44.4 million (2021: €40.8 million).

Lease expense in respect of lease contracts not included in the determination of the lease liability amounted to €20.8 million in 2022 (2021: €13.1 million). The related lease commitments not recognized in the statement of financial position amounted to €8.5 million at December 31st, 2022 (December 31st, 2021: €10.4 million), of which 68% will fall due in 2023. Variable lease payments not included in the determination of the lease liability are not significant.

The Group has entered into 11 lease contracts as lessee where the underlying assets have not yet been made available for its use, amounting to €18.5 million at the reporting date.

## Note 3.4 Property, plant and equipment

### Initial measurement

Items of property, plant and equipment are stated at cost less accumulated depreciation (see below) and impairment losses (see accounting policy, note 1.5 *Impairment*).

Cost includes the asset's directly attributable acquisition costs.

Where parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items of property, plant and equipment.

### Subsequent expenditure

The Group recognizes in the carrying amount of an item of property, plant and equipment the cost of replacing part of such an item when that cost is incurred, if it is probable that the future economic benefits of the item will flow to the Group and the cost of the item can be measured reliably.

All costs of routine repairs and maintenance are recognized in the statement of income as an expense when incurred.

### Depreciation

Depreciation is charged to the statement of income on a straight-line basis over the estimated useful life of each part of an item of property, plant and equipment, from the time it is ready for use. Improvements made to buildings held on an operating lease are depreciated over the shorter of the lease period and the useful life.

The estimated useful lives are as follows:

| | |
|---|---|
| Buildings: | 20-25 years |
| Office and IT equipment: | 3-5 years |
| Other: | 3-10 years |

Depreciation methods, useful lives and residual values are reviewed at the end of each reporting period.

Land is not depreciate.

Property, plant and equipment is analyzed as follows:

| **Cost** *(in millions of euros)* | **Land & buildings** | **Telephone and IT equipment** | **Other** | **In progress** | **Total** |
|---|---|---|---|---|---|
| **At December 31st, 2020** | **624** | **741** | **288** | **29** | **1,682** |
| Change in consolidation scope* | 5 | 2 | 3 | 2 | 12 |
| Transfer | 11 | 16 | 1 | -35 | -7 |
| Increase | 27 | 126 | 16 | 33 | 202 |
| Decrease | -38 | -79 | -42 | -1 | -160 |
| Translation differences | 21 | 24 | 8 | 1 | 54 |
| Hyperinflation adjustment | 3 | 1 | 1 | | 5 |
| **At December 31st, 2021** | **653** | **831** | **275** | **29** | **1,788** |
| Change in consolidation scope** | -1 | 8 | | | 7 |
| Transfer | 20 | 25 | -1 | -64 | -20 |
| Increase | 45 | 135 | 27 | 54 | 261 |
| Decrease | -15 | -124 | -9 | | -148 |
| Translation differences | 2 | 5 | -1 | 1 | 7 |
| Hyperinflation adjustment | 12 | 11 | 5 | | 28 |
| **AT DECEMBER 31ST, 2022** | **716** | **891** | **296** | **20** | **1,923** |

* *Resulting from the acquisitions of Health Advocate and Senture in June 2021 and December 2021, respectively.*
** *Resulting from the acquisition of PSG Global Solutions in October 2022.*

| **Accumulated depreciation and impairment losses** *(in millions of euros)* | **Land & buildings** | **Telephone and IT equipment** | **Other** | **In progress** | **Total** |
|---|---|---|---|---|---|
| **At December 31st, 2020** | **-399** | **-522** | **-192** | | **-1,113** |
| Transfer | | 1 | -4 | | -3 |
| Expense | -60 | -102 | -31 | | -193 |
| Decrease | 36 | 76 | 41 | | 153 |
| Translation differences | -15 | -21 | -5 | | -41 |
| Hyperinflation adjustment | -2 | -1 | -1 | | -4 |
| **At December 31st, 2021** | **-440** | **-569** | **-192** | | **-1,201** |
| Transfer | 6 | -1 | 3 | | 8 |
| Change in consolidation scope* | -2 | -2 | | | -4 |
| Expense | -63 | -146 | -28 | | -237 |
| Decrease | 14 | 123 | 8 | | 145 |
| Translation differences | -1 | -5 | | | -6 |
| Hyperinflation adjustment | -6 | -6 | -3 | | -15 |
| **AT DECEMBER 31ST, 2022** | **-492** | **-606** | **-212** | | **-1,310** |

* *Resulting from the acquisition of PSG Global Solutions in October 2022.*

| **Carrying amount** *(in millions of euros)* | **Land & buildings** | **Telephone and IT equipment** | **Other** | **In progress** | **Total** |
|---|---|---|---|---|---|
| **At December 31st, 2020** | **225** | **219** | **96** | **29** | **569** |
| **At December 31st, 2021** | **213** | **267** | **83** | **29** | **592** |
| **AT DECEMBER 31ST, 2022** | **224** | **285** | **84** | **20** | **613** |

"Other" comprises principally office equipment and furniture. No impairment loss has been recorded on any of these assets. "In progress" principally relates to office improvements in relation to the construction or renovation of premises.

## Note 3.5 Other intangible assets

Other intangible assets mainly comprise:

- brand names, customer relationships and technologies measured and recognized as part of a business combination;
- software acquired by the Group with a finite useful life, which is recognized at cost less accumulated depreciation and impairment losses (see accounting policy, note 1.5 *Impairment*).

Expenditure relating to internally generated brand names is expensed when incurred.

### Subsequent expenditure

Subsequent expenditure on intangible assets is capitalized only when it increases the future economic benefits of the specific asset. All other costs are expensed as incurred.

### Amortization

Amortization is charged to the statement of income on a straight-line basis over the estimated useful lives of intangible assets unless such lives are indefinite. Other intangible assets are amortized from the date on which they are available for use. The estimated useful lives are as follows:

| | |
|---|---|
| Software/IT platform: | 3-7 years |
| Brand names: | Indefinite |
| Customer relationships: | 9-15 years |

Other intangible assets are analyzed as follows:

| **Gross** *(in millions of euros)* | **Assets recognized as part of a business combination** Software | Brand names and customer relationships* | **Other** Software | Other | Total |
|---|---|---|---|---|---|
| **At December 31st, 2020** | **53** | **1,323** | **206** | **2** | **1,584** |
| Change in consolidation scope** | 40 | 446 | 6 | | 492 |
| Transfer | | | 33 | 1 | 34 |
| Increase | | | 23 | | 23 |
| Decrease | | | -40 | | -40 |
| Translation differences | 6 | 115 | 9 | | 130 |
| **At December 31st, 2021** | **99** | **1,884** | **237** | **3** | **2,223** |
| Change in consolidation scope | -3 | | -1 | -1 | -5 |
| Transfer | | | 15 | | 15 |
| Increase | | | 38 | | 38 |
| Decrease | | | -21 | | -21 |
| Translation differences | 6 | 81 | 4 | | 91 |
| Hyperinflation adjustement | | | 2 | | 2 |
| **AT DECEMBER 31ST, 2022** | **102** | **1,965** | **274** | **2** | **2,343** |

| **Accumulated amortization and impairment losses** *(in millions of euros)* | **Assets recognized as part of a business combination** Software | Brand names and customer relationships* | **Other** Software | Other | Total |
|---|---|---|---|---|---|
| **At December 31st, 2020** | **-38** | **-435** | **-158** | **-2** | **-633** |
| Transfer | | | -22 | -1 | -23 |
| Expense | -13 | -98 | -27 | | -138 |
| Decrease | | | 39 | | 39 |
| Translation differences | -3 | -37 | -6 | | -46 |
| **At December 31st, 2021** | **-54** | **-570** | **-174** | **-3** | **-801** |
| Change in consolidation scope | | | 3 | 1 | 4 |
| Transfer | | | -6 | | -6 |
| Expense | -13 | -128 | -44 | | -185 |
| Decrease | | | 20 | | 20 |
| Translation differences | -3 | -22 | -3 | | -28 |
| Hyperinflation adjustement | | | -2 | | -2 |
| **AT DECEMBER 31ST, 2022** | **-70** | **-720** | **-206** | **-2** | **-998** |

| **Carrying amount** *(in millions of euros)* | **Assets recognized as part of a business combination** Software | Brand names and customer relationships* | **Other** Software | Other | Total |
|---|---|---|---|---|---|
| **At December 31st, 2020** | **15** | **888** | **48** | **0** | **951** |
| **At December 31st, 2021** | **45** | **1,314** | **63** | **0** | **1,422** |
| **AT DECEMBER 31ST, 2022** | **32** | **1,245** | **68** | **0** | **1,345** |

* *Including the LLS and Health Advocate brand names in amounts of € 98.4 million and €50.6 million, respectively, at December 31st, 2022. As they have an indefinite useful life, they are not amortized.*

** *Resulting from the acquisitions of Health Advocate and Senture in June 2021 and December 2021, respectively.*

## Note 3.6 Other current assets

Other current assets are initially recognized at fair value, then at amortized cost less any impairment losses.

| | 12/31/2022 | | | 12/31/2021 |
|---|---|---|---|---|
| *(in millions of euros)* | **Gross** | **Write-downs** | **Net** | **Net** |
| Other receivables | 26 | -5 | 21 | 21 |
| Taxation recoverable | 135 | | 135 | 129 |
| Advances and receivables on non-current assets | 9 | | 9 | 12 |
| Prepaid expenses | 80 | | 80 | 64 |
| **TOTAL** | **250** | **-5** | **245** | **226** |

## Note 3.7 Share-based payments

A number of plans were in effect during 2022 under which the Group allocates incentive shares free of charge to group employees and company officers.

The fair value of the incentive plan shares, measured on the grant date by an independent actuary on the basis of a stochastic valuation model (Monte Carlo) incorporating various assumptions as of the measurement date such as the expected future volatility, the risk-free discount rate and expected future dividend returns.

This fair value is recognized as share-based payment expense over the vesting period with a corresponding increase in equity.

The amount recognized as an expense is adjusted at each reporting date to reflect the actual number of incentive plan shares that are expected to vest, so that, when vesting occurs, total expense and equity instruments correspond to the actual number of shares vesting in the group personnel and company officers.

### Incentive share award plans – The July 27th, 2022 plan

Under the authorization given at the shareholders' general meeting of April 14th, 2022, and subject to a ceiling of 3% of the share capital of the Company at the grant date, the Board of Directors' meeting of July 27th, 2022 approved free awards of incentive plan shares in a total amount of 592,104 shares to group personnel, including company officers.

Effective transfer of the free shares is subject to performance conditions and to beneficiaries' continued presence.

There are four performance criteria; each criterion relates to the potential vesting of up to a certain percentage weighting of the total award.

The first performance criterion, with a weighting of 35%, concerns the Group's organic revenue growth (*i.e.* at constant consolidation scope and exchange rates) between the year ended December 31st, 2021 and the year ending December 31st, 2024:

| **Effective award %** | **0%** | **50%** | **75%** | **100%** |
|---|---|---|---|---|
| Organic revenue growth | Less than 10% | Higher than or equal to 10% | Higher than or equal to 15% | Higher than or equal to 20% |

The second performance criterion, with a weighting of 35%, is based on the Group's cumulative free cash flow as of December 31st, 2024:

| **Effective award %** | **0%** | **50%** | **75%** | **100%** |
|---|---|---|---|---|
| Free cash flow | Less than €1.6 billion | Between €1.6 and €1.7 billion | Between €1.7 and €1.9 billion | Higher than or equal to €1.9 billion |

The third performance criterion, with a weighting of 15%, is based on the relative performance of the Teleperformance SE share price compared with that of the CAC 40 index over each of the three years of the plan:

| **Effective award %** | **0%** | **50%** | **75%** | **100%** |
|---|---|---|---|---|
| Relative performance of the share price | Less than 100 basis points | Between 100 and 200 basis points | Between 200 and 300 basis points | Higher than or equal to 300 basis points |

The fourth performance criterion, with a weighting of 15%, is based on achieving scope 1 and scope 2 greenhouse gas reductions of up to 38% per employee (based on the number of full-time equivalents) between 2019 and the end of 2024 on a pathway approved under the Science Based Targets initiative (SBTi):

| Effective award % | 0% | 50% | 75% | 100% |
|---|---|---|---|---|
| Environment-based criterion (CSR) | Less than 30% | Between 30% and 35% | Between 35% and 38% | Higher than or equal to 38% |

Two additional overriding conditions are that organic revenue growth is at least 10% and that free cash flow should not less than €1.6 billion.

### Incentive share award plans – The July 29th, 2020 and July 28th, 2021 plans

Under the authorization given at the shareholders' general meeting of May 9th, 2019, and subject to a ceiling of 3% of the share capital of the Company at the grant date, the Board of Directors' meeting of July 28th, 2021 approved:

- free awards in a total amount of 538,632 incentive plan shares to group personnel, including company officers; and
- the setting-up of a long-term incentive plan for company officers, with the allocation of 50,000 performance shares, with the same features as the above-mentioned free awards.

Effective transfer of the free shares is subject to performance conditions and to beneficiaries' continued presence.

Two additional overriding conditions are that organic revenue growth is at least 20% and that the EBITA margin is not less than 14.8%.

Under the authorization given at the above-mentioned shareholders' general meeting, and subject to a ceiling of 3% of the share capital of the Company at the grant date, the Board of Directors' meeting of July 29th, 2020 approved:

- free awards in a total amount of 477,417 incentive plan shares to group personnel, including company officers; and
- the setting-up of a long-term incentive plan for company officers, with the free award of 58,333 performance shares, with the same features as the above-mentioned free awards.

Effective transfer of the free shares is subject to performance conditions and to beneficiaries' continued presence.

Two additional overriding conditions are that organic revenue growth is at least 13% and that the EBITA margin is not less than 14.3%.

Other significant features of these three plans are as follows:

| | The July 29th, 2020 Plan | The July 28th, 2021 Plan | The July 27th, 2022 Plan |
|---|---|---|---|
| Date of Board meeting allocating the awards | 07/29/2020 | 07/28/2021 | 07/27/2022 |
| Length of vesting period | 3 years | 3 years | 3 years |
| Grant date | 07/29/2020 | 07/28/2021 | 07/27/2022 |
| Date of vesting | 07/29/2023 | 07/28/2024 | 07/28/2025 |
| **Initial number of share awards** | **535,750** | **588,632** | **592,104** |
| *including for company officers* | *80,333* | *72,000* | *72,000* |
| Number of shares vesting early | (800) | (1,000) | |
| Number of canceled awards | (59,200) | (39,343) | (7,975) |
| **Balance of outstanding share awards at the reporting date** | **475,750** | **548,289** | **584,129** |
| Fair value of each share award at the grant date (*taking into account the market condition*) | €178.80 | €221.20 | €187.80 |
| Fair value of each share award at the grant date (*without taking into account the market condition*) | €229.10 | €342.50 | €311.90 |
| **Performance criteria** | | | |
| • Organic revenue growth | Over years 2019-2022 | Over years 2020-2023 | Over years 2021-2024 |
| • EBITA margin | At the end of December 2022 | At the end of December 2023 | - |
| • Free cash flow | - | - | Cumulative 2021-2024 |
| • Performance of the share price in excess of the reference index | Over years 2019-2022 (SBF 120) | Over years 2020-2023 (CAC 40) | Over years 2021-2024 (CAC 40) |
| • Environment-based criterion (CSR) | - | - | Over years 2019-2024 |
| **2022 EXPENSE** *(in millions of euros)* | **32** | **51** | **20** |

### Incentive share award plans – The June 3rd, 2019 plan

Under the authorization given at the shareholders' general meeting of May 9th, 2019, and subject to a ceiling of 3% of the share capital of the Company at the grant date, the Board of Directors' meeting of July 3rd, 2019 approved:

- free awards in a total amount of 442,241 incentive plan shares to group personnel, including company officers; and
- the setting-up of a long-term incentive plan for company officers, with the allocation of 58,333 performance shares, with the same features as the above-mentioned free awards.

Effective transfer of the free shares was conditional on performance conditions over 2019-2021; their effective realization has therefore given right to 100% of the shares. Beneficiaries' continued presence was also required over a period ended June 3rd, 2022.

The number and origin of shares transferred was:

- 381,442 new shares;
- 58,333 treasury shares.

The expense in respect of this award plan amounted to €9.0 million in 2022.

### Additional grants

Under the authorization given at the shareholders' meeting of May 9th, 2019, the Board of Directors' meeting of July 28th, 2021 approved a free award in a total amount of 30,000 incentive plan shares to an employee of the Group. Effective transfer of the free shares is subject to specific conditions related to his particular responsibilities.

Under the above-mentioned authorization, the Board of Directors' meeting of September 29th, 2020 approved free awards in a total amount of 4,000 incentive plan shares to group personnel, including company officers. Effective transfer of the free shares is subject to the same conditions as those contained in the July 29th, 2020 plan.

The expense in respect of these further two award plans amounted to €1.0 million in 2022.

## Note 3.8 Short-term employee benefits

Liabilities for short-term benefits are measured on an undiscounted basis and recognized when the corresponding service is rendered.

A provision is recognized for the amount the Group expects to pay under short-term cash-settled profit-sharing and bonus schemes if the Group has a present legal or constructive obligation to make such payments as a result of past services by an employee and if the obligation can be reliably estimated.

## Note 3.9 Employee termination payments

Termination payments are recognized as expenses when the Group is committed, with no realistic possibility of withdrawal, either to a formal detailed plan to lay off employees before their normal retirement date, or to payments made in connection with non-compete terms.

Termination payments for voluntary redundancies are recognized if the Group has offered an incentive to encourage voluntary redundancies, if it is probable that such an offer will be accepted and if the number of individuals accepting the offer can be reliably estimated.

## Note 3.10 Employee benefits – Defined contribution plans

Obligations for contributions to defined contribution plans are recognized as an expense as incurred.

Such expenses totaled €37.8 million in 2022 compared with an amount of €32.1 million in 2021.

## Note 3.11 Other long-term employee benefits

The only long-term employee benefits of the Group are post-employment benefits for which its net liability is measured for each benefit plan. It is represented by the amount of future benefit that employees have earned in return for their service in the current and prior periods, discounting that amount to determine its present value and deducting the fair value of any plan assets. The discount rate is equal to the interest rate at the reporting date of high-quality bonds with maturities consistent with those of the Group's obligations. The obligation is calculated using the projected unit credit method.

Actuarial gains and losses are recognized as Other recognized income and expenses in the statement of comprehensive income.

These benefit plans concern principally:

- the lump-sum payments made to employees on their retirement under the provisions of French national wage agreements and labor law;
- defined benefit pension plans in Norway, Greece, India, Saudi Arabia, the Philippines, El Salvador, Turkey and certain Mexican entities.

Commitments related to the benefits in the principal countries concerned are measured with the following actuarial assumptions:

| | 2022 | | | 2021 | | |
|---|---|---|---|---|---|---|
| | **France** | **India** | **Philippines** | **France** | **India** | **Philippines** |
| Discount rate | 3.73%/3.75% | 6.91%/6.96% | 7.30%/7.70% | 0.95%/0.98% | 4.47%/5.00% | 5.00%/5.20% |
| Rate of annual increase in remuneration | 3.00% | 5.00% | 4.00% | 2.50% | 4.00% | 4.00% |

The other commitments are individually not significant and are measured by actuaries who take account of local conditions.

## Change in the actuarial liability in 2022 and 2021

| *(in millions of euros)* | France | Other countries | Total |
|---|---|---|---|
| **At December 31st, 2020** | **10** | **20** | **30** |
| **In 2021 profit or loss** | **0** | **4** | **4** |
| Service cost | | 6 | 6 |
| Interest expense | | 1 | 1 |
| Curtailments and settlements | | -3 | -3 |
| **In 2021 other comprehensive income** | | **0** | **0** |
| **Other** | | **-2** | **-2** |
| **Translation differences** | | **1** | **1** |
| **At December 31st, 2021** | **10** | **23** | **33** |
| **In 2022 profit or loss** | **0** | **2** | **2** |
| Service cost | | 4 | 4 |
| Interest expense | | 1 | 1 |
| Curtailments and settlements | | -3 | -3 |
| **In 2022 other comprehensive income** | **-2** | **-1** | **-3** |
| **Other** | | **2** | **2** |
| **Translation differences** | | | **0** |
| **AT DECEMBER 31ST, 2022** | **8** | **26** | **34** |

The liability at December 31st, 2022 presented as Other countries principally concerns subsidiaries in India, the Philippines and Saudi Arabia, for amounts of €7.0 million, €6.7 million and €3.0 million, respectively.

The amount of the liability in the consolidated statement of financial position, representing the benefit obligation less the fair value of plan assets was:

- €20.9 million at December 31st, 2018;
- €26.4 million at December 31st, 2019;
- €30.1 million at December 31st, 2020;
- €33.1 million at December 31st, 2021;
- €33.5 million at December 31st, 2022.

## Analysis of plan assets

| *(in millions of euros)* | 2022 | 2021 |
|---|---|---|
| **Actuarial liability** | **37** | **36** |
| Equities | 10.2% | 9.2% |
| Bonds | 14.6% | 19.7% |
| Money market | 4.2% | 8.7% |
| Held to maturity bonds | 38.1% | 27.6% |
| Loans & receivables | 20.9% | 20.1% |
| Real estate | 11.0% | 14.2% |
| Other | 1.0% | 0.5% |
| **Plan assets** | **3** | **3** |
| **LIABILITY IN THE STATEMENT OF FINANCIAL POSITION** | **34** | **33** |

The share of senior group managers represents an amount of €0.5 million in the retirement benefit obligation at December 31st, 2022.

## Note 3.12 Accounts payable – Trade and Other

Accounts payable – Trade and Other current liabilities are recognized initially at fair value, and subsequently at amortized cost.

| *(in millions of euros)* | **12/31/2022** | **12/31/2021** |
|---|---|---|
| Accounts payable – Trade | 232 | 280 |
| Other payables | 308 | 308 |
| Taxes payable | 88 | 85 |
| Accrued expenses | 370 | 335 |
| Other operating liabilities | 145 | 103 |
| **TOTAL** | **1,143** | **1,111** |

Other operating liabilities include the negative fair values of derivative financial instruments entered into for the purpose of hedging foreign currency exposures, amounting to €90.5 million at December 31st, 2022 compared with €36.8 million at the end of 2021.

## Note 3.13 Personnel

Personnel expenses principally comprise salaries, social charges and benefits in respect of group personnel, totaling €5,338.8 million in 2022 (2021: €4,810.4 million).

Personnel numbers in each management region (expressed in terms of full-time equivalents) were as follows in 2022 and 2021.

| *(in FTE)* | **2022** | **2021** |
|---|---|---|
| North America & APAC | 167,274 | 144,455 |
| LATAM | 111,588 | 110,321 |
| EMEA | 84,800 | 88,883 |
| Specialized Services | 15,686 | 10,708 |
| Holding companies | 70 | 68 |
| **TOTAL** | **379,418** | **354,435** |

## Note 3.14 External expenses

These consist mainly of expenses for telecommunications and equipment maintenance, and all costs related to group premises other than those lease expenses covered by IFRS 16 (see note 3.3 *Leases*). External expenses include only those rental expenses relating to low-value assets or short-term leases.

| *(in millions of euros)* | **2022** | **2021** |
|---|---|---|
| Equipment maintenance | -157 | -135 |
| Telecommunications | -146 | -123 |
| Operating expenses | -103 | -116 |
| Staff recruitment | -87 | -70 |
| Property rents and charges | -86 | -67 |
| Travel and entertainment | -77 | -41 |
| Fees | -65 | -55 |
| Office cleaning and security | -62 | -53 |
| Consulting fees | -55 | -45 |
| Cloud subscriptions | -51 | -27 |
| Consumable supplies | -28 | -25 |
| Others | -127 | -54 |
| **TOTAL** | **-1,044** | **-811** |

## Note 3.15 Other operating income and expenses

This line item includes income and expenses that are unusual in terms of their rarity or amount. It mainly includes capital gains and losses on disposal of intangible assets and property, plant and equipment, certain restructuring and termination costs, significant litigation, acquisition transaction and closure costs of subsidiaries, etc.

| *(in millions of euros)* | 2022 | 2021 |
|---|---|---|
| Other operating income | | |
| Other operating expenses | -6 | -4 |
| **TOTAL** | **-6** | **-4** |

Other operating expenses in 2022 and 2021 concern the transaction costs of company acquisitions.

## Note 3.16 Segment reporting

An operating segment is a component of an entity:

- which engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses relating to transactions with other components of the same entity;
- whose operating results are reviewed regularly by the entity's chief operating decision maker in order to allocate resources and assess its performance; and
- for which discrete financial information is available.

Segments may be aggregated when they have similar economic characteristics.

Group activity as followed by the chief executive officer is split into the following two segments:

- the Core Services & D.I.B.S. (Digital Integrated Business Services) segment which includes customer care, technical support and new customer acquisitions, in addition to the management of business processes, digital platform services and the high added-value consulting and data analysis offered by Teleperformance KS. It is divided into three principal management regions:
  - North America & APAC, which covers the activities in the countries of North America and Asia-Pacific, and India,
  - LATAM, which covers the activities in the countries of Latin America, plus Guyana,
  - EMEA, which covers the activities in the countries of the European region, the Middle-East and Africa, plus the analytics solutions business developed by the group subsidiary Teleperformance KS;
- the Specialized Services segment which includes the interpreting services of LanguageLine Solutions, the visa application management services for government departments offered by TLScontact, the health management business services of Health Advocate, the recruitment process outsourcing services of PSG Global Solutions and the accounts receivable credit management services of AllianceOne in North America.

Segment information is set out below:

| | Core Services & D.I.B.S. | | | | | |
|---|---|---|---|---|---|---|
| **2022** *(in millions of euros)* | **North America & APAC** | **LATAM** | **EMEA** | **Holding companies** | **Specialized Services** | **Total** |
| **Revenues** | **2,679** | **1,653** | **2,657** | | **1,165** | **8,154** |
| **Operating profit (loss)** | **282** | **219** | **262** | **-48** | **279** | **994** |
| Impairment loss on goodwill | | | -8 | | | -8 |
| Capital expenditure | -106 | -87 | -64 | -5 | -36 | -298 |
| Intangible assets, right-of-use assets and property, plant and equipment (carrying amounts) | 2,189 | 501 | 633 | 9 | 2,429 | 5,761 |
| Depreciation and amortization of non-current assets | -224 | -104 | -147 | -3 | -151 | -629 |

| 2021 *(in millions of euros)* | Core Services & D.I.B.S. North America & APAC* | LATAM* | EMEA* | Holding companies | Specialized Services | Total |
|---|---|---|---|---|---|---|
| **Revenues** | **2,039** | **1,358** | **2,898** | | **820** | **7,115** |
| **Operating profit (loss)** | **186** | **186** | **349** | **-25** | **173** | **869** |
| Capital expenditure | -70 | -70 | -60 | -1 | -31 | -232 |
| Intangible assets, right-of-use assets and property, plant and equipment (carrying amounts) | 2,157 | 449 | 670 | 6 | 2,117 | 5,399 |
| Depreciation and amortization of non-current assets | -174 | -86 | -142 | -2 | -114 | -518 |

* *Comparative 2021 amounts for the English-speaking & APAC, Ibero-LATAM and CEMEA management regions have been restated consequent to the following transfers:*
*- English-speaking & APAC, renamed North America & APAC: integration of the businesses in India and transfer out of the activities in the United Kingdom and South Africa;*
*- Ibero-LATAM, renamed LATAM: transfer out of the activities in Portugal and Spain;*
*- CEMEA, renamed EMEA: integration of the activities in Portugal, Spain, the United Kingdom and South Africa, and of Teleperformance KS.*

Inter-segment operations are not significant and are not identified separately. The significant change in operating profit (loss) between 2021 and 2022 is principally due to the increase in share-based payment expense (see note 3.7 *Share-based payments*).

# Note 4 Goodwill

## Note 4.1 Accounting policies and methods

### Initial measurement

In a business combination, goodwill is calculated as disclosed in note 2.1.3 *Business combinations*.

### Impairment

The recoverable amount of goodwill is estimated at each reporting date. Goodwill is measured at cost less accumulated impairment losses. It is allocated to a cash-generating unit (CGU) or a group of CGUs, and is not subject to amortization but is tested for impairment annually. In the event of particular circumstances, goodwill impairment testing may also be performed at an interim reporting date.

An impairment loss is recognized whenever the carrying amount of an asset or its CGU or group of CGUs exceeds its recoverable amount. Impairment losses are recognized, and presented in a distinct line item, in the income statement.

An impairment loss recognized in respect of a CGU (or group of CGUs) is allocated to a reduction in the carrying amount of assets in the CGU (or group of CGUs) in the following order:

- goodwill; then
- other intangible assets, property, plant and equipment and right-of-use assets, proportionate to their carrying amounts.

The recoverable amount of an asset or CGU is the higher of its value in use and its fair value less disposal costs. In assessing value in use, the estimated future cash flows net of tax are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

An impairment loss in respect of goodwill may not be reversed.

## Note 4.2 Determination of the principal cash-generating units or groups of cash-generating units (referred to below as a CGU)

Subsidiaries are grouped together to form a CGU in the following cases:

- there are significant inter-relationships formed by the existence of the same customers with common cash flows;
- existence of close ties of certain subsidiaries with their offshore production units;
- presence in the same geographical region, with a similar economic context and common management.

At December 31st, 2022, the principal CGUs were determined to be as follows:

### CTSS CGU

This CGU is formed by the Core Services & D.I.B.S. subsidiaries located in the USA, Canada and the Philippines. The recoverable amount represented by this CGU is €3,664.2 million.

### Nearshore CGU

This CGU is formed by the Core Services & D.I.B.S. businesses of subsidiaries located in Mexico, Costa Rica, Guatemala, El Salvador, Honduras, Belize and the Dominican Republic. The recoverable amount represented by this CGU is €1,183.1 million.

### Central Europe CGU

This CGU is formed by the Core Services & D.I.B.S. businesses of subsidiaries located in Germany, Switzerland and the Netherlands, as well as the production subsidiaries in Kosovo, Bosnia, Croatia and North Macedonia. The recoverable amount represented by this CGU is €208.5 million.

### United Kingdom CGU

This CGU is formed by the Core Services & D.I.B.S. businesses of subsidiaries located in the United Kingdom and the offshore subsidiary in South Africa. The recoverable amount represented by this CGU is €387.0 million.

### French - Speaking Market (FSM) CGU

This CGU is formed by the Core Services & D.I.B.S. business of the French and Moroccan subsidiaries, and the production subsidiaries in Tunisia, Madagascar and Togo. These companies were brought together in 2008 under common management and a single brand name. The recoverable amount represented by this CGU is €134.2 million.

### LanguageLine Solutions CGU

This CGU, which forms part of the Specialized Services segment, was created in 2016 following the acquisition of LanguageLine Solutions LLC. The recoverable amount represented by this CGU is €3,352.0 million.

### India CGU

This CGU was created following the acquisition of Intelenet in October 2018 and covers the former Intelenet businesses in India, as well as the activities of the Group's historic subsidiary in India. The recoverable amount represented by this CGU is €1,339.1 million.

### Health Advocate CGU

This CGU was created following the acquisition of Health Advocate in June 2021, and forms part of the Specialized Services segment. The recoverable amount represented by this CGU is €818.9 million.

As disclosed in note 2.2 *Change in consolidation scope*, the Group has finalized the measurement of the assets and liabilities acquired, resulting in the recognition of goodwill and a brand name with an indefinite useful life in the amounts of €350.0 million and €50.6 million, respectively, as of December 31st, 2022.

### Senture CGU

This CGU was created following the acquisition of Senture in December 2021, and forms part of the Core Services & D.I.B.S. segment. The recoverable amount represented by this CGU is €495.7 million. The integration of this CGU with the Group's existing businesses could result in its subsequent transfer to one or more of the Group's other CGUs.

As disclosed in note 2.2 *Change in consolidation scope*, the Group has finalized the measurement of the assets and liabilities acquired, resulting in the recognition of goodwill in the amount of €236.3 million as of December 31st, 2022.

### PSG Global Solutions CGU

Following the acquisition of PSG Global Solutions in October 2022, provisional goodwill of €276.5 million has been recognized in the consolidated statement of financial position at December 31st, 2022. This amount will be finalized during 2023.

### Eastern Europe CGU

This CGU is formed by the Core Services & D.I.B.S. businesses of subsidiaries located in Russia, Ukraine, Lithuania, Poland and the Czech Republic.

In Russia, despite the halt to sales and marketing activities in respect of international customers, the existing contracts have been performed as agreed and the business remains profitable. Nevertheless, in view of the uncertainty surrounding the situation in this region, various future scenarios are possible and a number of different business plans were prepared. These plans were then weighted using the estimated probability of the occurrence of each.

The goodwill of this CGU amounts to €16.3 million, representing 0.5% of total consolidated goodwill, and its recoverable amount is €126.5 million.

### Other CGUs

There are 13 other CGUs, including Spain, MAR, Southern Europe, TLScontact and ARM, but which represent individually less than 2% of total goodwill.

## Note 4.3 Determination of the recoverable amount of CGUs

The recoverable value of CGUs is represented by the value in use.

With the exception of those acquisitions made during the year, the Group has not used any other measurement methods, for example that of fair value less costs to sell.

Recoverable amounts are determined by geographical region, calculated on the basis of the present value of estimated cash flow forecasts for the next five years. EBITDA, which is defined in note 1.7 *Glossary*, represents a significant component of these cash flows. The classification modifications resulting from the adoption of IFRS 16 *Leases* have been applied.

The cash flows of the first year are based on the following year's budget. The cash flows of the following two years are obtained from the three-year plans prepared by CGU managements, approved by group management. The cash flows of the two last years are based on the three-year plans, incorporating future growth and profitability rates considered reasonable for each CGU. The terminal values calculated after five years assume perpetual future growth equal to inflation and are based on the cash flows of the final year. Cash flows are discounted using the weighted average cost of capital (WACC) of each geographical region.

WACCs are discount rates are post-tax rates applied to cash flows after tax, and result in the determination of recoverable amounts identical to those that would have been obtained using pre-tax rates to cash flows excluding tax.

The Group determines its discount rates by taking into account the average risk-free rates with a maturity of between 20 and 30 years observed over 12 months, the market risk premium, and Teleperformance's average weekly beta over two years (given the absence of comparable enterprises). The risk-free rate and the risk premium are specific to each geographical area with similar characteristics.

Reasonableness checks are made to ensure that each WACC is consistent with the relevant ROCE.

The reviews of recoverable amounts resulted in the recognition of a goodwill impairment loss of €8.4 million in respect of the Nordics CGU, of which €5.5 million had been recognized in the first half of 2022.

## Note 4.4 Change in goodwill and allocation by CGU

Changes in goodwill in 2021 and 2022 are set out below:

| **Goodwill** *(in millions of euros)* | **Gross** | **Accumulated impairment losses** | **Carrying amount** |
|---|---|---|---|
| **At December 31st, 2020** | **2,234** | **-128** | **2,106** |
| Change in consolidation scope* | 532 | | 532 |
| Translation differences | 161 | 1 | 162 |
| Impairment losses | | | 0 |
| **At December 31st, 2021** | **2,927** | **-127** | **2,800** |
| Change in consolidation scope** | 319 | | 319 |
| Translation differences | 66 | | 66 |
| Transfer | -4 | 4 | 0 |
| Impairment losses | | -8 | -8 |
| **AT DECEMBER 31ST, 2022** | **3,308** | **-131** | **3,177** |

* *Resulting from the acquisitions of Health Advocate and Senture, acquired in June 2021 and December 2021, respectively.*
** *Concerns mainly the recognition of the provisional goodwill of PSG Global Solutions and CTI Ltd., acquired in October 2022 and December 2022.*

The following schedule sets out the principal assumptions for significant CGUs:

| | **12/31/2022** | | | **12/31/2021** | | |
|---|---|---|---|---|---|---|
| *(in millions of euros)* | **Goodwill** | **Annual terminal growth rate** | **Discount rate** | **Goodwill** | **Annual terminal growth rate** | **Discount rate** |
| LanguageLine Solutions | 816 | 2.0% | 6.8% | 755 | 2.3% | 6.0% |
| CTSS | 565 | 2.0% | 6.8% | 541 | 2.3% | 6.0% |
| India | 530 | 4.0% | 11.8% | 555 | 4.0% | 9.8% |
| Health Advocate* | 350 | 2.0% | 6.8% | 325 | | |
| PSG Global Solutions** | 276 | | | | | |
| Senture* | 236 | 2.0% | 6.8% | 222 | | |
| Nearshore | 125 | 3.1% | 10.0% | 116 | 3.0% | 8.3% |
| United Kingdom | 68 | 2.0% | 6.8% | 71 | 2.0% | 5.5% |
| Central Europe | 51 | 2.0% | 6.5% | 50 | 2.0% | 5.0% |
| FSM | | 2.0% | 7.3% | | 2.0% | 6.0% |
| Other | 160 | | | 165 | | |
| **TOTAL** | **3,177** | | | **2,800** | | |

* *2021 acquisition.*
** *2022 acquisition.*

The increases in the discount rates in 2022 are principally due to increases in the risk-free rates and risk premiums specific to each geographical area.

## Note 4.5 Sensitivity analysis

In order to identify CGUs at risk of impairment through a decline in the recoverable amount, the Group performs sensitivity analyses on all CGUs incorporating an increase of 200 basis points in the discount rate used in the calculation of the terminal values.

In the event that a CGU is identified under this test, additional sensitivity analyses are performed using further changes in key operational assumptions *e.g.* revenue growth or the EBITDA rate.

As of December 31st, 2022, only Nordics CGU was identified as an impairment risk following the initial sensitivity analysis. At that date, the carrying amount of its goodwill was €4.2 million. The following schedule shows the impact of an increase of 50 basis points in the discount rate combined with a reduction of 20 basis points in profitability on the terminal value calculation for this CGU. The "amount of impairment" columns reflect the shortfall of the CGU's recoverable amounts compared with its goodwill, restricted to a maximum of the latter amount. A negative amount therefore indicates a potential impairment loss.

| *(in millions of euros)* | Carrying amount of the capital employed | Amount of impairment in the event of: Increase of 0.5% in the discount rate | Reduction of 0.2% in the EBITDA rate for the terminal value | Both assumptions taken together |
|---|---|---|---|---|
| Nordics | 11 | -2 | -3 | -4 |

# Note 5 Income tax

## Note 5.1 Income tax expense

Income tax expense reported in the income statement comprises current and deferred tax except to the extent that it relates to items recognized directly in equity, in which case it is recognized in equity.

The French levy on the added value of companies *(CVAE)* and certain foreign taxes such as the Italian *IRAP* come within the scope of IAS 12 and are therefore recognized as a tax expense.

As a result, current tax comprises:

- the expected amount of tax payable on the taxable income of the period (determined using tax rates that have been enacted or substantively enacted at the reporting date);
- any adjustment of the amount of tax payable in respect of previous years;
- *CVAE*, *IRAP* and any similar taxes.

In 2022, the Group recognized income tax expense of €256.4 million compared with expense of €217.8 million in 2021. The effective tax rate in 2022 was 28.5% compared with 28.1% in 2021.

The 2022 and 2021 tax proofs are set out below based on the standard rate of tax in France:

| *(in millions of euros)* | 2022 | 2021 |
|---|---|---|
| **Consolidated net profit** | **645** | **557** |
| Current tax expense | 307 | 263 |
| Deferred tax expense (credit) | -51 | -45 |
| **Profit before tax** | **901** | **775** |
| Standard rate of tax in France | 25.83% | 28.41% |
| **Expected tax expense** | **-233** | **-220** |
| *CVAE* | -1 | -1 |
| Effect of foreign jurisdictions' tax rates | 30 | 37 |
| Goodwill impairment losses | -2 | |
| Other permanent differences, other items | -28 | -26 |
| Change in unrecognized deferred tax assets | -22 | -8 |
| **INCOME TAX** | **-256** | **-218** |

## Note 5.2 Deferred tax

Deferred tax is calculated and recognized using the liability method, providing for all temporary differences between the carrying amount of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes.

Deferred tax assets and liabilities are measured using the tax rate that is expected to apply in the period when the asset is realized and the liability settled, according to tax laws that have been enacted or substantively enacted at the reporting date.

Deferred tax assets and liabilities are netted by tax entity for presentation in the statement of financial position.

A deferred tax asset is recognized only to the extent that it is likely that future taxable profits will be available against which the asset can be utilized. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realized.

| *(in millions of euros)* | Deferred tax assets | Deferred tax liabilities | Net | Including assets from tax losses |
|---|---|---|---|---|
| **At December 31st, 2020** | **45** | **236** | **-191** | **6** |
| Recognized in profit or loss | 16 | -31 | 47 | |
| Change in consolidation scope* | 1 | 128 | -127 | |
| Recognized in equity | 12 | 2 | 10 | |
| Translation differences | 2 | 7 | -5 | |
| Offset of assets and liabilities | -10 | -10 | 0 | |
| **At December 31st, 2021** | **66** | **332** | **-266** | **10** |
| Recognized in profit or loss | 55 | 8 | 47 | |
| Recognized in equity | -4 | 1 | -5 | |
| Translation differences | 4 | 17 | -13 | |
| Offset of assets and liabilities | -43 | -43 | 0 | |
| **AT DECEMBER 31ST, 2022** | **78** | **315** | **-237** | **10** |

* *Concerns the acquisitions of Health Advocate and Senture in June 2021 and December 2021, respectively.*

Deferred tax liabilities related to intangible assets recognized as part of a business combination amounted to €318.2 million at December 31st, 2022 (€336.6 million at December 31st, 2021).

Deferred tax assets amounted to €77.7 million at December 31st, 2022 (€66.1 million at December 31st, 2021), principally comprising amounts relating to tax credits of €13.2 million for incentive plan shares and tax losses carried forward of €10.1 million.

The Group has tax losses of approximately €234 million, of which €178 million have no expiry date.

Deferred tax assets of €48.6 million at December 31st, 2022 (€41.7 million at December 31st, 2021) relating to tax losses carried forward were not recognized as their recovery was not considered probable.

### Note 5.3 Tax liabilities

Tax liabilities comprise current tax liabilities and amounts in respect of uncertain tax treatments.

| *(in millions of euros)* | 12/31/2022 | 12/31/2021 |
|---|---|---|
| Current tax liabilities | 84 | 81 |
| Liabilities in respect of uncertain tax treatments | 83 | 46 |
| **TOTAL** | **167** | **127** |

The amount of the liabilities in respect of uncertain tax treatments covers tax risks which have been identified particularly during the acquisition of businesses or at the time of uncompleted tax inspections. In a number of cases, these risks concern intra-group transactions and are covered by bilateral tax treaties which include provision for the cancelation of double taxation liabilities and which would effectively neutralize a large portion of any future assessments. When enterprises are acquired, the Group may obtain insurances and warranties which cover the risks identified. Receivables totaling €40 million have been recognized in respect of such cases (see note 7.2 *Other financial assets*).

## Note 6 Equity and Earnings per share

### Note 6.1 Share capital

Share capital at December 31st, 2022 amounted to €147,802,105 consisting of 59,120,842 shares, with a nominal value of €2.50 each, fully paid-up.

| *(in millions of euros)* | 12/31/2022 | | 12/31/2021 |
|---|---|---|---|
| Number of shares issued and fully paid up | 59,120,842 | | 58,737,600 |
| including treasury shares | 583,493 | | 295 |
| Dividend distributions in respect of the financial year *(in millions of euros)** | 227.6 | ** | 193.8 |
| Dividend per share *(in €)* | 3.85 | ** | 3.30 |

* *Based on the number of shares in issue at December 31st.*
** *As proposed to the shareholders' meeting to be held on April 13th, 2023.*

Teleperformance SE made a share capital increase of €958,105 in June 2022 through the issue of 383,242 new shares in connection with the effective transfer of incentive plan shares.

## Note 6.2 Treasury shares

Treasury shares are shown as a deduction from total equity. On disposal, the proceeds, net of transaction costs and income tax, are recognized in equity.

At December 31st, 2022, the Group held 35,732 treasury shares acquired under the liquidity contract for a total of €7.9 million.

In addition, the Group has acquired a further 547,761 own shares for an amount of €114.6 million under a share buy-back program authorized by the shareholders' general meeting on April 14th, 2022.

These amounts have been deducted from equity.

## Note 6.3 Earnings per share

The Group reports both basic and diluted earnings per ordinary share. Basic earnings per share is calculated by dividing the net profit attributable to holders of ordinary shares by the weighted average number of ordinary shares outstanding during the year, excluding treasury shares.

Diluted earnings per share is determined by adjusting the net profit attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding by the effects of all potentially diluting ordinary shares. These adjustments concern the incentive share awards granted to employees when the required performance conditions have been met at the end of the financial year.

| *(in millions of euros)* | 2022 | 2021 |
|---|---|---|
| **Net profit – Group share** | **645** | **557** |
| Weighted average number of shares used to calculate basic earnings per share | 58,894,129 | 58,727,538 |
| Dilutive effect of share awards | 813,720 | 806,174 |
| Weighted average number of shares used to calculate diluted earnings per share | 59,707,849 | 59,533,712 |
| **Basic earnings per share** *(in euros)* | **10.95** | **9.49** |
| **Diluted earnings per share** *(in euros)* | **10.80** | **9.36** |

Potentially diluting ordinary shares are those concerned under the incentive share award plans of June 3rd, 2019, July 29th, 2020 and July 28th, 2021 (described in note 3.7 *Share-based payments*) as the related performance conditions were fully or partially satisfied as of December 31st, 2022.

### Weighted average number of shares used to calculate basic and diluted earnings per share

| *(in millions of euros)* | 2022 | 2021 |
|---|---|---|
| Ordinary shares in issue at January 1st | 58,737,600 | 58,730,600 |
| less: treasury shares held | -61,866 | -8,961 |
| Shares issued in year | 218,395 | 5,899 |
| **TOTAL** | **58,894,129** | **58,727,538** |

# Note 7 Financial assets and liabilities

## Note 7.1 Accounting policies and methods

### 7.1.1 Financial assets

Current and non-current financial assets comprise mainly the following:

- loans principally comprise advances to staff. On initial recognition, they are stated at fair value plus directly attributable costs; at each reporting date, these assets are measured at amortized cost;
- deposits principally comprise guarantee deposits made in the context of commercial property leases. On initial recognition, they are stated at fair value;
- derivative financial instruments used to hedge exposure to foreign exchange and interest rate risks, measured at fair value at each reporting date;
- net asset warranties obtained as part of an acquisition: when the warranty relates to a specific asset or liability of the target entity at the date of a business combination, it is recognized separately from goodwill and is measured using the same method as the item being warranted.

### 7.1.2 Financial liabilities

Non-current financial liabilities include loan transactions with banks or other financial institutions, bond issues, liabilities to certain minority interests and lease liabilities.

Current financial liabilities comprise similar transactions as those described above but with settlement expected within one year.

Borrowings are recognized initially at fair value less attributable transaction costs. Subsequent to initial recognition, interest-bearing borrowings are stated at amortized cost, with any difference between cost and redemption value being recognized in profit or loss over the period of the borrowings on an effective interest rate basis.

Debt issuance costs are initially recorded as a reduction of the corresponding loan, and subsequently taken into account in calculating the effective interest rate and recognized in the income statement over the period of the loan.

Lease liabilities are measured initially as the present value of the future lease payments at the commencement date. The discount rate used is the incremental borrowing rate. Subsequently, the liabilities are increased by the interest expense and reduced by the lease payments.

### 7.1.3 Cash and cash equivalents

Cash and cash equivalents comprise cash balances, demand deposits and investments in mutual funds made with a short-term objective, measured at fair value, with changes in fair value recognized in the statement of income.

Bank overdrafts that are repayable on demand and form an integral part of the Group's cash management are included as a component of cash and cash equivalents for the purpose of the statement of cash flows, but are classified in the statement of financial position as Other (current) financial liabilities.

### 7.1.4 Financial income and expenses

Financial income comprises interest receivable on funds invested, dividend income, fair value increases in financial assets at fair value through profit or loss and foreign exchange gains.

Profits on hedging instruments covering revenues are recognized in operating profit. Interest income is recognized in profit or loss as it accrues, using the effective interest rate method. Dividends are recognized as soon as the Group acquires the right to receive the payment, *i.e.*, in the case of listed shares, on the ex-dividend date.

Financial expenses comprise interest payable on borrowings, the effect of the unwinding of discounted provisions, foreign exchange losses, decreases in fair value of financial assets at fair value through profit or loss, and impairment losses recognized in respect of financial assets.

All costs related to borrowings are recognized in profit or loss using the effective interest rate method. In the event that a loan may be reimbursed by anticipation, the probable residual duration of the loan is estimated at each reporting date and used to spread the any issue expenses under the effective interest rate method.

### 7.1.5 Derivative financial instruments

The Group uses derivative financial instruments to reduce its exposure to foreign exchange and interest rate risks arising from its activities. From time to time, the Group may use derivative financial instruments, contracted with high-grade financial institutions to reduce counterparty risk.

The fair value of financial instruments used to hedge the fair value of borrowings is recognized as an asset or liability presented separately as Loan hedging instruments.

Financial instruments used to hedge other transactions are recognized as other current or non-current assets and liabilities, depending on their maturity and accounting classification. They are measured at fair value at the date of transaction. Changes in the fair value of the instruments are recognized in profit or loss, except for cash flow hedges.

The Group applies hedge accounting when the hedging relationship has been identified, formalized and documented from its inception, and that it has been shown to be effective.

The accounting treatment of these financial instruments depends on the category into which they fall:

- cash flow hedges: the effective portion is recognized through other recognized income and expenses in comprehensive income. Amounts recognized in other recognized income and expenses in comprehensive income are reclassified to profit or loss when the hedged items affect profit or loss, either in operating profit when they concern the cover of a commercial transaction or in financial result when they cover a financial operation. The ineffective portion of changes in fair value of cash flow hedges is recognized in profit or loss as financial income or expense;
- fair value hedges: these are recognized in the financial result.

## Note 7.2 Other financial assets

| *(in millions of euros)* | Current | Non-current | 12/31/2022 | 12/31/2021 |
|---|---|---|---|---|
| Loans | 2 | | 2 | 1 |
| Exchange rate hedging instruments | 29 | | 29 | 21 |
| Guarantee deposits | 35 | 58 | 93 | 83 |
| Asset offsetting tax liabilities* | | 27 | 27 | |
| Asset recognized in respect of net asset warranties obtained* | | 13 | 13 | |
| **Gross financial assets** | **66** | **98** | **164** | **105** |
| Write-downs | | | 0 | |
| **CARRYING AMOUNT** | **66** | **98** | **164** | **105** |

* *See note 5.3 Tax liabilities.*

The tax asset of €27.0 million corresponds to a receivable from a tax administration whose recoverability is expected beyond 12 months.

## Note 7.3 Financial result

| *(in millions of euros)* | 2022 | 2021 |
|---|---|---|
| **Income from cash and cash equivalents** | **10** | **8** |
| Interest expense | -53 | -34 |
| Bank commissions | -16 | -11 |
| Penalties for early repayment* | -3 | -11 |
| **Financing costs** | **-72** | **-56** |
| **Interest on lease liabilities** | **-44** | **-41** |
| **Net financing costs** | **-106** | **-89** |
| Foreign exchange gains | 110 | 9 |
| Foreign exchange losses | -94 | -14 |
| Other financial income | -3 | |
| **Other financial income (expenses)** | **13** | **-5** |
| **FINANCIAL RESULT** | **-93** | **-94** |

* *See note 7.4.2 Net debt: Schedule of maturities.*

## Note 7.4 Financial liabilities

### 7.4.1 Loans from financial institutions, bonds and US private placements (USPPs)

#### Analysis by category

At December 31st, 2022, the Group had the following financing arrangements:

| Category | Amount in currency *(millions)* at 12/31/2022 | Currency | Amount *(in millions of euros)* at 12/31/2022 | Interest type | Rate | Maturity | Financial covenant |
|---|---|---|---|---|---|---|---|
| Bank loans | 36 | MAD | 3 | Fixed | +5.1% and 4% | 2025/12 | no |
| | 225 | USD | 211 | Floating(2) | Libor $ +1.1% | 2025/10 | yes(1) |
| Commercial paper | 234 | EUR | 234 | Fixed | +0.15% | 2023/01 | no |
| US private placement (2016) Tranche C | 75 | USD | 70 | Fixed | +3.92% | 2023/12 | yes |
| US private placement (2016) Tranche D | 175 | USD | 164 | Fixed | +4.22% | 2026/12 | yes |
| 2017 bond issue (nominal amount: €600 million) | 136 | EUR | 136 | Fixed(3) | Coupon of +1.50% | 2024/04 | no |
| 2018 bond issue (nominal amount: €750 million) | 602 | EUR | 602 | Fixed(4) | Coupon of +1.875% | 2025/07 | no |
| 2020 bond issue (nominal amount: €500 million – EMTN) | 500 | EUR | 500 | Fixed | Coupon of +0.25% | 2027/11 | no |
| 2022 bond issue (nominal amount: €500 million – EMTN) | 489 | EUR | 489 | Fixed(5) | Coupon of +3.75% | 2029/06 | no |
| Syndicated multicurrency facility | 200 | USD | 188 | Floating(6) | Libor $ + 0.40% | 2023/02 | yes |
| 2021 revolving credit bank facility (€1 billion) | 125 | EUR | 125 | Floating | Euribor +0.47% | 2023/02 | no |
| **TOTAL BONDS AND LOANS** | | | **2,722** | | | | |
| Bond or loan issuance expense/ premiums | | | -14 | | | | |
| Bank overdrafts and advances | | | 4 | | | | |
| Loan hedging instruments – Liabilities | | | 24 | | | | |
| Loan hedging instruments – Assets | | | -17 | | | | |
| Other financial liabilities | | | 19 | | | | |
| **TOTAL FINANCIAL LIABILITIES (EXCLUDING LEASE LIABILITIES)** | | | **2,738** | | | | |
| Lease liabilities(7) | | | 688 | | | | |
| **TOTAL FINANCIAL LIABILITIES** | | | **3,426** | | | | |

(1) *The covenant operates in the event that the S&P credit rating for Teleperformance drops below BBB-. Not applicable in 2022.*
(2) *Two interest rate caps have beeen contracted over US$225 million.*
(3) *A swap of fixed to floating interest rates has been contracted over €50 million.*
(4) *Two swaps of fixed to floating interest rates have been contracted, each over €100 million, and an interest rate cap over €50 million.*
(5) *Three swaps of fixed to floating interest rates have been contracted over a total of €250 million.*
(6) *An interest rate cap has been contracted over US$150 million.*
(7) *See note 3.3 Leases.*

#### Schedule of bonds and loans by principal currency and type of interest rate

| **Type of interest rate** *(in millions of euros)* | Total | EUR | USD | Other |
|---|---|---|---|---|
| fixed | 2,198 * | 1,961 | 234 | 3 |
| floating | 524 | 125 | 399 | |
| **AT DECEMBER 31ST, 2022** | **2,722** | **2,086** | **633** | **3** |

* *Including €500 million covered by fixed to floating swaps.*

| **Type of interest rate** *(in millions of euros)* | Total | EUR | USD | Other |
|---|---|---|---|---|
| fixed | 2,263 * | 2,036 | 221 | 6 |
| floating | 547 | | 547 | |
| **AT DECEMBER 31ST, 2021** | **2,810** | **2,036** | **768** | **6** |

* *Including €400 million covered by fixed to floating swaps.*

### Covenants

The following financial liabilities are subject to financial covenants, all of which were complied with as of December 31st, 2022:

**US private placements of US$250 million**

At December 31st, 2022, the relevant ratios were as follows:

| | Contractual | Actual |
|---|---|---|
| Consolidated equity *(in millions of euros)** | > 2,236 | 3,672 |
| Consolidated net debt*/consolidated EBITDA* | ≤ 2.75x | 1.32x |

* *As defined in the agreements.*

**Syndicated multicurrency facility of €300 million**

At December 31st, 2022, the relevant ratio was as follows:

| | Contractual | Actual |
|---|---|---|
| Consolidated net debt*/consolidated EBITDA* | ≤ 2.75x | 1.32x |

* *As defined in the agreements.*

## 7.4.2 Net debt: Schedule of maturities

| *(in millions of euros)* | 12/31/2022 | Current | Non-current* | 12/31/2021 | Current | Non-current |
|---|---|---|---|---|---|---|
| Bank loans | 214 | 71 | 143 | 271 | 68 | 203 |
| Syndicated multicurrency facility | 188 | 188 | | 282 | 282 | |
| Commercial paper | 234 | 234 | | 179 | 179 | |
| 2021 credit facility | 125 | 125 | | 0 | | |
| USPP 2016 | 234 | 70 | 164 | 221 | | 221 |
| Bonds | 1,727 | | 1,727 | 1,857 | | 1,857 |
| **Total bonds and loans** | **2,722** | **688** | **2,034** | **2,810** | **529** | **2,281** |
| Bond or loan issuance expense/premiums | -14 | | -14 | -12 | | -12 |
| Loan hedging instruments | 24 | | 24 | 0 | | |
| Bank overdrafts and advances | 4 | 4 | | 2 | 2 | |
| Other financial liabilities | 19 | 18 | 1 | 16 | 15 | 1 |
| **Total financial liabilities excluding lease liabilities** | **2,755** | **710** | **2,045** | **2,816** | **546** | **2,270** |
| Lease liabilities** | 688 | 178 | 510 | 687 | 172 | 515 |
| **Total financial liabilities** | **3,443** | **888** | **2,555** | **3,503** | **718** | **2,785** |
| Loan hedging instruments | 17 | | 17 | 10 | | 10 |
| Marketable securities | 28 | 28 | | 111 | 111 | |
| Cash and bank | 789 | 789 | | 726 | 726 | |
| **Total cash and cash equivalents** | **834** | **817** | **17** | **847** | **837** | **10** |
| **NET DEBT** | **2,609** | **71** | **2,538** | **2,656** | **-119** | **2,775** |

* *Over 5 years: €489 million.*
** *See note 3.3 Leases.*

The Group carried out the following refinancing transactions at the end of the first half of 2022:

- a bond issue of €500 million with a coupon of 3.75% and a maturity date in June 2029, containing a sustainability criterion linked to reduction targets in greenhouse gas emissions approved under the *SBTi* to be assessed as of December 31st, 2026 (see note 1.4 *Impact of environmental risk on the financial statements*). Interest rate swaps (fixed to floating) have been entered into over €250 million;
- early repayment of a portion of the €600 million bonds maturing in April 2024 in an amount of €462.5 million. The related interest rate swap (fixed to floating) over €200 million has been partially terminated in an amount of €150 million;
- early repayment of a portion of the €750 million bonds maturing in July 2025 in an amount of €134.5 million.

During the second half of 2022, the Group also:

- made a repayment of US$75 million at the due date in respect of the bank loan of US$300 million (final maturity in October 2025) contracted in order to finance the acquisition of Health Advocate;
- made a repayment of US$ 120 million of a portion of the amounts drawn down under the syndicated multicurrency (EUR and USD) credit facility of €300 million. The available balance under this facility at December 31st, 2022 amounted to €112 million;
- drew down a net amount of €125 million under the syndicated multicurrency (EUR and USD) credit facility of €1 billion available until February 2024, leaving a balance of €875 million available as of December 31st, 2022.

During 2021, the Group had entered into the following financing transactions:

- a syndicated multicurrency (EUR and USD) credit facility of €1 billion available until February 2024 with an option to renew for an additional period up to February 2026;
- a bank loan of US$300 million contracted in June 2021, repayable over 5 years to October 2025 in order to finance the acquisition of Health Advocate.

The acquisition of Senture had been financed for US$320 million (€282 million) through drawing on the €300 million syndicated multicurrency (EUR and USD) facility which expires in February 2023.

### Maturity schedule of bonds and loans

| *(in millions of euros)* | Total 12/31/2022 | Current | Non-current | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|
| Bank loans | 214 | 71 | 143 | 70 | 73 | | | | |
| Credit facility draw-downs | 313 | 313 | 0 | | | | | | |
| Commercial paper | 234 | 234 | 0 | | | | | | |
| USPP loans | 234 | 70 | 164 | | | 164 | | | |
| Bonds | 1,727 | | 1,727 | 136 | 602 | | 500 | | 489 |
| **TOTAL BONDS AND LOANS** | **2,722** | **688** | **2,034** | **206** | **675** | **164** | **500** | **0** | **489** |

| *(in millions of euros)* | Total 12/31/2021 | Current | Non-current | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|---|---|---|---|---|---|---|---|---|---|
| Bank loans | 271 | 68 | 203 | 69 | 66 | 68 | | | |
| Credit facility draw-downs | 282 | 282 | 0 | | | | | | |
| Commercial paper | 179 | 179 | 0 | | | | | | |
| USPP loans | 221 | | 221 | 66 | | | 155 | | |
| Bonds | 1,857 | | 1,857 | | 603 | 754 | | 500 | |
| **TOTAL BONDS AND LOANS** | **2,810** | **529** | **2,281** | **135** | **669** | **822** | **155** | **500** | **0** |

### Change in financial liabilities

| | | | Non-cash items | | | | |
|---|---|---|---|---|---|---|---|
| *(in millions of euros)* | 12/31/2021 | Cash flows | Lease liabilities | Fair value of financial instruments | Translation differences | Accrued interest | 12/31/2022 |
| **TOTAL FINANCIAL LIABILITIES** | **3,503** | **-82** | **9** | **0** | **9** | **4** | **3,443** |

## Note 7.5 Foreign exchange and interest rate hedging operations

Revenues and operating expenses of group companies may be denominated in a currency other than their functional currency. In order to reduce exposure to exchange rate risk, hedge contracts have been entered into, principally between the following currencies:

- the US dollar and the Mexican peso;
- the US dollar and the Colombian peso;
- the US dollar and the Philippine peso;
- the US dollar and the Indian rupee;
- the US dollar and the Malaysian ringgit;
- the US dollar and the Egyptian pound;
- the pound sterling and the Indian rupee;
- the euro and the US dollar, the Colombian peso, the Turkish lira, the Tunisian dinar.

The policy of the Group is to cover its highly probable forecast transactions denominated in foreign currency, usually up to 12 months ahead but longer in certain cases. The Group uses forward exchange contracts and plain vanilla foreign exchange options.

In addition, currency hedges are in place to cover the exchange risk between currencies managed within the cash pool and the euro (in particular the US dollar) as well as certain loans between Teleperformance SE and its subsidiaries.

The Group has also put in place interest rate hedges in order to convert certain liabilities from fixed to floating rates, as well as caps to limit the impact of possible high interest rate rises.

The principal derivative financial instruments in place at December 31st, 2022 and 2021 are set out in the two following schedules:

| **Derivative financial instruments at December 31st, 2022** *(in millions)* | **Notional amount in currency** | **Notional amount in euros at 12/31/2022** | **Fair value in euros at 12/31/2022** | **In equity** | **In 2022 profit or loss** |
|---|---|---|---|---|---|
| **HEDGE OF FORECAST TRANSACTIONS** | | | | | |
| MXN/USD | 216 | 202 | 10 | 8 | 2 |
| MXN/USD* | 44 | 41 | 2 | 0 | 2 |
| USD/PHP | 15,888 | 268 | -3 | -2 | -1 |
| USD/PHP* | 2,400 | 40 | | | |
| COP/EUR | 5 | 5 | -1 | -1 | 0 |
| COP/USD | 216 | 202 | -26 | -18 | -8 |
| COP/USD* | 40 | 37 | -3 | 0 | -3 |
| PEN/USD | 75 | 70 | 2 | 2 | 0 |
| INR/USD | 225 | 211 | -4 | -3 | -1 |
| INR/USD* | 27 | 25 | | | |
| INR/GBP | 20 | 23 | -1 | -1 | 0 |
| INR/GBP* | 3 | 3 | | | |
| CNY/USD | 9 | 8 | | | |
| CNY/USD | 1 | 1 | | | |
| EGP/USD | 34 | 32 | -7 | -4 | -3 |
| EGP/USD* | 3 | 3 | | | |
| MYR/USD | 62 | 58 | 1 | 1 | 0 |
| CAD/USD | 15 | 14 | -1 | 0 | -1 |
| CAD/USD* | 3 | 3 | | | |
| USD/CRC | 2,080 | 3 | | | |
| USD/DOP | 1,335 | 22 | -1 | -1 | 0 |
| RON/EUR | 14 | 14 | | | |
| PLN/EUR | 7 | 7 | | | |
| MAD/EUR | 16 | 16 | -1 | -1 | 0 |
| TRY/EUR | 3 | 3 | | | |
| EUR/TND | 191 | 57 | 1 | 1 | 0 |
| **USD interest rate hedges** | **375** | **351** | **17** | **16** | **1** |
| **EUR interest rate hedges** | **550** | **550** | **-24** | **0** | **-24** |
| **Net investment hedge** | **200** | **187** | **-21** | **-21** | **0** |
| **Hedge of intra-group loans** | | | | | |
| • in USD | 574 | 538 | -9 | 0 | -9 |

* *Not eligible for hedge accounting.*

| **Derivative financial instruments at December 31st, 2021** *(in millions)* | **Notional amount in currency** | **Notional amount in euros at 12/31/2021** | **Fair value in euros at 12/31/2021** | **In equity** | **In 2021 profit or loss** |
|---|---|---|---|---|---|
| **HEDGE OF FORECAST TRANSACTIONS** | | | | | |
| MXN/USD | 158 | 139 | 4 | 2 | 2 |
| MXN/USD* | 24 | 21 | | | |
| USD/PHP | 11,818 | 205 | -3 | -2 | -1 |
| USD/PHP* | 2,450 | 42 | | | |
| COP/EUR | 18 | 18 | | | |
| COP/EUR* | 2 | 2 | | | |
| COP/USD | 230 | 203 | -11 | -9 | -2 |
| COP/USD* | 36 | 32 | | | |
| PEN/USD | 34 | 30 | 1 | 1 | 0 |
| INR/USD | 205 | 181 | 3 | 2 | 1 |
| INR/USD* | 29 | 26 | | | |
| INR/GBP | 13 | 11 | | | |
| INR/GBP* | 3 | 2 | | | |
| EGP/USD | 45 | 40 | 1 | 1 | 1 |
| MYR/USD | 44 | 38 | | | |
| MYR/USD* | 4 | 3 | | | |
| TRY/EUR | 17 | 17 | -5 | -5 | 0 |
| TRY/EUR* | 2 | 2 | -1 | 0 | -1 |
| EUR/TND | 168 | 51 | 1 | 1 | 0 |
| **USD interest rate hedges** | **275** | **243** | **1** | **1** | **0** |
| **EUR interest rate hedges** | **775** | **775** | **8** | **8** | **0** |
| **Net investment hedge** | **200** | **177** | **-9** | **-9** | **0** |
| **Hedge of intra-group loans** | | | | | |
| • in TRY | 103 | 7 | 2 | 0 | 2 |

* *Not eligible for hedge accounting.*

At December 31st, 2022, the fair value of derivative financial instruments amounted to -€68.8 million (December 31st, 2021: -€5.8 million) of which €16.8 million is presented in Loan hedging instruments (non-current assets), €28.7 million in Other financial assets, €23.8 million in Loan hedging instruments (non-current liabilities) and €90.5 million in Other current liabilities.

Counterparty credit risk (Credit value adjustment – CVA) and own credit risk (Debt value adjustment – DVA) are taken account of in the fair values of hedging instruments, but the amounts are not significant.

## Note 7.6 Carrying amount and fair value of financial assets and financial liabilities by category

The fair value hierarchy is made up of three levels:

- level 1: unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date;
- level 2: inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (*i.e.* as prices) or indirectly (*i.e.* derived from prices);
- level 3: unobservable inputs for the asset or liability.

The following schedule shows the carrying amounts of financial assets and financial liabilities and their fair values, by accounting category as defined under IFRS 9, at December 31st, 2022:

| | Accounting category | | | | | Fair value | | | |
|---|---|---|---|---|---|---|---|---|---|
| **December 31st, 2022** *(in millions of euros)* | **Financial assets and liabilities at fair value through profit or loss** | **Financial assets and liabilities at fair value in equity (may be reclassified to profit or loss)** | **Financial assets and liabilities at fair value in equity (may not be reclassified to profit or loss)** | **Financial assets and liabilities at amortized cost** | **Total carrying amount** | **Level 1** | **Level 2** | **Level 3** | **Total fair value** |
| **FINANCIAL ASSETS** | | | | | | | | | |
| **I – Non-current financial assets** | **0** | **0** | **0** | **98** | **98** | **0** | **71** | **27** | **98** |
| Guarantee deposits | | | | 58 | 58 | | 58 | | 58 |
| Asset recognized under a net asset warranty | | | | 13 | 13 | | 13 | | 13 |
| Other financial assets | | | | 27 | 27 | | | 27 | 27 |
| **II – Derivative instruments – assets** | **0** | **46** | **0** | **0** | **46** | **0** | **46** | **0** | **46** |
| Hedging instruments: loans | | 17 | | 27 | 17 | | 17 | | 17 |
| Hedging instruments: exchange rate risks | | 29 | | | 29 | | 29 | | 29 |
| **III – Current financial assets** | **28** | **0** | **0** | **2,778** | **2,806** | **817** | **1,989** | **0** | **2,806** |
| Loans | | | | 2 | 2 | | 2 | | 2 |
| Guarantee deposits | | | | 35 | 35 | | 35 | | 35 |
| Accounts receivable – Trade | | | | 1,707 | 1,707 | | 1,707 | | 1,707 |
| Other current assets | | | | 245 | 245 | | 245 | | 245 |
| Marketable securities | 28 | | | | 28 | 28 | | | 28 |
| Cash and bank | | | | 789 | 789 | 789 | | | 789 |
| **TOTAL FINANCIAL ASSETS** | **28** | **46** | **0** | **2,876** | **2,950** | **817** | **2,106** | **27** | **2,950** |
| **FINANCIAL LIABILITIES** | | | | | | | | | |
| **I – Long-term financial liabilities** | **474** | **0** | **0** | **2,057** | **2,531** | **0** | **2,531** | **0** | **2,531** |
| Bank loans | | | | 143 | 143 | | 143 | | 143 |
| USPP loans | | | | 164 | 164 | | 164 | | 164 |
| Bonds | 474 | | | 1,253 | 1,727 | | 1,727 | | 1,727 |
| Bond or loan issuance expense/ premiums | | | | -14 | -14 | | -14 | | -14 |
| Other financial liabilities | | | | 1 | 1 | | 1 | | 1 |
| Lease liabilities | | | | 510 | 510 | | 510 | | 510 |
| **II – Derivative instruments – liabilities** | **0** | **115** | **0** | **0** | **115** | **0** | **115** | **0** | **115** |
| Hedging instruments: loans | | 24 | | | 24 | | 24 | | 24 |
| Hedging instruments: exchange rate risks | | 91 | | | 91 | | 91 | | 91 |
| **III – Current financial liabilities** | **0** | **0** | **0** | **1,940** | **1,940** | **4** | **1,936** | **0** | **1,940** |
| Current portion of bank loans | | | | 196 | 196 | | 196 | | 196 |
| Current portion of USPP loans | | | | 70 | 70 | | 70 | | 70 |
| Syndicated multicurrency facility | | | | 188 | 188 | | 188 | | 188 |
| Current lease liabilities | | | | 178 | 178 | | 178 | | 178 |
| Commercial paper | | | | 234 | 234 | | 234 | | 234 |
| Accounts payable – Trade | | | | 232 | 232 | | 232 | | 232 |
| Bank overdrafts and advances | | | | 4 | 4 | 4 | | | 4 |
| Other financial liabilities | | | | 18 | 18 | | 18 | | 18 |
| Other current liabilities | | | | 820 | 820 | | 820 | | 820 |
| **TOTAL FINANCIAL LIABILITIES** | **474** | **115** | **0** | **3,997** | **4,586** | **4** | **4,582** | **0** | **4,586** |

The following schedule shows the carrying amounts of financial assets and financial liabilities and their fair values, by accounting category as defined under IFRS 9, at December 31st, 2021:

| | Accounting category | | | | | Fair value | | | |
|---|---|---|---|---|---|---|---|---|---|
| **December 31st, 2021** *(in millions of euros)* | **Financial assets and liabilities at fair value through profit or loss** | **Financial assets and liabilities at fair value in equity (may be reclassified to profit or loss)** | **Financial assets and liabilities at fair value in equity (may not be reclassified to profit or loss)** | **Financial assets and liabilities at amortized cost** | **Total carrying amount** | **Level 1** | **Level 2** | **Level 3** | **Total fair value** |
| **FINANCIAL ASSETS** | | | | | | | | | |
| **I – Non-current financial assets** | **0** | **0** | **0** | **59** | **59** | **0** | **59** | **0** | **59** |
| Guarantee deposits | | | | 59 | 59 | | 59 | | 59 |
| **II – Derivative instruments – assets** | **0** | **31** | **0** | **0** | **31** | **0** | **31** | **0** | **31** |
| Hedging instruments: loans | | 10 | | | 10 | | 10 | | 10 |
| Hedging instruments: exchange rate risks | | 21 | | | 21 | | 21 | | 21 |
| **III – Current financial assets** | **111** | **0** | **0** | **2,557** | **2,668** | **837** | **1,831** | **0** | **2,668** |
| Loans | | | | 1 | 1 | | 1 | | 1 |
| Guarantee deposits | | | | 24 | 24 | | 24 | | 24 |
| Accounts receivable – Trade | | | | 1,580 | 1,580 | | 1,580 | | 1,580 |
| Other current assets | | | | 226 | 226 | | 226 | | 226 |
| Marketable securities | 111 | | | | 111 | 111 | | | 111 |
| Cash and bank | | | | 726 | 726 | 726 | | | 726 |
| **TOTAL FINANCIAL ASSETS** | **111** | **31** | **0** | **2,616** | **2,758** | **837** | **1,921** | **0** | **2,758** |
| **FINANCIAL LIABILITIES** | | | | | | | | | |
| **I – Long-term financial liabilities** | **407** | **0** | **0** | **2,378** | **2,785** | **0** | **2,785** | **0** | **2,785** |
| Bank loans | | | | 203 | 203 | | 203 | | 203 |
| USPP loans | | | | 221 | 221 | | 221 | | 221 |
| Bonds | 407 | | | 1,450 | 1,857 | | 1,857 | | 1,857 |
| Bond or loan issuance expense/ premiums | | | | -12 | -12 | | -12 | | -12 |
| Other financial liabilities | | | | 1 | 1 | | 1 | | 1 |
| Lease liabilities | | | | 515 | 515 | | 515 | | 515 |
| **II – Derivative instruments – liabilities** | **0** | **37** | **0** | **0** | **37** | **0** | **37** | **0** | **37** |
| Hedging instruments: exchange rate risks | | 37 | | | 37 | | 37 | | 37 |
| **III – Current financial liabilities** | **0** | **0** | **0** | **1,792** | **1,792** | **2** | **1,790** | **0** | **1,792** |
| Current portion of bank loans | | | | 68 | 68 | | 68 | | 68 |
| Syndicated multicurrency facility | | | | 282 | 282 | | 282 | | 282 |
| Current lease liabilities | | | | 172 | 172 | | 172 | | 172 |
| Commercial paper | | | | 179 | 179 | | 179 | | 179 |
| Accounts payable – Trade | | | | 280 | 280 | | 280 | | 280 |
| Bank overdrafts and advances | | | | 2 | 2 | 2 | | | 2 |
| Other financial liabilities | | | | 15 | 15 | | 15 | | 15 |
| Other current liabilities | | | | 794 | 794 | | 794 | | 794 |
| **TOTAL FINANCIAL LIABILITIES** | **407** | **37** | **0** | **4,170** | **4,614** | **2** | **4,612** | **0** | **4,614** |

There were no transfers between the different levels of fair value for assets and liabilities measured using this method.

## Note 7.7 Financial risk management

The Group has an exposure to the following risks:

- foreign exchange risk;
- interest rate risk;
- liquidity risk;
- credit risk;
- equity risk.

Set out below is information on the Group's exposure to each of the above risks, its objectives, policy and procedures for measuring and managing risk, as well as its share capital and equity management.

Quantitative disclosures appear elsewhere in the consolidated financial statements.

All strategic decisions concerning financial risk management policy are the responsibility of the Group's financial management.

### 7.7.1 Foreign exchange risk

#### Risk factors

The Group is exposed in particular to foreign exchange risk on revenues and expenditure denominated in a currency which is not the functional currency of the group company concerned *i.e* essentially the risk of exchange fluctuations between the Mexican, Philippines and Colombian pesos, the Indian rupee and the US dollar.

The materialization of this risk through a continual appreciation over time of the currency in which local costs are denominated compared with that of the customer billing currency could negatively impact the Group's results.

The Group is also exposed to this risk from loans obtained that are denominated in currency other than the euro or the entities' functional currency.

Finally, the Group is exposed to foreign exchange risk when translating foreign subsidiaries' financial statements for consolidation purposes.

#### Risk management

Hedging arrangements are entered into by the Group to cover this risk in respect of revenues and expenditure mainly for exchange rate fluctuations between the Mexican, Philippines and Colombian pesos, the Indian rupee and the US dollar. Additional disclosures on these hedging operations are given in note 7.5 *Foreign exchange and interest rate hedging operations*.

Group policy concerning its exposure to exchange risk on loans denominated in currencies other than the euro or the functional currencies of group entities is as follows:

- the Group hedges loans made to subsidiaries with loans or advances in the same currency and with the same maturities, or with foreign exchange hedging contracts;
- the principal bank loans of group entities are denominated in the functional currency of the borrower;
- interest due on borrowings is denominated in the same currency as the cash flows generated by the underlying operations of the Group, primarily the euro, the US dollar and the pound sterling. This provides an economic hedge without resorting to the use of derivatives.

The translation effect on the consolidated revenues of the Group is disclosed in note 7.8 *Risk from translation of foreign subsidiaries' financial statements on consolidation* which shows the breakdown of revenues by currency over the last two years. The impact of changing foreign exchange rates on the Group's revenues, profit before tax and net profit – Group share is also disclosed in note 7.8 *Risk from translation of foreign subsidiaries' financial statements on consolidation.*

### 7.7.2 Interest rate risk

#### Risk factors

The Group is exposed to interest rate risk in connection with its financial liabilities and its cash and cash equivalents.

Like all other groups subject to rating by a credit bureau, Teleperformance could see a decline in its capacity to finance its current activities or to refinance its debt should S&P decide to reduce the credit rating it currently gives to the Group's long-term debt (due for example to a higher than expected level of debt or to other reasons affecting its credit standing). Any deterioration in the credit rating could also lead to higher rates of interest for future group borrowings.

Financial assets and liabilities subject to interest rate risk at December 31st, 2022 and 2021 are summarized in the following schedules:

| *(in millions of euros)* | 12/31/2022 | At fixed rate | At variable rate |
|---|---|---|---|
| Total financial liabilities | 3,443 | 2,445 | 998* |
| Cash and cash equivalents, loan hedging instruments | -834 | | -834 |
| **NET DEBT** | **2,609** | **2,445** | **164** |

* *Including €50 million and US$375 million hedged through the purchase of rate caps. An increase of 100 basis points on interest rates would result in an increase of €5.4 million in gross financing costs while a decrease of 100 basis points on interest rates would result in a decrease of €6.3 million in gross financing costs.*

| *(in millions of euros)* | 12/31/2021 | At fixed rate | At variable rate |
|---|---|---|---|
| Total financial liabilities | 3,503 | 2,549 | 954 |
| Cash and cash equivalents, loan hedging instruments | -847 | | -847 |
| **NET DEBT** | **2,656** | **2,549** | **107** |

### Risk management

The Group currently has the highest credit rating of enterprises in the customer experience management sector. The rating of its long-term debt since November 22nd, 2021 is BBB (*i.e.* investment grade) with a stable outlook, confirmed by S&P on June 22nd, 2022.

## 7.7.3 Liquidity risk

### Risk factors

Liquidity risk is the risk that the Group would experience difficulty in repaying its liabilities at the due date.

This risk could increase during a pandemic and the Group might be unable to generate sufficient cash flows to meet its commitments. The Group's financial situation could also be affected, causing it to be in breach of its loan covenants.

### Risk management

The policy of Teleperformance in respect of its financing is to maintain at all times sufficient liquidity to finance group assets, short-term cash requirements, and its development, both in terms of amount and duration, and at the lowest possible cost.

On November 22nd, 2021, the Group's long-term debt was upgraded by S&P to BBB (*i.e.* investment grade) with a stable outlook. This rating was confirmed by S&P on June 22nd, 2022, reflecting the Group's position as a market leader with the capacity of generating high cash flows which should enable it to reduce its indebtedness rapidly following the number of significant acquisitions made in recent years.

The Group has had a centralized cash management policy for a number of years when this complies with local legislation applying to its subsidiaries. Cash pool member companies represent nearly 67% of group revenues.

In those countries where cash pooling is not permitted, short-term cash management is provided by subsidiaries' operational management which generally has access to short-term bank facilities, plus, in some cases, confirmed credit line facilities from the parent company. All medium- and long-term financing operations are authorized and overseen by the Group's financial management.

The Group obtains its financing in the form of loans, credit lines and bond issues with high-grade financial institutions, with maturities ranging from 2024 through 2029 as disclosed in note 7.4 *Financial liabilities*.

To manage its liquidity risk, the Group obtained a revolving credit facility of €500 million on January 31st, 2023, available until January 2028 and renewable until January 2030. Interest is indexed on CSR criteria. This facility replaces an earlier revolving credit facility of €300 million expiring in February 2023, and is in addition to that of €1 billion obtained on February 11th, 2021. The unutilized balance on these two syndicated multicurrency (EUR and USD) facilities is €987 million at December 31st, 2022.

The Group has also negotiated an envelope of €4 billion under the EMTN program, of which €500 million was issued in June 2022.

Net debt at December 31st, 2022 was €2,609.4 million, of which €688.6 represented lease liabilities, compared with €2,655.9 million at the end of 2021.

Given the maturities of its borrowings and the Group's capacity to generate free cash flow, liquidity risk is considered to be moderate.

Additional disclosures relating to liquidity risk are set out in note 7.4 *Financial liabilities*.

## 7.7.4 Credit risk

### Risk factors

Credit risk is the Group's risk of financial loss in the event that a customer or counterparty to a financial instrument fails to meet his contractual obligations. This risk primarily concerns customer receivables and short-term investments.

Credit risk could be increased in respect of certain group debtors by reason of the current matters negatively affecting the global economy, such as Covid-19, the war in Ukraine, inflationary pressures, increases in interest rates and the cost of raw materials and energy, and volatile exchange rates, which could affect their businesses.

The Group's exposure to credit risk is mainly influenced by the individual characteristics of its customers. Sales to the principal customer of the Group account for 4.0% of group revenues. In addition, sales to telecommunications sector customers represent a total of 10.5% of the revenues of Core Services & D.I.B.S. business in 2022; the Group's dependence on this sector is steadily declining (13.0% in 2021). No country accounts for over 10% of customer receivables with the exception of the United States which represented approximately 32% of total customer receivables as of December 31st, 2022.

### Risk management

Credit risk is continuously monitored by the Group's financial management, through monthly reports and quarterly Executive Committee meetings.

The Group does not require specific credit guarantees for its customer and other receivables, but any credit risks are evaluated and impairment losses recognized when necessary.

At the reporting date, the Group determines the level of impairment that it estimates to have incurred on its customer and other receivables.

No significant impairment loss has therefore been recognized in this respect at the end of 2022, whether due to Covid-19 or the current macroeconomic climate, including inflation, increase of interest rates and energy costs, and the war in Ukraine.

Following the Russian invasion of Ukraine, the Group has been particularly attentive to the financial situation of its Russian customers in order to measure the risk of non-payment of receivables. As these customers are serviced essentially by the Group's Russian subsidiary, customer payments were not interrupted and any credit risk has been judged to be not significant.

The Group provides contract performance guarantees at the request of some customers. The guarantees provided are disclosed in note 9.3 *Guarantees and other contractual obligations*.

### 7.7.5 Equity risk

#### Risk factors

Equity risk is the risk of financial loss arising from default by a counterparty to investments of the Group's available cash reserves in short-term liquid investments, certificates of deposit, or in other financial instruments.

Short-term liquid investments at December 31st, 2022 amounted to €27.6 million, principally represented by money market or mutual funds.

#### Risk management

The Group limits its exposure to equity risk by investing available cash reserves in short-term liquid investments, certificates of deposit, and in low-risk financial instruments such as mutual funds, while choosing high-grade financial institutions and avoiding significant concentration.

## Note 7.8 Risk from translation of foreign subsidiaries' financial statements on consolidated statement of income

The extent of the exposure of the Group to exchange risk from translation of the financial statements of foreign subsidiaries on consolidation is shown by an analysis of group revenues by principal currency in 2022 and 2021 as set out in the following schedule:

| **Revenues** *(in millions of euros)* | 2022 | | 2021 | |
|---|---|---|---|---|
| | **Amount** | **%** | **Amount** | **%** |
| Euro | 1,841 | 22.6% | 1,996 | 28.1% |
| US dollar | 3,331 | 40.9% | 2,472 | 34.7% |
| Indian rupee | 534 | 6.5% | 415 | 5.8% |
| Colombian peso | 533 | 6.5% | 462 | 6.5% |
| Pound sterling | 445 | 5.5% | 567 | 8.0% |
| Brazilian real | 245 | 3.0% | 206 | 2.9% |
| Egyptian pound | 126 | 1.5% | 87 | 1.2% |
| Canadian dollar | 102 | 1.3% | 87 | 1.2% |
| Mexican peso | 84 | 1.0% | 92 | 1.3% |
| Yuan | 83 | 1.0% | 81 | 1.1% |
| Other | 830 | 10.2% | 650 | 9.1% |
| **TOTAL** | **8,154** | **100%** | **7,115** | **100%** |

### Sensitivity of profit before tax and equity to a change of 1% in the exchange rate of the euro against other currencies

The Group estimates that an increase or decrease of 1% in the exchange rate of the euro against other currencies would have impacted 2022 profit before tax, and 2022 year-end equity, by approximately €8.3 million and €24.0 million, respectively.

### Effect of changes in exchange rates

The effect of changes in exchange rates on selected statement of income line items is as follows:

| *(in millions of euros)* | **2022** | **2021 at 2022 rates** | **2021** |
|---|---|---|---|
| Revenues | 8,154 | 7,466 | 7,115 |
| Operating profit | 994 | 918 | 869 |
| Financial result | -93 | -91 | -94 |
| **NET PROFIT** | **645** | **596** | **557** |
| Net profit – Group share | 645 | 596 | 557 |

### Note 7.9 Summary of the Group's exposure to interest rate and exchange risks on the statement of financial position

At December 31st, 2022, the Group's exposure to interest rate and exchange risk may be summarized as follows:

| | 12/31/2022 | | | | 12/31/2021 | | | |
|---|---|---|---|---|---|---|---|---|
| *(in millions of euros)* | Assets | Liabilities | Net position before hedging | Net position after hedging | Assets | Liabilities | Net position before hedging | Net position after hedging |
| Euro | 1,279 | 2,943 | -1,664 | -1,690 | 1,595 | 3,269 | -1,674 | -1,671 |
| US dollar | 4,365 | 1,154 | 3,211 | 3,172 | 3,870 | 965 | 2,905 | 2,895 |
| Indian rupee | 1,190 | 233 | 957 | 957 | 1,152 | 196 | 956 | 956 |
| Brazilian real | 169 | 107 | 62 | 62 | 138 | 82 | 56 | 56 |
| Mexican peso | 276 | 25 | 251 | 251 | 248 | 37 | 211 | 211 |
| Pound sterling | 224 | 34 | 190 | 189 | 264 | 84 | 180 | 180 |
| Colombian peso | 260 | 82 | 178 | 178 | 252 | 104 | 148 | 148 |
| Philippine peso | 256 | 112 | 144 | 141 | 266 | 140 | 126 | 123 |
| Other | 812 | 400 | 412 | 412 | 479 | 223 | 256 | 259 |
| **TOTAL** | **8,831** | **5,090** | **3,741** | **3,672** | **8,264** | **5,100** | **3,164** | **3,157** |

### Note 7.10 Foreign currency exchange rates

| *Principal currencies* | Country | Average 2022 rate | Closing rate at 12/31/2022 | Average 2021 rate | Closing rate at 12/31/2021 |
|---|---|---|---|---|---|
| **EUROPE** | | | | | |
| Pound sterling | United Kingdom | 0.85 | 0.89 | 0.86 | 0.84 |
| **AMERICAS AND ASIA** | | | | | |
| Brazilian real | Brazil | 5.44 | 5.64 | 6.38 | 6.31 |
| Colombian peso | Colombia | 4,476.00 | 5,189.00 | 4,427.00 | 4,622.00 |
| US dollar | United States | 1.05 | 1.07 | 1.18 | 1.13 |
| Indian rupee | India | 82.69 | 88.17 | 87.44 | 84.23 |
| Mexican peso | Mexico | 21.19 | 20.86 | 23.98 | 23.14 |
| Philippine peso | Philippines | 57.31 | 59.32 | 58.30 | 57.76 |
| Egyptian pound | Egypt | 20.20 | 26.50 | 18.51 | 17.80 |

## Note 8 Cash flows

### Note 8.1 Non-cash items of income and expense

| *(in millions of euros)* | 2022 | 2021 |
|---|---|---|
| Depreciation and amortization | 437 | 331 |
| Impairment loss on goodwill | 8 | |
| Depreciation of right-of-use assets | 192 | 187 |
| Increase in provisions, net of releases | 11 | 17 |
| Unrealized gains and losses on financial instruments | -1 | -25 |
| Net gains/losses on disposal of non-current assets | 2 | 5 |
| Share-based payments | 110 | 80 |
| **TOTAL** | **759** | **595** |

### Note 8.2 Change in working capital requirements

| *(in millions of euros)* | 2022 | 2021 |
|---|---|---|
| Accounts receivable – Trade | -104 | -202 |
| Accounts payable – Trade | -54 | 91 |
| Other | -14 | 36 |
| **TOTAL** | **-172** | **-75** |

The change in working capital requirements in 2022 reflects the increase in the level of activity in the final quarter, but there has also been an impact from the settlement of social charge payments postponed in 2020 due to the Covid-19 pandemic (€18 million in 2021 and €18 million in 2022).

### Note 8.3 Acquisition of subsidiaries, net of cash and cash equivalents acquired

Cash outflows (net of cash acquired) from business combinations amounted to €303.7 million in 2022.

As disclosed in note 2.2 *Change in consolidation scope,* the Group acquired PSG Global Solutions on October 27th, 2022 for a consideration of US$303.4 million (€288.7 million).

On December 29th, 2022, the Group also acquired LanguageLine Translation UK, for a consideration of £17.5 million (€20.5 million).

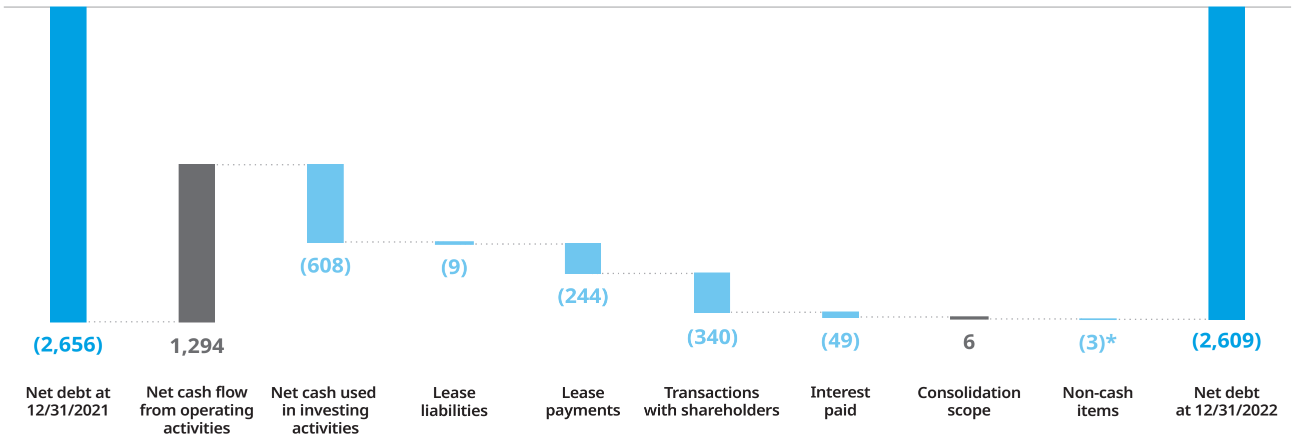
Cash and cash equivalents of the entities acquired in 2022 amounted around €5.5 million at the acquisition date.

In 2021, the Group had acquired:

- Health Advocate for a consideration of US$693.0 million. As Health Advocate had cash and cash equivalents of US$11.4 million at the acquisition date, the net investment amounted to US$681.5 million (€573.7 million);
- Senture for a consideration of US$411.1 million. As Senture had cash and cash equivalents of US$8.6 million at the acquisition date, the net investment amounted to US$402.5 million (€355.3 million).

### Note 8.4 Explanation of the change in net debt in 2022

*(in millions of euros)*




* *Including exchange rate effects of 2€ million.*

Transactions with shareholders represent dividend payments of €193.8 million and purchases (net of disposals) of treasury shares, for €145.7 million.

### Note 8.5 Analysis of net cash presented in the consolidated statement of cash flows

| *(in millions of euros)* | **12/31/2022** | **12/31/2021** |
|---|---|---|
| Bank overdrafts and advances | -4 | -2 |
| Marketable securities | 28 | 111 |
| Cash and bank | 789 | 726 |
| **NET CASH** | **813** | **835** |

## Note 9 Provisions, litigation, commitments and other contractual obligations

### Note 9.1 Accounting policies and methods

A provision is recognized in the statement of financial position when the Group has a present legal or constructive obligation resulting from a past event, the obligation can be reliably estimated and it is probable that an outflow of economic benefits will be required to settle the obligation. The amount of the provision represents management's best estimate of the outflow required, and is discounted when the time value effect is significant.

## Note 9.2 Change in provisions

| *(in millions of euros)* | 12/31/2021 | Increases | Releases utilized | Releases unutilized | Translation differences | Other | Consolidation scope | 12/31/2022 |
|---|---|---|---|---|---|---|---|---|
| Risks | 31 | 28 | -3 | | -2 | -1 | | 53 |
| Other expenses | 52 | 10 | -6 | -20 | 1 | | | 37 |
| **TOTAL** | **83** | **38** | **-9** | **-20** | **-1** | **-1** | **0** | **90** |

| *(in millions of euros)* | 12/31/2020 | Increases | Releases utilized | Releases unutilized | Translation differences | Other | Consolidation scope* | 12/31/2021 |
|---|---|---|---|---|---|---|---|---|
| Risks | 19 | 17 | -7 | -1 | | 2 | 1 | 31 |
| Other expenses | 44 | 19 | -4 | -10 | -2 | 5 | | 52 |
| **TOTAL** | **63** | **36** | **-11** | **-11** | **-2** | **7** | **1** | **83** |

* *Concerns the acquisition of Health Advocate in June 2021.*

Provisions for risks at December 31st, 2022 include personnel-related risks in an amount of €27.9 million, principally concerning lawsuits with former employees, particularly in Argentina, Brazil, the United States, the Netherlands and France.

As legal proceedings are ongoing for most of these disputes, their settlement date is uncertain.

Provisions for other expenses principally concern risks relating to Brazilian personnel costs, in amounts of €6.2 million, as well as for the rehabilitation of premises, for €6.3 million.

## Note 9.3 Guarantees and other contractual obligations

### Guarantee commitments

Teleperformance SE issued a performance guarantee in November 2013 to the Secretary of State for the Home Department of the United Kingdom covering the duration of a commercial contract entered into with a group subsidiary. The maximum amount covered by the guarantee is £60 million.

On May 17th, 2021, Teleperformance SE entered into a commercial contract with Apple Inc. in respect of the commercial relations between the two groups, replacing various agreements that had previously been entered into. Under this new agreement, which was effective as of March 10th, 2021, Teleperformance SE has committed to guarantee the performance of its terms and conditions by Group subsidiaries when they are carrying out services for Apple Inc. or its affiliated companies.

Teleperformance Europe Middle-East and Africa SAS ("TPEMEA"), a subsidiary of Teleperformance SE, issued a comfort letter in favor of Klarna Bank AB in connection with a commercial agreement entering into effect from January 1st, 2018, negotiated and signed by the parties in July 2021, covering services to be supplied by TPEMEA and certain subsidiaries of Teleperformance SE located in Sweden, Finland, Denmark, Germany, the Netherlands, Canada and Colombia.

Teleperformance SE issued a performance guarantee to Barclays Bank PLC with respect to the obligations of its subsidiary Teleperformance Portugal SA under a commercial contract originally with Barclays Bank PLC, which Barclays Bank PLC has assigned to others currently receiving services under the contract. The guarantee was signed in 2014 and will remain in force for the duration of the contract.

In 2020, Teleperformance SE issued a new comfort letter, in lieu of those granted in 2017, in favor of Canon Europa NV in connection with the continuation of the commercial relationship between Canon Europa NV and Ypiresia 800-Teleperformance A.E., a subsidiary of Teleperformance SE.

On March 8th, 2022, Dutch Contact Centers (DCC) B.V., a Dutch subsidiary of Teleperformance SE, issued, in favor of Airbnb Ireland Unlimited Company, a performance guarantee with respect to the obligations of its subsidiary Teleperformance Global Services Private Limited under a commercial contract entered into on the same date. The guarantee will remain in force for the duration of the contract.

### Warranties received in connection with certain acquisitions

The agreements entered into for certain acquisitions made by Teleperformance SE and/or certain of its subsidiaries contain warranties intended to indemnify the acquirer against certain prior existing liabilities that were not disclosed at the time of the acquisition. These consist notably in representations and warranties with respect to certain fundamental warranties for the duration specified in the agreements.

### Assets secured against financial liabilities

There were no group assets pledged as collateral for borrowings at the end of 2022.

## Note 9.4 Litigation

As a result of the normal course of business, Teleperformance SE and its subsidiaries are party to a number of judicial, administrative or arbitration proceedings. The risk of loss from such proceedings is provided for when the loss is probable and can be reliably quantified. Amounts provided at December 31st, 2022 total €53.3 million (see note 9*.2 Change in provisions*).

# Note 10 Related party disclosures

## Note 10.1 Principal related party transactions

The Group has no knowledge of any significant transactions with related parties during 2022.

## Note 10.2 Remuneration of senior group management (Executive Committee – Comex)

Remuneration of senior group management in respect of the 2022 and 2021 financial years is summarized as follows:

| **Remuneration in respect of financial years** *(in millions of euros)* | **2022** | **2021** |
|---|---|---|
| Short-term benefits | 17 | 15 |
| Long-term benefits | | 3 |
| Employment contract termination indemnities | | |
| Grant of incentive shares* | 44 | |
| **TOTAL** | **61** | **18** |

* *The amount, when applicable, corresponds to the fair value of incentive shares at the date of vesting in the Executive Committee members.*

The Group has obtained non-compete agreements from certain senior group managers. In respect of the two principal company officers concerned, the length of the commitments is as follows:

- Mr. Daniel Julien: a period of two years, for which he would be entitled to receive an amount representing two years' remuneration subject to his respecting a nine-month notice period;
- Mr. Olivier Rigaudy: a period of one year, for which he would be entitled to receive an amount representing one year's remuneration.

# Note 11 Audit fees of the statutory auditors of Teleperformance SE (excluding those paid to members of their international networks)

The audit fees of the statutory auditors of Teleperformance SE in respect of the 2022 financial year are analyzed as follows:

| | **KPMG Audit IS** | | **Deloitte & Associés** | |
|---|---|---|---|---|
| *(in thousands of euros)* | **Audit** | **Other*** | **Audit** | **Other*** |
| Issuer | 647 | 75 | 566 | 60 |
| Fully consolidated subsidiaries | | | 164 | |
| **TOTAL** | **647** | **75** | **730** | **60** |

* *Nature of non-audit services rendered by KPMG Audit IS and Deloitte & Associés to Teleperformance SE: issue of comfort letter in connection with EMTN program and agreed-upon procedures*

# Note 12 Events after the reporting date

None.

## Note 13 Scope of consolidation

| | | % interest | % control |
|---|---|---|---|
| **Parent company** | Teleperformance SE | 100 | 100 |
| **CORE SERVICES & D.I.B.S.** | | | |
| | **EMEA** | | |
| **Albania** | Albania Marketing Service Sh.p.K | 100 | 100 |
| | Service 800 Albania Sh.p.K | 100 | 100 |
| **Belgium** | Teleperformance Belgium | 100 | 100 |
| **Bosnia-Herzegovina** | Teleperformance B-H d.o.o. | 100 | 100 |
| **Croatia** | Teleperformance HRV d.o.o. | 100 | 100 |
| **Czech Republic** | Teleperformance CZ, a. s. | 100 | 100 |
| **Denmark** | Teleperformance Denmark A/S | 100 | 100 |
| **Egypt** | Service 800 Egypt for Communication (Teleperformance) SAE | 100 | 100 |
| **Finland** | Teleperformance Finland OY | 100 | 100 |
| **France** | Teleperformance Europe Middle-East and Africa | 100 | 100 |
| | Teleperformance France | 100 | 100 |
| | Teleperformance Intermediation | 100 | 100 |
| | Teleperformance KS France SAS | 100 | 100 |
| | Teleperformance NC | 100 | 100 |
| **Germany** | Teleperformance Germany Client Service GmbH | 100 | 100 |
| | Teleperformance Germany Cloud Campus GmbH | 100 | 100 |
| | Teleperformance Germany Financial Services GmbH | 100 | 100 |
| | Teleperformance Germany S.a.r.l & Co.KG | 100 | 100 |
| | Teleperformance Support Services GmbH | 100 | 100 |
| **Greece** | Customer Value Management (CVM) | 100 | 100 |
| | Direct Response Service SA | 100 | 100 |
| | Mantel SA | 100 | 100 |
| | Ypiresia 800 – Teleperformance AEPY | 100 | 100 |
| **Ireland** | Teleperformance Ireland Limited | 100 | 100 |
| **Italy** | In & Out S.p.A. | 100 | 100 |
| | Teleperformance KS Italia S.p.A. | 100 | 100 |
| **Jordan** | Teleperformance Global Services (Jordan) LLC | 100 | 100 |
| **Kenya** | CX SERVICES KENYA LTD | 100 | 100 |
| **Kosovo** | twenty4help Kosovo sh.p.k. | 100 | 100 |
| **Lebanon** | Teleperformance Lebanon S.A.L. | 100 | 100 |
| **Lithuania** | UAB "Teleperformance LT" | 100 | 100 |
| **Luxembourg** | Teleperformance Germany S.à.r.l. | 100 | 100 |
| | Teleperformance KS Luxembourg S.A. | 100 | 100 |
| **Madagascar** | Teleperformance Madagascar | 100 | 100 |
| **Mauritius** | Teleperformance BPO (Mauritius) Ltd | 100 | 100 |
| | Teleperformance Global Investment (Mauritius) Ltd | 100 | 100 |
| **Morocco** | Société Anonyme Marocaine d'Assistance Client S.A. | 100 | 100 |
| **Netherlands** | Teleperformance KS Netherlands B.V. | 100 | 100 |
| | Teleperformance Netherlands B.V. | 100 | 100 |
| | Teleperformance Netherlands Financial Services B.V. | 100 | 100 |
| **North Macedonia** | Teleperformance DOOEL Skopje | 100 | 100 |
| **Norway** | Teleperformance Norge AS | 100 | 100 |
| **Poland** | Teleperformance Polska Sp.z o.o. | 100 | 100 |
| | TPG Katowice Sp.z o.o. | 100 | 100 |
| **Portugal** | Teleperformance Portugal, S.A. | 100 | 100 |
| **Romania** | S 800 Customer Service Provider SRL | 100 | 100 |
| | Service 800 contact center – Agent de Asigurare SRL | 100 | 100 |

| | | % interest | % control |
|---|---|---|---|
| **Russia** | Direct Star LLC | 100 | 100 |
| **Saudi Arabia** | Teleperformance Saudi Company for Telecom | 100 | 100 |
| **South Africa** | TP South Africa Trading (PTY) Ltd | 100 | 100 |
| **Spain** | Teleperformance España, S.A.U. | 100 | 100 |
| | Teleperformance Mediacion de Agencia de Seguros, S.L. | 100 | 100 |
| | Teleperformance Servicios Auxiliares, S.L.U. | 100 | 100 |
| | twenty4Help Knowledge Service España, S.L. | 100 | 100 |
| **Sweden** | Teleperformance Nordic AB | 100 | 100 |
| **Switzerland** | SCMG AG | 100 | 100 |
| **Togo** | Teleperformance Togo | 100 | 100 |
| **Tunisia** | Société Méditerranéenne de Teleservices | 100 | 100 |
| | Société Tunisienne de Telemarketing | 100 | 100 |
| **Turkey** | Metis Bilgisayar Sistemliri San. Ve Tic. A.Ş. | 100 | 100 |
| **Ukraine** | LLC "KCU" | 100 | 100 |
| **United Arab Emirates** | Teleperformance Call Centers Services L.L.C. | 100 | 100 |
| | Teleperformance Global Services FZ-LLC | 100 | 100 |
| | Teleperformance Middle-East Business Services L.L.C. | 100 | 100 |
| **United Kingdom** | MM Group Ireland Ltd | 100 | 100 |
| | Praxidia Services Ltd | 100 | 100 |
| | Teleperformance Holdings Ltd | 100 | 100 |
| | Teleperformance Ltd | 100 | 100 |
| **USA** | Teleperformance KS USA, Inc. | 100 | 100 |
| | **North America & APAC** | | |
| **Australia** | Teleperformance Australia Pty Ltd | 100 | 100 |
| **Canada** | MMCC Solutions Canada Company | 100 | 100 |
| **China** | Beijing Interactive CRM Technology Service Ltd | 100 | 100 |
| | Guangdong North Asia United CRM Technologies Ltd | 100 | 100 |
| | Guangzhou Interactive CRM Technology Limited | 100 | 100 |
| | Nanning North Asia United CRM Technologies Co., Ltd | 100 | 100 |
| | North Asia United CRM Technologies (Beijing), Ltd | 100 | 100 |
| | North Asia United CRM Technologies (Xi'an), Ltd | 100 | 100 |
| | Teleperformance Information Technologies (Kunming) Co., Ltd | 100 | 100 |
| **Hong Kong** | Hong Kong Asia CRM Ltd | 100 | 100 |
| **India** | CRM Services India Private Ltd | 100 | 100 |
| | Teleperformance BPO Holdings Private Ltd | 100 | 100 |
| | Teleperformance Business Services India Ltd | 100 | 100 |
| | Teleperformance Global Services Private Ltd | 100 | 100 |
| **Indonesia** | PT. Telemarketing Indonesia | 100 | 100 |
| **Japan** | Teleperformance Japan Co., Ltd | 100 | 100 |
| **Malaysia** | Teleperformance Malaysia SDN.BHD | 100 | 100 |
| **Mauritius** | Teleperformance (Mauritius) Holding Company Ltd | 100 | 100 |
| **Philippines** | Telephilippines Inc. | 100 | 100 |
| **Singapore** | Telemarketing Asia (Singapore) PTE. Ltd | 100 | 100 |
| **South Korea** | Teleperformance Korea, Inc. | 100 | 100 |
| **United Kingdom** | Teleperformance BPO UK Ltd | 100 | 100 |
| | Teleperformance Global BPO UK Ltd | 100 | 100 |
| | Teleperformance Global Services UK Ltd | 100 | 100 |
| **USA** | Senture, LLC | 100 | 100 |
| | Teleperformance Delaware, Inc. | 100 | 100 |
| | TPUSA, Inc. | 100 | 100 |

| | | % interest | % control |
|---|---|---|---|
| | **LATAM** | | |
| **Argentina** | Citytech S.A. | 100 | 100 |
| **Belize** | Teleperformance Belize Ltd | 100 | 100 |
| **Brazil** | SPCC – São Paulo Contact Center Ltda | 100 | 100 |
| | Teleperformance CRM S.A. | 100 | 100 |
| **Chile** | TP Chile S.A. | 100 | 100 |
| **Colombia** | Teleperformance Colombia SAS | 100 | 100 |
| **Costa Rica** | Costa Rica Contact Center CRCC S.A. | 100 | 100 |
| **El Salvador** | Compania Salvadoreña de Teleservices, S.A. DE C.V. | 100 | 100 |
| **Guatemala** | Intelenet Lat Am Services, S.A. | 100 | 100 |
| | Teleperformance Guatemala, S.A. | 100 | 100 |
| **Guyana** | Teleperformance Guyana Inc. | 100 | 100 |
| **Honduras** | Teleperformance Honduras S.A. | 100 | 100 |
| **Mexico** | Hispanic Teleservices de Guadalajara, S.A. DE C.V. | 100 | 100 |
| | Impulsora Corporativa Internacional, S.A. DE C.V. | 100 | 100 |
| | Servicios Hispanic Teleservices, S.C. | 100 | 100 |
| **Nicaragua** | Teleperformance Nicaragua, Sociedad Anónima | 100 | 100 |
| **Peru** | Teleperformance Peru S.A.C. | 100 | 100 |
| **USA** | Hispanic Teleservices Corporation | 100 | 100 |
| | Merkafon International, Ltd | 100 | 100 |
| | Merkafon Management Corporation | 100 | 100 |
| **SPECIALIZED SERVICES** | | | |
| | **TLScontact** | | |
| **Albania** | TLScontact Albania Sp.h.k | 100 | 100 |
| **Algeria** | SARL TLS Contact | 100 | 100 |
| **Armenia** | TLScontact AM LLC | 100 | 100 |
| **Azerbaijan** | TLScontact Azerbaijan LLC | 100 | 100 |
| **Belarus** | Unitary Enterprise Providing Services "TLSContact" | 100 | 100 |
| **Botswana** | TLS Contact Proprietary Limited | 100 | 100 |
| **Cameroon** | TLS Contact Cameroon SARL | 100 | 100 |
| **China** | Beijing TLScontact Consulting Co, Ltd | 100 | 100 |
| **Egypt** | TLScontact Egypt | 100 | 100 |
| **France** | TLScontact Algérie | 100 | 100 |
| | TLScontact France | 100 | 100 |
| **Gabon** | TLScontact Gabon | 100 | 100 |
| **Georgia** | TLScontact Georgia LLC | 100 | 100 |
| **Germany** | TLScontact Deutschland GmbH | 100 | 100 |
| **Hong Kong** | TLScontact Ltd | 100 | 100 |
| **Indonesia** | PT. TLScontact Indonesia | 100 | 100 |
| **Ireland** | TLScontact (Ireland) Ltd | 100 | 100 |
| **Italy** | TLScontact Italia S.R.L | 100 | 100 |
| **Kazakhstan** | TLScontact Kazakhstan LLP | 100 | 100 |
| **Kenya** | TLSContact Kenya Ltd | 100 | 100 |
| **Kosovo** | TLScontact Kosovo LLC | 100 | 100 |
| **Lebanon** | TLScontact Lebanon SARL | 100 | 100 |
| **Luxembourg** | TLS Group SA | 100 | 100 |
| **Madagascar** | TLScontact Madagascar | 100 | 100 |
| **Mauritius** | TLScontact (Mau) Ltd | 100 | 100 |
| **Mongolia** | TLScontact Mongolia Ltd | 100 | 100 |
| **Montenegro** | LLC «TLScontact » d.o.o. Podgorica | 100 | 100 |
| **Morocco** | TLScontact Maroc SARLAU | 100 | 100 |

| | | % interest | % control |
|---|---|---|---|
| **Namibia** | TLS Contact Namibia (Proprietary) Limited | 100 | 100 |
| **Netherlands** | TLScontact Netherlands B.V. | 100 | 100 |
| **Nigeria** | TLScontact Processing Services Ltd | 100 | 100 |
| **Philippines** | TLScontact Philippines Corporation | 100 | 100 |
| **Poland** | TLScontact Poland | 100 | 100 |
| **Portugal** | Telecontact Portugal, Unipessoal LDA | 100 | 100 |
| **Russia** | LLC TLScontact (RU) | 100 | 100 |
| **Rwanda** | TLScontact Rwanda Limited | 100 | 100 |
| **Senegal** | TLScontact Sénégal SUARL | 100 | 100 |
| **Serbia** | TLScontact doo Beograd-Stari Grad | 100 | 100 |
| **Sierra Leone** | TLScontact (SL) Ltd | 100 | 100 |
| **South Africa** | TLScontact South Africa (PTY) Ltd | 100 | 100 |
| **Spain** | TLScontact España SL | 100 | 100 |
| **Switzerland** | TLScontact Switzerland GmbH | 100 | 100 |
| **Tanzania** | TLScontact (Tanzania) Ltd | 100 | 100 |
| **Thailand** | TLScontact Enterprises (Thailand) Co., Ltd | 100 | 100 |
| | TLScontact International Co., Ltd | 100 | 100 |
| **Tunisia** | Société Tunisienne d'Assistance et de Services (STAS) | 100 | 100 |
| | TLS Contact Tunisie | 100 | 100 |
| **Turkey** | TLS Danismanlik HVTLS | 100 | 100 |
| **Uganda** | TLS Contact Ltd | 100 | 100 |
| **Ukraine** | TLScontact Ukraine LLC | 100 | 100 |
| **United Kingdom** | Application Facilitation Services Ltd | 100 | 100 |
| | Teleperformance Contact Ltd | 100 | 100 |
| | TLScontact (UK) Ltd | 100 | 100 |
| **USA** | TLScontact (USA), Inc. | 100 | 100 |
| **Uzbekistan** | TLS Contact LLC | 100 | 100 |
| **Vietnam** | TLSContact Vietnam Company Ltd | 100 | 100 |
| | **AllianceOne** | | |
| **Canada** | Alliance One Ltd | 100 | 100 |
| **Jamaica** | Outsourcing Management International Inc, Ltd | 100 | 100 |
| **USA** | AllianceOne Inc. | 100 | 100 |
| | AllianceOne Receivables Management, Inc. | 100 | 100 |
| | **LanguageLine Solutions** | | |
| **United Kingdom** | Language Line Limited | 100 | 100 |
| | Language Line TI Limited (ex-Capita Translation & Interpreting) | 100 | 100 |
| **USA** | Language Line holdings II, Inc. | 100 | 100 |
| | **Health Advocate** | | |
| **USA** | Health Advocate West, Inc | 100 | 100 |
| | **PSG Global Solutions** | | |
| **Philippines** | PSG Global Solutions, Inc. | 100 | 100 |
| **USA** | PSG Global Solutions, LLC | 100 | 100 |
| **OTHER** | | | |
| **France** | Teleperformance Management Services | 100 | 100 |
| **Luxembourg** | Luxembourg Contact Center S.àr.l. | 100 | 100 |
| **Netherlands** | Dutch Contact Centers (DCC) B.V. | 100 | 100 |
| **USA** | Teleperformance Group, Inc. | 100 | 100 |

All group companies are fully consolidated.

# 5.7 STATUTORY AUDITORS' REPORT ON THE CONSOLIDATED FINANCIAL STATEMENTS

*This is a free translation into English of the statutory auditors' report issued in French and is provided solely for the convenience of English-speaking users.*

*This statutory auditors' report includes information required by European regulation and French law, such as information about the appointment of the statutory auditors or verification of the management report and other documents provided to shareholders.*

*This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.*

**For the year ended December 31, 2022**

To the annual general meeting of Teleperformance SE

## Opinion

In compliance with the engagement entrusted to us by your annual general meeting, we have audited the accompanying consolidated financial statements of Teleperformance SE for the year ended December 31, 2022.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as at December 31, 2022 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the Audit, Risk and Compliance Committee.

## Basis for Opinion

### Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report.

### Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code (code de commerce) and the French Code of Ethics (code de déontologie) for statutory auditors for the period from January 1, 2022 to the date of our report and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014.

## Justification of Assessments - Key Audit Matters

In accordance with the requirements of Articles L.823-9 and R.823-7 of the French Commercial Code (code de commerce) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the consolidated financial statements.

### Accounting of Senture acquisition (note 2.2.2 to the consolidated financial statements)

#### Identified risk

Teleperformance completed on December 28, 2021 the acquisition of Senture, a US corporation specializing in business process outsourcing services for government agencies in the United States. The key attributes of this transaction are detailed in note 2.2.2 to the consilidated financial statements. As part of this acquisition, the Group recorded a US$.252 million goodwill (€.236 million as of décember 31, 2022). Notably, the Group recorded a US$.150,6 million intangible asset relating to "customer relationships" and a related deferred tax liability in the amount of US$.40,7 million.

We consider the accounting for Senture acquisition and the appropriatness of the information disclosed in the notes to the consolidated financial statements to be a key audit matter considering the significance of the acquisition and the importance of management's judgements and estimates, especially to identify the acquired assets and liabilities and to determine their relative fair value in accordance with the applicable accounting standard.

### Our audit approach

Our work consisted in:

- obtaining an understanding of the processes by which the Group has identified and assessed the fair value of the acquired assets and liabilities and determined the goodwill amount;
- performing a critical review of the valuation works prepared by independent experts relating to the fair value assessment of the acquired assets and liabilities, particularly with regards to the "customers' relationships" intangible asset;
- assessing with the assistance of our valuation experts the appropriateness of the models and assumptions retained to assess the fair value of the acquired assets and liabilities, particularly the valuation methods of the "customers' relationships";
- assessing the appropriateness of the information disclosed in note 2.2.2 to the consolidated accounts

## Valuation of goodwill (Note 4 to the consolidated financial statements)

### Identified risk

As of December 31, 2022, goodwill is recorded in the consolidated statement of financial position for a net carrying amount of €3,177 million, i.e. 36% of total assets and 87% of total shareholders' equity.

Goodwill is allocated to cash generating units (CGUs) or groups of CGUs, which include subsidiaries that have significant inter-relationships formed by the existence of the same customers with common cash flows, close ties of certain subsidiaries with their offshore production units, and are located in the same geographical region, with a similar economic context and common management. They are tested for impairment at least annually. An impairment loss is recognized in the consolidated statement of income whenever the carrying amount of a CGU or group of CGUs to which goodwill is allocated exceeds its recoverable amount.

The recoverable amount of a CGU and group of CGUs is based on its value in use, assessed using the discounted cash flows method. Future cash flows are determined over a five-year period. Cash flows for the first three years are based on the three-year plan prepared by CGU management and approved by Group management. Cash flows for the following two years are derived from the three-year plan by applying growth and profit rates considered reasonable for the related CGUs. The terminal value is based on the cash flows of the last year and assumes a perpetual growth rate equal to inflation.

In order to identify sensitive CGU or group of CGUs, analyses are performed by the Group by simulating an erosion of the recoverable amount through an increase in the discount rate in the terminal value. When a potential sensitive CGU is identified, further analyses are performed to assess the sensitivity to changes in operational assumptions such as revenue growth or a decrease in the EBITDA rate (as set out in note 1.7 to the consolidated financial statements. As at 31 December 2022, only the Nordics CGU has been assessed as sensitive.

This exercise led to the recognition of an impairment of the goodwill of the Nordics CGU for €8.5 million.

We considered the impairment of goodwill to be a key audit matter considering the significant importance of these items in your Group's accounts , the importance of management judgment in determining the cash flow assumptions, discount and long-term growth rates and the sensitivity of the recoverable amount to changes in the underlying assumptions.

### Our audit approach

For the significant CGUs or groups of CGU to which goodwill is allocated or for those presenting a specific risk of impairment that we deemed material, our work consisted in:

- Obtaining an understanding of the process by which the impairment tests are performed and assessing the appropriateness of the Group's valuation methodology with the applicable accounting standard;
- Reconciling the net carrying value of the CGUs or groups of CGUs used for impairment testing purposes with the consolidated financial statements;
- Assessing the reasonableness of future cash flows through an analysis of the appropriateness of the forecast process by comparing actual flows with initial forecasts and a reconciliation of the CGU or group of CGUs budgets and forecasts used to determine the future cash flows with those approved by Group management;
- Assessing the appropriateness of the perpetual growth rates and discount rates used for each CGU or group of CGUs with the assistance of our valuation experts;
- Performing our own sensitivity analyses on EBITDA rates and discount rates used in the calculation of terminal values;
- Reviewing the disclosures presented in note 4 to the consolidated financial statements.

# Specific Verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations of the Group's information given in the management report of the Board of Directors.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

We attest that the consolidated non-financial statement required by Article L.225-102-1 of the French Commercial Code (Code de commerce), is included in the Group's management report , it being specified that, in accordance with the provisions of Article L. 823-10 of this Code, we have verified neither the fair presentation nor the consistency with the consolidated financial statements and this information should be reported by an independent third party.

# Report on Other Legal and Regulatory Requirements

## Format of presentation of the consolidated financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the consolidated financial statements intended to be included in the annual financial report mentioned in Article L.451-1-2, I of the French Monetary and Financial Code (code monétaire et financier), prepared unde the responsibility of Chief Executive Officer, complies with the single electronic format defined in the European Delegated Regulation N° 2019/815 of 17 Decembre 2018. As it relates to consolidated financial statements, our work includes verifying that the tagging of these consolidated financial statements complies with the format defined in the above delegated regulation.

Based on the work we have performed, we conclude that the presentation of the consolidated financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

Due to technical limits related to the macro-tagging of the consolidated financial statements in accordance with the European single electronic format, the content of specific tags of the notes to the consolidated financial statements may differ from those attached to this report.

In addition, we have no responsibility to verify that the consolidated financial statements that will ultimately be included by your company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work.

## Appointment of the Statutory Auditors

We were appointed as statutory auditors of Teleperformance SE by the annual general meetingheld on June 30,1999 for Deloitte & Associés and on June 25, 1987 for KPMG Audit IS, considering the acquisitions or mergers of firms since then.

As at December 31, 2022, Deloitte & Associés and KPMG Audit IS were in the twenty-fourth year and thirty-sixth year of total uninterrupted engagement respectively.

# Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the European Union and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit, Risk and Compliance Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of Directors.

# Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

## Objectives and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As specified in Article L.823-10-1 of the French Commercial Code (code de commerce), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.

- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the consolidated financial statements.
- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The statutory auditor is responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

## Report to the Audit, Risk and Compliance Committee

We submit to the Audit, Risk and Compliance Committee a report which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit, Risk and Compliance Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters, that we are required to describe in this audit report.

We also provide the Audit, Risk and Compliance Committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.822-10 to L.822-14 of the French Commercial Code (code de commerce) and in the French Code of Ethics *(code de déontologie)* for statutory auditors. Where appropriate, we discuss with the Audit, Risk and Compliance Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris La Défense, February 27, 2023

The Statutory Auditors

KPMG Audit IS

Jacques Pierre
*Partner*

Jérôme Lo Iacono
*Partner*

Deloitte & Associés

Patrick E. Suissa
*Partner*

6

# Parent company financial statements, year ended December 31st, 2022

# 6.1 BALANCE SHEET – ASSETS

| | | 2022 | | | 2021 |
|---|---|---|---|---|---|
| *(in thousands of euros)* | **Notes** | **Cost** | **Accumulated depreciation and amortization, and provisions** | **Net** | **Net** |
| Intangible fixed assets | 2 | 9,709 | 5,153 | 4,556 | 668 |
| Tangible fixed assets | 2 | 5,529 | 4,511 | 1,018 | 1,366 |
| Financial fixed assets | | | | | |
| Investments in subsidiaries and affiliates | 3.1 | 3,735,763 | 401,137 | 3,334,626 | 3,377,504 |
| Receivables from subsidiaries and affiliates | 3.2 | 614,548 | 12,842 | 601,706 | 628,071 |
| Other | 3 | 25,595 | 350 | 25,245 | 3 |
| Total financial fixed assets | | 4,350,663 | 414,329 | 3,936,333 | 4,005,578 |
| **Total fixed assets** | | **4,391,145** | **423,993** | **3,967,152** | **4,007,612** |
| Advances paid | | 0 | | 0 | 4 |
| Accounts receivable – Trade | 6 | 37,743 | 382 | 37,362 | 27,212 |
| Other receivables | 6 and 7 | 339,786 | 942 | 338,844 | 90,051 |
| Marketable securities | 4.2 | 108,084 | | 133,328 | 22,112 |
| Derivative financial instruments – positive fair values | 5 | 44,065 | | 44,065 | 42,531 |
| Cash and bank | | 277,885 | | 277,885 | 361,451 |
| Prepaid expenses | 6 | 15,966 | | 15,966 | 2,356 |
| **Total current assets** | | **823,528** | **1,324** | **822,205** | **545,718** |
| Bond issue premiums | | 9,760 | | 9,760 | 7,839 |
| Unrealized exchange losses | 12 | 20,486 | | 20,486 | 21,423 |
| **TOTAL ASSETS** | | **5,244,919** | **425,317** | **4,819,602** | **4,582,592** |

# 6.2 BALANCE SHEET – SHAREHOLDERS' EQUITY AND LIABILITIES

| *(in thousands of euros)* | **Notes** | **2022** | **2021** |
|---|---|---|---|
| Share capital | 8 | 147,802 | 146,844 |
| Issue, merger and contribution premiums | | 575,727 | 575,727 |
| Legal reserve | | 14,684 | 14,683 |
| Other reserves | | 59,094 | 66,939 |
| Retained earnings | | 82 | 21,568 |
| Net income for the period | | 258,220 | 165,381 |
| Regulated provisions | | 185 | 154 |
| **Total shareholders' equity** | **8** | **1,055,794** | **991,296** |
| Provisions for contingencies and expenses | 9 | 49,563 | 25,434 |
| Bond issues | 10.1 | 1,770,108 | 1,863,839 |
| Loans from financial institutions | 10.1 | 547,630 | 503,700 |
| Other loans and financial liabilities | 10.2 | 1,160,157 | 1,021,838 |
| **Total financial liabilities** | | **3,477,895** | **3,389,377** |
| Advances received | | 0 | 0 |
| Accounts payable – Trade | 11 | 12,442 | 16,827 |
| Tax, personnel and social security liabilities | 11 | 5,732 | 5,469 |
| Other liabilities | 11 | 106,534 | 104,131 |
| Derivative financial instruments – negative fair values | 11 | 79,352 | 29,511 |
| Deferred income | 11 | 13,274 | 4,129 |
| **Total liabilities*** | | **3,695,229** | **3,549,444** |
| Unrealized exchange gains | 12 | 19,017 | 16,418 |
| **TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES** | | **4,819,602** | **4,582,592** |
| * *Amount due in more than one year.* | | *1,718,373* | *2,132,634* |

# 6.3 INCOME STATEMENT

| *(in thousands of euros)* | Notes | 2022 | 2021 |
|---|---|---|---|
| Revenues | 15 | 217,863 | 173,120 |
| Release of depreciation, amortization and provisions | | | |
| Other income | | 7,481 | 2,480 |
| **Total operating income** | | **225,344** | **175,599** |
| Purchases and external expenses | | 166,108 | 119,409 |
| Taxes other than income taxes | | 4,359 | 3,127 |
| Wages and social charges | | 8,394 | 10,699 |
| Depreciation, amortization and increase in provisions | | 1,228 | 736 |
| Other expenses | | 2,547 | 2,070 |
| **Total operating expenses** | | **182,637** | **136,041** |
| **Net income from operations** | **15** | **42,707** | **39,559** |
| Net income from investments in subsidiaries and affiliates | | 344,505 | 175,457 |
| Interest income from loans | | 29,899 | 12,369 |
| Other interest and related income | | 18,779 | 21,240 |
| Foreign exchange gains | | 223,164 | 169,975 |
| Release of provisions and transferred expenses | | 18,313 | 7,952 |
| **Total financial income*** | | **634,660** | **386,992** |
| Amortization and increase in provisions | | 96,300 | 25,894 |
| Interest and related expenses | | 71,968 | 66,991 |
| Foreign exchange losses | | 244,574 | 164,006 |
| **Total financial expenses**** | | **412,842** | **256,891** |
| **Net financial income** | **16** | **221,819** | **130,101** |
| **Profit on ordinary activities before income taxes** | | **264,525** | **169,660** |
| **Net amount of:** | | | |
| • capital gains/ (losses) on disposal of fixed assets | | 0 | 0 |
| • other non-operating income and expenses | | 258 | 3,384 |
| **Exceptional result** | **17** | **258** | **3,384** |
| Income taxes | 18.2 | 6,564 | 7,663 |
| **NET INCOME** | | **258,220** | **165,381** |
| * *Including income from group companies.* | | *377,754* | *193,791* |
| ** *Including expenses from group companies.* | | *48,333* | *9,913* |

# 6.4 NOTES TO THE PARENT COMPANY FINANCIAL STATEMENTS

# Note 1 Accounting principles, rules and methods

The parent company financial statements of Teleperformance SE ("the Company") are based on information available at the time of preparation and are presented in compliance with the principles and methods of the revised general chart of accounts in force since October 16th, 2014 and of ANC regulation n° 2018-01, in compliance with the principles of matching and prudence, and using the going concern basis.

Recognition of assets and liabilities, and income and expenses in the financial statements is made on the basis of historical costs.

## Note 1.1 Highlights of the financial year

### Acquisition of PSG Global – October 27th, 2022

On October 27th, 2022, the Teleperformance Group ("the Group") announced the acquisition of PSG Global Solutions, a leader in digital recruitment process outsourcing in the United States, for a consideration of US$303 million. The acquisition was financed from the Group's existing cash resources.

### European Medium Term Note (EMTN) program

The Group has negotiated an envelope of €4 billion under the EMTN program, of which €500 million were issued in June 2022.

At the same date, the Company repaid a portion of its outstanding two bond issues, in a total amount of €597 million.

## Note 1.2 Investments in subsidiaries and affiliates

Investments in subsidiaries and affiliates are recognized at acquisition cost, including transaction costs.

The Company carries out impairment tests of its investments in subsidiaries and affiliates at each reporting date. The recoverable amount of investments in subsidiaries and affiliates is represented by their value in use. This is determined either on the basis of the Company's share of equity, adjusted as necessary, in each investment, or using discounted estimated future cash flows, less net debt. The cash flows of the first year are based on the following year's budget while those of the two succeeding years are obtained from the three-year plans prepared by the management of each subsidiary and approved by group management. Cash flows for the next two years are based on those in the three-year plans adjusted by future growth and profitability rates judged to be reasonable for each subsidiary. The terminal values calculated after five years assume perpetual future growth equal to inflation based on the cash flows of the final year.

Cash flows are discounted using the weighted average cost of capital of the geographical zone in which the subsidiary is based.

The estimates are based on information available at the time of preparation of the financial statements, and may be revised in a future period if circumstances change or if new information is available.

The 2022 impairment testing resulted in the following changes to the amount of accumulated impairment losses:

| *(in thousands of euros)* | Increase | Decrease |
|---|---|---|
| Teleperformance EMEA | 852 | |
| Direct Star (Russia) | 44,300 | |
| In & Out (Italy) | 200 | |
| Teleperformance Intermediation | 128 | |
| Teleperformance Nordic (Sweden) | 1,200 | |
| Teleperformance Management Services | | 4 |
| Teleperformance Germany (Luxembourg) | | 31 |
| **TOTAL** | **46,680** | **35** |

The principal discount rates applied, specific to each geographical zone, are as follows:

| | |
|---|---|
| United Kingdom | 6.8% |
| Central Europe | 6.5% |
| France | 7.3% |
| North America | 6.8% |
| Southern Europe | |
| • Italy | 8.3% |
| • Spain | 7.5% |

Increases and decreases in provisions for impairment losses of investments in subsidiaries and affiliates are included in the financial result, except for any reversals on the disposal of shares, which are included in the exceptional result.

## Note 1.3 Receivables from subsidiaries and affiliates

Loans made to group companies are presented under the heading "Receivables from subsidiaries and affiliates" within financial fixed assets. When denominated in a currency other than the euro, they are translated to euro at closing rates.

## Note 1.4 Interest and exchange risk management

The Company is exposed to exchange and/or interest rate risks through the following transactions:

- loans and borrowings with its subsidiaries denominated in foreign currency in the context of financing transactions;
- receivables and payables with its subsidiaries denominated in foreign currency from transactions in the normal course of business;
- centralized cash-pooling accounts denominated in foreign currency;
- loans from financial institutions.

The Company uses derivative financial instruments, contracted with a number of financial institutions of good standing, to manage its exposure to these risks. These financial instruments comprise principally currency swaps, forward currency sales and purchases, exchange options, and interest rate swaps.

In compliance with regulation ANC n° 2015-05 dated July 2nd, 2015, the Company applies hedge accounting when a hedge relationship has been so identified in the management system and when the qualifying criteria are fulfilled. The Company recognizes derivative financial instruments to which hedge accounting is not applied in accordance with the principles applying to unrelated open positions.

When hedge accounting is applicable, the fair value of derivative financial instruments is recognized in a symmetrical manner with the hedged item.

Gains and losses realized on expired hedge instruments when the hedged item remains on the balance sheet are deferred (as deferred income or prepaid expenses) until the hedged item is realized.

When the Company has unrelated open positions, the fair value of the financial instruments is recognized on the balance sheet and a provision for unrealized losses is made when this is negative.

As part of its strategy for the management of the Group's exchange risk, the Company hedges the forecast transactions of its subsidiaries using derivative exchange instruments contracted with financial institutions and the subsidiaries concerned. These transactions are accounted for as unrelated open positions.

## Note 1.5 Centralized cash management

Advances from the Company to its subsidiaries relating to the cash pool are presented in *Other receivables*, while amounts lent to it are shown in *Other loans and financial liabilities*.

## Note 1.6 Incentive share award plans

### Incentive share award plans – The July 27th, 2022 plan

Under the authorization given at the shareholders' general meeting of April 14th, 2022, and subject to a ceiling of 3% of the share capital of the Company at the grant date, the Board of Directors' meeting of July 27th, 2022 approved free awards of incentive plan shares in a total amount of 542,104 shares to group personnel, including company officers.

Effective transfer of the free shares is subject to performance conditions and to beneficiaries' continued presence.

There are four performance criteria; each criterion relates to the potential vesting of up to a certain percentage weighting of the total award.

The first performance criterion, with a weighting of 35%, concerns the Group's organic revenue growth (*i.e.* at constant consolidation scope and exchange rates) between the year ended December 31st, 2021 and the year ending December 31st, 2024:

| Effective award % | 0% | 50% | 75% | 100% |
|---|---|---|---|---|
| Organic revenue growth | Less than 10% | Higher than or equal to 10% | Higher than or equal to 15% | Higher than or equal to 20% |

The second performance criterion, with a weighting of 35%, is based on the Group's cumulative free cash flow as of December 31st, 2024:

| Effective award % | 0% | 50% | 75% | 100% |
|---|---|---|---|---|
| Free cash flow | Less than €1.6 billion | Between €1.6 and €1.7 billion | Between €1.7 and €1.9 billion | Higher than or equal to €1.9 billion |

The third performance criterion, with a weighting of 15%, is based on the relative performance of the SE share price compared with that of the CAC 40 index over each of the three years of the plan:

| Effective award % | 0% | 50% | 75% | 100% |
|---|---|---|---|---|
| Relative performance of the share price | Less than 100 basis points | Between 100 and 200 basis points | Between 200 and 300 basis points | Higher than or equal to 300 basis points |

The fourth performance criterion, with a weighting of 15%, is based on achieving scope 1 and scope 2 greenhouse gas reductions of up to 38% per employee (based on the number of full-time equivalents) between 2019 and the end of 2024 on a pathway approved under the Science Based Targets initiative (SBTi):

| Effective award % | 0% | 50% | 75% | 100% |
|---|---|---|---|---|
| Environment-based criterion (CSR) | Less than 30% | Between 30% and 35% | Between 35% and 38% | Higher than or equal to 38% |

Two additional overriding conditions are that organic revenue growth is at least 10% and that free cash flow should not less than €1.6 billion.

### Incentive share award plans – The July 29th, 2020 and July 28th, 2021 plans

Under the authorization given at the shareholders' general meeting of May 9th, 2019, and subject to a ceiling of 3% of the share capital of the Company at the grant date, the Board of Directors' meeting of July 28th, 2021 approved:

- free awards in a total amount of 538,632 incentive plan shares to group personnel, including company officers; and effective transfer of the free shares is subject to performance conditions and to beneficiaries' continued presence.

Two additional overriding conditions are that organic revenue growth is at least 20% and that the EBITA margin is not less than 14.8%.

Under the authorization given at the above-mentioned shareholders' general meeting, and subject to a ceiling of 3% of the share capital of the Company at the grant date, the Board of Directors' meeting of July 29th, 2020 approved:

- free awards in a total amount of 477,417 incentive plan shares to group personnel, including company officers; and effective transfer of the free shares is subject to performance conditions and to beneficiaries' continued presence.

Two additional overriding conditions are that organic revenue growth is at least 13% and that the EBITA margin is not less than 14.3%.

Other significant features of these three plans are as follows:

| | **The July 29th, 2020 Plan** | **The July 28th, 2021 Plan** | **The July 27th, 2022 Plan** |
|---|---|---|---|
| Date of Board meeting allocating the awards | 07/29/2020 | 07/28/2021 | 07/27/2022 |
| Length of vesting period | 3 years | 3 years | 3 years |
| Grant date | 07/29/2020 | 07/28/2021 | 07/27/2022 |
| Date of vesting | 07/29/2023 | 07/28/2024 | 07/28/2025 |
| **Initial number of share awards** | **477,417** | **538,632** | **542,104** |
| *including for company officers* | *22,000* | *22,000* | *22,000* |
| Number of shares vesting early | -800 | -1,000 | |
| Number of canceled awards | -59,200 | -39,343 | -7,975 |
| **Balance of outstanding share awards at the reporting date** | **417,417** | **498,289** | **534,129** |
| Fair value of each share award at the grant date *(taking into account the market condition)* | €178.80 | €221.20 | €187.60 |
| Fair value of each share award at the grant date *(without taking into account the market condition)* | €229.10 | €342.50 | €311.90 |
| **PERFORMANCE CRITERIA** | | | |
| • Organic revenue growth | Over years 2019-2022 | Over years 2020-2023 | Over years 2021-2024 |
| • EBITA margin | At the end of December 2022 | At the end of December 2023 | - |
| • Free cash flow | - | - | At the end of December 2024 |
| • Performance of the share price in excess of the reference index | Over years 2019-2022 (SBF 120) | Over years 2020-2023 (CAC 40) | Over years 2021-2024 (CAC 40) |
| • Environment-based criterion (CSR) | - | - | Over years 2019-2024 |

### Incentive share award plans – The June 3rd, 2019 plan

Under the authorization given at the shareholders' general meeting of May 9th, 2019, and subject to a ceiling of 3% of the share capital of the Company at the grant date, the Board of Directors' meeting of July 3rd, 2019 approved:

- free awards in a total amount of 442,241 incentive plan shares to group personnel, including company officers; and effective transfer of the free shares was conditional on performance conditions over 2019-2021; their effective realization has therefore given right to 100% of the shares. Beneficiaries' continued presence was also required over a period ended June 3rd, 2022.

At the conclusion of the plan, 381,442 new shares were transferred to beneficiaries.

### Additional grants

Under the authorization given at the shareholders' meeting of May 9th, 2019, the Board of Directors' meeting of July 28th, 2021 approved a free award in a total amount of 30,000 incentive plan shares to an employee of the Group. Effective transfer of the free shares is subject to specific conditions related to his particular responsibilities.

Under the above-mentioned authorization, the Board of Directors' meeting of September 29th, 2020 approved free awards in a total amount of 4,000 incentive plan shares to group personnel, including company officers. Effective transfer of the free shares is subject to the same conditions as those contained in the July 29th, 2020 plan.

# Note 2 Tangible and intangible fixed assets

## Note 2.1 Cost

| *(in thousands of euros)* | At 01/01/2022 | Increases | Decreases | At 12/31/2022 |
|---|---|---|---|---|
| Intangible fixed assets | 5,146 | 4,582 | 19 | 9,709 |
| Tangible fixed assets | 5,665 | 30 | 165 | 5,529 |
| • land | 305 | 0 | 0 | 305 |
| • buildings | 3,885 | 0 | 0 | 3,885 |
| • other | 1,474 | 30 | 165 | 1,339 |
| **TOTAL** | **10,811** | **4,612** | **184** | **15,238** |

## Note 2.2 Accumulated depreciation, amortization and impairment losses

| *(in thousands of euros)* | At 01/01/2022 | Increases | Decreases | At 12/31/2022 |
|---|---|---|---|---|
| Intangible fixed assets | 4,479 | 693 | 19 | 5,153 |
| Tangible fixed assets | 4,298 | 378 | 165 | 4,511 |
| • land | 0 | 0 | 0 | 0 |
| • buildings | 3,168 | 253 | 0 | 3,421 |
| • other | 1,130 | 125 | 165 | 1,090 |
| **TOTAL** | **8,777** | **1,071** | **184** | **9,664** |

## Note 2.3 Expected useful lives

All tangible and intangible fixed assets are depreciated or amortized on a straight-line basis, based on their category and expected useful life in the business:

| | Expected useful life |
|---|---|
| **INTANGIBLE FIXED ASSETS** | |
| • software | 1-5 years |
| **TANGIBLE FIXED ASSETS** | |
| • buildings* | 15-25 years |
| • building improvements | 8-10 years |
| • IT equipment | 3-5 years |
| • other | 5-10 years |
| • miscellaneous improvements | 5-10 ans |
| • automobiles | 5 years |
| • office furniture | 10 years |

* *According to the nature of the building and the type of component.*

# Note 3 Financial fixed assets

### Cost

| *(in thousands of euros)* | At 01/01/2022 | Increases | Decreases | At 12/31/2022 |
|---|---|---|---|---|
| Investments in subsidiaries and affiliates | 3,731,996 | 3,767 | 0 | 3,735,763 |
| Receivables from subsidiaries and affiliates | 639,748 | 103,139 | 128,338 | 614,548 |
| Other | 353 | 25,244* | 2 | 25,595 |
| **TOTAL** | **4,372,097** | **132,150** | **128,340** | **4,375,907** |

* *See note 4.1.*

### Accumulated impairment losses

| *(in thousands of euros)* | At 01/01/2022 | Increases | Decreases | At 12/31/2022 |
|---|---|---|---|---|
| Investments in subsidiaries and affiliates | 354,492 | 46,680 | 35 | 401,137 |
| Receivables from subsidiaries and affiliates | 11,677 | 1,653 | 488 | 12,842 |
| Other | 350 | 0 | 0 | 350 |
| **TOTAL** | **366,519** | **48,333** | **523** | **414,329** |

## Note 3.1 Investments in subsidiaries and affiliates – change in gross amount

| **Gross amount at January 1st, 2022** ***(in thousands of euros)*** | **3,731,996** |
|---|---|
| Subscriptions to share capital increases/Acquisitions | 3,767 |
| In & Out (Italy) | 3,767 |
| Disposal of shares/Liquidations | 0 |
| **GROSS AMOUNT AT DECEMBER 31ST, 2022** | **3,735,763** |

## Note 3.2 Receivables from subsidiaries and affiliates

The Company has made a number of loans to its subsidiaries during 2022 in relation to their cash management, in a total amount of €54 million, principally to:

- Luxembourg Contact Center, of €21.5 million;
- LLS UK, of £14.5 million (€16.5 million).

| *(in thousands of euros)* | At 01/01/2022 | Increases | Decreases | At 12/31/2022 | Amount due after one year |
|---|---|---|---|---|---|
| Luxembourg Contact Centers | 7,263 | 25,135 | 2,629 | 29,768 | 0 |
| LLS UK | 0 | 16,507 | 152 | 16,354 | 0 |
| Teleperformance Lebanon | 4,843 | 306 | 6 | 5,143 | 0 |
| Service 800 Romania | 2,430 | 22 | 17 | 2,435 | 0 |
| Lion Teleservices CZ | 1,631 | 229 | 66 | 1,794 | 0 |
| Teleperformance Japan | 9,687 | 1,920 | 2,409 | 9,198 | 0 |
| Teleperformance Canada | 3,476 | 5,134 | 5,834 | 2,776 | 0 |
| Teleperformance Madagascar | 5,760 | 3,719 | 1,937 | 7,542 | 0 |
| Wibilong | 4,458 | 0 | 0 | 4,458 | 0 |
| DCC | 3,466 | 529 | 271 | 3,724 | 0 |
| Metis | 6,243 | 5,274 | 6,685 | 4,832 | 0 |
| Teleperformance Bosnia | 0 | 1,223 | 0 | 1,223 | 0 |
| Teleperformance Group Inc | 587,886 | 32,234 | 107,675 | 512,446 | 234,390 |
| Teleperformance Indonesia | 1,392 | 2,637 | 372 | 3,657 | 0 |
| Teleperformance Intermediation | 912 | 16 | 12 | 916 | 0 |
| Teleperformance Kenya | 0 | 653 | 36 | 618 | 0 |
| Teleperformance Kosovo | 0 | 1,121 | 0 | 1,121 | 0 |
| Teleperformance Macedonia | 0 | 1,121 | 0 | 1,121 | 0 |
| Teleperformance Nordic | 0 | 5,352 | 235 | 5,117 | 0 |
| Teleperformance Togo | 302 | 6 | 2 | 306 | 0 |
| **TOTAL** | **639,748** | **103,139** | **128,338** | **614,548** | **234,390** |
| Including: | | | | | |
| • Share capital increases | | 0 | 0 | | |
| • Interest | | 3,880 | 1,877 | | |
| • Foreign exchange differences | | 42,666 | 11,726 | | |
| • New loans | | 54,694 | | | |
| • Repayments | | | 112,834 | | |
| • Mergers | | 1,900 | 1,900 | | |
| **TOTAL** | | **103,139** | **128,338** | | |

# Note 4 Other shareholdings and investments

## Note 4.1 Own shares

At December 31st, 2022, the Company also held 583,493 own shares with a carrying amount of €122.4 million as follows:

- 547,761 shares in a total amount of €114.5 million purchased under the share buy-back program of €150 million announced on November 11th, 2022 and still in effect. *In fine*, 418,522 of these shares (classified as Marketable securities in an amount of €89.3 million) will either be allocated to satisfy the requirements of incentive share award plans or be canceled subject to compliance with all legal or statutory dispositions in force.
- The remaining 129,239 shares (in an amount of €25.2 million) will be canceled, and are classified as Other financial fixed assets.
- 35,732 shares classified as Marketable securities, held under a liquidity agreement; the related purchases and sales in 2022 are set out in the following schedule:

| | |
|---|---|
| Number of treasury shares held at January 1st, 2022 | 295 |
| Number of shares bought in 2022 under the buy-back program commencing April 22nd, 2021 | 270,231 |
| Number of shares sold in 2022 under the buy-back program commencing April 22nd, 2021 | 235,234 |
| Number of shares bought in 2022 under the buy-back program commencing April 14th, 2022 | 686,741 |
| Number of shares sold in 2022 under the buy-back program commencing April 14th, 2022 | 686,301 |
| Number of treasury shares held at December 31st, 2022 | 35,732 |
| **CARRYING VALUE OF TREASURY SHARES HELD AT DECEMBER 31ST, 2022** | **€7,870,437** |

## Note 4.2 Marketable securities

Marketable securities amounted to €108 million. These include an amount of €10.9 million invested in money market and mutual funds with a market value of the same amount as of December 31st, 2022.

The remaining amount of €97.1 million is comprised of:

- 418,522 own shares in an amount of €89.3 million (see note 4.1);
- 35,732 own shares in an amount of €7.8 million, held under the above-mentioned liquidity agreement.

## Note 5 Derivative financial instruments

In accordance with ANC regulation n° 2015-05 dated July 2nd, 2015 applying to derivative financial instruments and to hedging operations, and in conformity with the accounting principles set out in note 1.4, the positive and negative fair values of financial instruments which are not designated as a hedge of an asset or liability are presented in separate line items "Derivative financial instruments" among the balance sheet assets or liabilities, respectively, with a corresponding entry in "Other liabilities" or "Other receivables", respectively.

The notional amounts and the fair values of derivative financial instruments held at December 31st, 2022 are set out in the following schedule:

| **Derivative financial instruments** *(in thousands of euros)* | **Notional amount in foreign currency** | **Notional amount in € at 12/31/2022** | **Fair value in € at 12/31/2022** | **Positive fair values** | **Negative fair values** |
|---|---|---|---|---|---|
| **WITHOUT HEDGE ACCOUNTING** | | | | | |
| **Currency hedges of subsidiaries' forecast transactions** | | | | | |
| USD/PHP 2022 | 2,976,084 | 50,170 | 1,242 | 2,640 | -1,398 |
| COP/USD 2022 | 49,000 | 45,940 | -7,594 | 0 | -7,594 |
| COP/EUR 2022 | 3,850 | 3,850 | -342 | 0 | -342 |
| EGP/USD 2022 | 10,000 | 9,376 | -3,198 | 0 | -3,198 |
| MXN/USD 2022 | 41,880 | 2,008 | -48 | 11 | -58 |
| CNY/USD 2022 | 3,150 | 2,953 | -115 | | -115 |
| MXN/USD 2022 | 73,000 | 68,442 | 929 | 3,061 | -2,132 |
| INR/USD 2022 | 47,500 | 44,534 | -1,580 | 42 | -1,622 |
| CAD/USD 2022 | 6,000 | 5,625 | 6 | 238 | -232 |
| TRY/EUR 2022 | 3,200 | 3,200 | -404 | 206 | -609 |
| PLN/EUR 2022 | 0 | 0 | -9 | 4 | -13 |
| MYR/USD 2022 | 16,700 | 15,657 | -25 | 228 | -253 |
| PEN/USD 2022 | 11,750 | 11,016 | 345 | 398 | -53 |
| MAD/EUR 2022 | 500 | 500 | -23 | | -23 |
| INR/GBP 2022 | 3,250 | 3,664 | 236 | 236 | |
| COP/USD 2023 | 207,250 | 194,309 | -21,115 | 981 | -22,096 |
| COP/EUR 2023 | 9,900 | 9,900 | -678 | 15 | -693 |
| USD/PHP 2023 | 39,239,300 | 661,485 | 7,827 | 12,774 | -4,947 |
| MXN/USD 2023 | 413,500 | 387,680 | -21 | 9,900 | -9,921 |
| INR/USD 2023 | 203,500 | 190,793 | -2,632 | 793 | -3,425 |
| INR/GBP 2023 | 19,850 | 22,381 | -1,211 | 52 | -1,264 |
| MYR/USD 2023 | 45,500 | 42,659 | 1,177 | 1,184 | -6 |
| CNY/USD 2023 | 6,600 | 6,188 | 57 | 106 | -49 |
| EGP/USD 2023 | 26,750 | 25,080 | -3,506 | 74 | -3,580 |
| CAD/USD 2023 | 36,700 | 34,408 | 701 | 1,019 | -318 |
| EUR/TND 2023 | 191,000 | 57,598 | 560 | 1,058 | -498 |
| TRY/EUR 2023 | | 0 | 0 | | |
| PLN/EUR 2023 | 22,000 | 4,700 | 195 | 316 | -121 |
| MAD/EUR 2023 | 15,000 | 15,000 | -491 | 0 | -491 |
| PEN/USD 2023 | 62,750 | 58,832 | 1,589 | 1,589 | 0 |
| USD/DOP 2023 | 1,335,000 | 1,251,641 | -1,169 | | -1,169 |
| USD/CRC 2023 | 2,080,000 | 1,950,122 | 66 | 66 | |
| RON /EUR 2023 | 44,250 | 44,250 | 657 | 671 | -15 |
| **Sub-total** | | | **-28,573** | **37,663** | **-66,235** |

| **Derivative financial instruments** *(in thousands of euros)* | **Notional amount in foreign currency** | **Notional amount in € at 12/31/2022** | **Fair value in € at 12/31/2022** | **Positive fair values** | **Negative fair values** |
|---|---|---|---|---|---|
| **WITH HEDGE ACCOUNTING** | | | | | |
| **EUR caps** | **50,000** | **50,000** | **533** | **533** | |
| **USD caps** | **375,000** | **351,584** | **16,283** | **16,283** | |
| **Interest rate swap, fixed to floating** | **500,000** | **500,000** | **-23,804** | | **-23,804** |
| **Cross currency swaps** | **200,000** | **187,512** | **-21,463** | | **-21,463** |
| **Currency swap** | **95,000** | **89,068** | | **284** | |
| **Hedges of intra-group loans granted** | | | | | |
| • in USD | 307,538 | 288,335 | 876 | 1,164 | -287 |
| • in TRY | 172,836 | 8,657 | 1,280 | 1,280 | |
| • in PLN | 8,000 | 1,709 | -8 | | -8 |
| • in CZK | 41,148 | 1,706 | -42 | | -42 |
| • in JPY | 1,287,941 | 9,156 | -354 | | -354 |
| • in CHF | 2,000 | 2,031 | -105 | | -105 |
| • in CAD | 4,000 | 2,770 | -18 | | -18 |
| • in RON | 12,000 | 2,424 | 15 | 15 | |
| • in KES | 76,178 | 578 | 36 | 36 | |
| • in GBP | 14,500 | 16,349 | 152 | 152 | |
| • in SEK | 56,000 | 5,035 | 205 | 205 | |
| • in IDR | 58,942,000 | 3,568 | 360 | 360 | |
| **Hedges of loans from financial institutions** | | | | | |
| • in USD | 450,000 | 421,901 | 0 | | |
| **Hedges of intra-group loans received** | | | | | |
| • in GBP | 500 | 564 | -8 | | -8 |
| • in MYR | 49,916 | 10,624 | 28 | 28 | |
| • in EGP | 125,708 | 4,760 | -95 | | -95 |
| • in SGD | 4,727 | 3,305 | -5 | 0 | -5 |
| **Cash pool account hedges** | | | | | |
| • in USD | 406,434 | 381,056 | -9,763 | 16 | -9,780 |
| • in SEK | 84,000 | 7,553 | 245 | 245 | |
| • in NOK | 45,084 | 4,288 | 207 | 207 | |
| • in DKK | 11,478 | 1,543 | 0 | 0 | 0 |
| • in GBP | 53,000 | 59,757 | -603 | 81 | -685 |
| • in PLN | 30,000 | 6,409 | -252 | | -252 |
| • in RON | 30,000 | 6,061 | -61 | | -61 |
| • in CZK | 50,000 | 2,073 | -81 | | -81 |
| • in MXN | 360,468 | 17,284 | 6 | 93 | -87 |
| **Sub-total** | | | **-36,152** | **20,982** | **-57,134** |
| **TOTAL** | | | **-64,725** | **58,645** | **-123,370** |

## Note 6 Maturity of receivables

| *(in thousands of euros)* | Gross amount at 12/31/2022 | Due under 1 year | Due between 1 and 5 years | Due after 5 years |
|---|---|---|---|---|
| **FIXED ASSETS** | | | | |
| Receivables from subsidiaries and affiliates | 614,548 | 380,158 | 234,390 | |
| Other financial assets | 25,595 | 351 | 25,244 | |
| **CURRENT ASSETS** | | | | |
| Advances paid | 0 | 0 | | |
| Accounts receivable – Trade | 37,743 | 37,743 | | |
| Current accounts: cash pooling | 66,488 | 66,488 | | |
| Adjustment account for financial instrument fair values | 67,157 | 67,157 | | |
| Other operating receivables | 205,198 | 205,198 | | |
| • including accrued income of €5,025 thousand related to hedge accounting and taxes | | | | |
| Miscellaneous receivables | 942 | | 942 | |
| Prepaid expenses* | 15,966 | 15,966 | | |
| **TOTAL** | **1,033,638** | **773,062** | **260,576** | **0** |

* *Including €14,603 thousand related to hedge accounting (see note 1.4).*

## Note 7 Impairment losses on assets (excluding financial fixed assets)

| *(in thousands of euros)* | At 01/01/2022 | Increases | Decreases | At 12/31/2022 |
|---|---|---|---|---|
| Other fixed asset receivables | 350 | 0 | 0 | 350 |
| Accounts receivable – Trade | 224 | 157 | 0 | 382 |
| Subsidiaries' current accounts | 0 | 0 | 0 | 0 |
| Miscellaneous receivables | 942 | 0 | 0 | 942 |
| **TOTAL** | **1,166** | **157** | **0** | **1,324** |

## Note 8 Change in shareholders' equity

| *(in thousands of euros)* | At 01/01/2022 | Appropriation of 2021 net income | Dividend distribution | 2022 net income | Other changes | At 12/31/2022 |
|---|---|---|---|---|---|---|
| Share capital | 146,844 | | | | 958 | 147,802 |
| Issue, merger and contribution premiums | 575,727 | | | | | 575,727 |
| Legal reserve | 14,683 | 2 | | | | 14,684 |
| Other reserves – not distributable | 25 | | | | | 25 |
| Other reserves | 66,914 | | | | -7,845 | 59,069 |
| Retained earnings | 21,568 | 165,379 | -193,752 | | 6,887 | 82 |
| Net income for the period | 165,381 | -165,381 | | 258,220 | | 258,220 |
| Regulated provisions | 154 | | | | 31 | 185 |
| **TOTAL SHAREHOLDERS' EQUITY** | **991,296** | **0** | **-193,752** | **258,220** | **31** | **1,055,794** |

The share capital at December 31st, 2022 amounted to €147,802,105, comprising 59,120,842 shares, each of a €2.50 nominal value.

Regulated provisions are in respect of fiscal depreciation, increases in which are classified as exceptional expense and presented in note 17 in the line "Depreciation, amortization and increase in provisions, net of releases".

# Note 9 Provisions for contingencies and expenses

| *(in thousands of euros)* | At 01/01/2022 | Increases | Decreases A* | Decreases B* | At 12/31/2022 |
|---|---|---|---|---|---|
| Unrealized foreign exchange losses | 0 | 462 | 0 | | 462 |
| Unrealized losses on hedging instruments | 17,790 | 44,161 | 17,790 | | 44,161 |
| Employee retirement benefits | 2,727 | 0 | 537 | | 2,189 |
| Employer social charges on free share awards | 4,788 | 2,750 | 4,788 | | 2,750 |
| **TOTAL** | **25,306** | **47,373** | **23,116** | **0** | **49,563** |

* *A Release utilized.*
*B Release unutilized.*

## Note 9.1 Employee retirement benefits

Commitments for payment of retirement and post-employment benefits arising from labor agreements and legal requirements are classified as provisions for contingencies and expenses, and have been measured in accordance with ANC recommendation no. 2013-02 using the projected unit credit method, under the following actuarial assumptions:

| | At 12/31/2022 | At 12/31/2021 |
|---|---|---|
| Annual rate of increase in salaries | 5.00% | 2.50% |
| Discount rate* | 3.73% | 0.98% |
| Rate of social charges | 45% | 45% |
| Expected rate of staff turnover | Low | Low |
| Retirement age | 63 years | 63 years |
| Retirement decision taken by | Employee | Employee |
| Souce of expected mortality | 2017 INSEE table | 2017 INSEE table |

* *iBoxx € Corporates AA 10+ rate at December 31st, 2022 (source Markit.com).*

Actuarial differences are recognized immediately in the income statement.

### Change in the provision for retirement benefits

| *(in thousands of euros)* | At 12/31/2022 | At 12/31/2021 |
|---|---|---|
| **At the beginning of the year** | **2,727** | **2,692** |
| + service cost | 213 | 221 |
| + interest | 21 | 8 |
| + actuarial gains and losses | -772 | -194 |
| including changes in assumptions | -620 | -197 |
| including new participants | 17 | 3 |
| incuding withdrawals in the year | -169 | 0 |
| **AT THE END OF THE YEAR*** | **2,189** | **2,727** |

* *Including €459 thousand for the benefit of a company officer.*

# Note 10 Financial liabilities

## Note 10.1 Bond issues and Loans from financial institutions

| *(in thousands of euros)* | At 12/31/2022 | At 12/31/2021 |
|---|---|---|
| **BOND ISSUES** | | |
| Principal | 1,753,000 | 1,850,000 |
| Accrued interest | 17,108 | 13,839 |
| **Sub-total** | **1,770,108** | **1,863,839** |
| **LOANS FROM FINANCIAL INSTITUTIONS** | | |
| 7-year US private placement of US$75 million | 70,317 | 66,219 |
| 10-year US private placement of US$175 million | 164,073 | 154,512 |
| Credit line of US$320 million | 187,512 | 282,536 |
| Credit line of €1 billion | 125,000 | 0 |
| Accrued interest | 728 | 430 |
| Bank overdrafts and advances | 1 | 2 |
| **Sub-total** | **547,630** | **503,700** |
| **TOTAL** | **2,317,738** | **2,367,538** |

## Note 10.2 Other loans and financial liabilities

| *(in thousands of euros)* | At 12/31/2022 | At 12/31/2021 |
|---|---|---|
| **OTHER LOANS AND FINANCIAL LIABILITIES** | | |
| Current accounts: cash pooling | 804,936 | 783,318 |
| Commercial paper | 233,500 | 178,500 |
| Loans from subsidiaries (by country) | | |
| • Russia | | 2,500 |
| • Luxembourg | 4,330 | 17,539 |
| • Egypt | 4,744 | 7,076 |
| • United Kingdom | 0 | 0 |
| • Singapore | 3,305 | 3,094 |
| • Malaysia | 10,623 | 2,681 |
| • The Netherlands | 98,461 | 26,992 |
| Accrued loan interest | 149 | 31 |
| Other | 107 | 107 |
| **TOTAL** | **1,160,157** | **1,021,838** |

### Covenants

The financial liabilities are subject to various financial covenants all of which were complied with as at December 31st, 2022.

### Credit lines

The Company has a syndicated credit facility of €300 million which expires in February 2023. Draw-downs under the facility may be made either in euros or in US dollars, and are repayable *in fine*. On December 20th, 2021, an amount of US$320 million, repayable in March 2022, was drawn down on the facility in order to provide financing to the US subsidiary Teleperformance Group Inc. in connection with its acquisition of Senture. On February 8th, 2022, repayment of an amount of US$120 million was made.

The balance available for subsequent draw-downs under the facility amounted to €112 million at December 31st, 2022.

The Company had obtained a new syndicated multicurrency credit facility (EUR and USD) of €1 billion on February 11th, 2021 available during an initial period of three years with an option to renew for an additional period of up to two years. As of December 31st, 2022, a draw-down of €300 million had been made under the facility (on November 17th, 2022), of which €175 million had been repaid on December 28th, 2022.

The balance available for subsequent draw-downs under the facility was therefore €875 million at December 31st, 2022.

### US private placements

The Company also has two US private placements, obtained in 2016, redeemable *in fine* with the following principal conditions:

- US$75 million at a fixed interest rate of 3.92%, redeemable in December 2023;
- US$175 million at a fixed interest rate of 4.22%, redeemable in December 2026.

### Commercial paper

The Company has issued commercial paper in a total outstanding amount of €233.5 million as of December 31st, 2022.

### Bonds issues

The Company has also four outstanding bond issues:

- on April 7th, 2017, an issue of €600 million at a nominal interest rate of 1.50%, redeemable on April 3rd, 2024. Partial redemption in an amount of €462.5 million was made on June 24th, 2022, leaving an outstanding balance of € 137.5 million;
- on July 2nd, 2018, an issue of €750 million at a nominal interest rate of 1.875%, redeemable on July 2nd, 2025. Partial redemption in an amount of €134.5 million was made on June 24th, 2022, leaving an outstanding balance of € 615.5 million;
- on November 26th, 2020, an issue of €500 million made under an EMTN (Euro Medium Term Note) program totaling €4 billion, at a nominal interest rate of 0.25%, redeemable on November 26th, 2027;
- on June 24th, 2022, an issue of €500 million made under an EMTN (Euro Medium Term Note) program totaling €4 billion, at a nominal interest rate of 3.75%, redeemable on June 24th, 2029.

The related issue expenses have been fully expensed on issue of the bonds. The issue premiums are presented as assets in a total net amount of €9.8 million as at December 31st, 2022 and are amortized over the period to redemption.

## Note 11 Maturity of liabilities

| *(in thousands of euros)* | At 12/31/2022 | Due under 1 year | Due between 1 and 5 years | Due after 5 years |
|---|---|---|---|---|
| **FINANCIAL LIABILITIES** | | | | |
| Bond issues | 1,770,108 | 17,108 | 1,253,000 | 500,000 |
| Loans from financial institutions | 547,630 | 383,557 | 164,073 | |
| Other loans and financial liabilities | 1,160,157 | 1,160,050 | | 107 |
| **Sub-total, financial liabilities** | **3,477,895** | **1,560,715** | **1,417,073** | **500,107** |
| Advances received | 0 | | | |
| Accounts payable – Trade(1) | 12,442 | 12,442 | | |
| Tax, personnel and social security | 5,732 | 5,732 | | |
| Other liabilities(2)(3)(4) | 106,534 | 46,858 | 59,677 | |
| Derivative financial instruments – negative fair values | 79,352 | 79,352 | | |
| Deferred income(5) | 13,274 | 13,274 | | |
| **TOTAL** | **3,695,229** | **1,718,372** | **1,476,750** | **500,107** |
| *(1) Including accrued invoices.* | *10,675* | | | |
| *(2) Including accrued expenses relating to hedge accounting, Lease term adjustments and directors' fees.* | *3,664* | | | |
| *(3) Including income taxes saved on subsidiaries' tax losses utilized.* | *60,290* | | | |
| *(4) Including fair value adjustments on financial instruments.* | *0* | | | |
| *(5) In respect of hedge accounting (see note 1.4).* | *13,274* | | | |

## Note 12 Unrealized exchange gains and losses on assets and liabilities denominated in foreign currencies

| *(in thousands of euros)* | Unrealized exchange losses | Unrealized exchange gains | Net | Provision for unrealized exchange losses |
|---|---|---|---|---|
| **ACCOUNTED FOR UNDER HEDGE ACCOUNTING** | | | | |
| Loans to subsidiaries | 9,887 | 15,893 | | |
| • Loans from subsidiaries | 10,137 | 2,809 | | |
| • Loans from financial institutions | | 0 | | |
| **Sub-total** | **20,024** | **18,702** | **1,322** | |
| **OTHER RECEIVABLES AND LIABILITIES** | | | | |
| Loans to subsidiaries | | | | |
| • Loans from subsidiaries | | | | |
| • Loans from financial institutions | | | | |
| • Accounts receivable – Trade | 462 | 314 | 148 | 462 |
| • Accounts payable – Trade | | | | |
| **Sub-total** | **462** | **314** | **148** | |
| **TOTAL** | **20,486** | **19,016** | **1,470** | **462** |

## Note 13 Exposure of the Company to interest rate risks

The Company's exposure to interest rate risks at December 31st, 2022 is summarized as follows:

| *(in thousands of euros)* | Gross amount | Due under 1 year | Due between 1 and 5 years | Due after 5 years |
|---|---|---|---|---|
| **FINANCIAL ASSETS** | | | | |
| Group loans and advances | 614,548 | 380,158 | 234,390 | |
| Current accounts: cash pooling | 66,488 | 66,488 | | |
| **TOTAL FINANCIAL ASSETS, INCLUDING:** | **681,036** | **446,646** | **234,390** | **0** |
| • accrued interest and other receivables | 3,880 | 3,880 | | |
| • at a fixed rate | | | | |
| • at a floating rate(2) | 677,156 | 442,766 | 234,390 | 0 |
| **FINANCIAL LIABILITIES** | | | | |
| Bond issues | 1,770,108 | 17,108 | 1,253,000 | 500,000 |
| Loans from financial institutions | 547,630 | 383,556 | 164,074 | |
| Other loans and financial liabilities | 1,160,158 | 1,160,051 | | 107 |
| **TOTAL FINANCIAL LIABILITIES, INCLUDING:** | **3,477,896** | **1,560,715** | **1,417,074** | **500,107** |
| • accrued interest and other liabilities | 18,093 | 17,986 | | 107 |
| • at a fixed rate(1) | 2,220,889 | 303,815 | 1,417,074 | 500,000 |
| • at a floating rate(2) | 1,238,914 | 1,238,914 | | |

Analysis of financial liabilities by type of interest rate:

| *(in thousands of euros)* | Gross amount | Accrued interest and other liabilities | At fixed rate(1) | At floating rate(2) |
|---|---|---|---|---|
| Bond issues | 1,770,108 | 17,108 | 1,753,000 | |
| Loans from financial institutions | 547,630 | 728 | 234,389 | 312,513 |
| Other loans and financial liabilities | 1,160,158 | 257 | 233,500 | 926,401 |
| **TOTAL FINANCIAL LIABILITIES** | **3,477,896** | **18,093** | **2,220,889** | **1,238,914** |

(1) *Interest on three of the four bond issues is hedged using fixed to floating interest rate swaps, as follows:*
*- €50 million of the €137.5 million bond issue is covered,*
*- €200 million of the €615.5 million bond issue is covered,*
*- €250 million of the €500 million 3.75% bond issue is covered.*

(2) *Floating rate swaps are used with maturities between three months and one year.*

# Note 14 Exposure of the Company to exchange risks

The Company's exposure to exchange risks at December 31st, 2022 is summarized as follows:

| *(in thousands of currency amounts)* | Currency amounts at 12/31/2022 | Less: hedged loans | Exchange risk exposure |
|---|---|---|---|
| **GROUP LOANS AND ADVANCES** | | | |
| US dollars | 307,538 | 307,538 | |
| Canadian dollars | 4,000 | 4,000 | |
| Turkish pounds | 172,836 | 172,836 | |
| Polish zlotys | 8,000 | 8,000 | |
| Czech crowns | 41,148 | 41,148 | |
| Japanese yen | 1,287,941 | 1,287,941 | |
| Swiss francs | 2,000 | 2,000 | |
| Rumanian leu | 12,000 | 12,000 | |
| Indonesian rupiah | 58,942,000 | 58,942,000 | |
| £ sterling | 14,500 | 14,500 | |
| Kenyan shilling | 76,178 | 76,178 | |
| Swedish crown | 56,000 | 56,000 | |
| **LOANS FROM FINANCIAL INSTITUTIONS** | | | |
| US dollars | 450,000 | 450,000 | |
| **LOANS FROM SUBSIDIARIES** | | | |
| £ sterling | 500 | 500 | |
| Singapore dollar | 204,727 | 204,727 | |
| Malaysian ringgit | 49,916 | 49,916 | |
| Egyptian pound | 125,708 | 125,708 | |

# Note 15 Net income from operations

## Note 15.1 Revenues

| | 2022 | | | 2021 | | |
|---|---|---|---|---|---|---|
| *(in thousands of euros)* | France | Rest of the World | Total | France | Rest of the World | Total |
| Royalties and management fees | 2,955 | 207,651 | 210,605 | 4,137 | 165,563 | 169,699 |
| Rents and rental charges | 991 | 0 | 991 | 795 | 0 | 795 |
| Other | 499 | 5,768 | 6,266 | 376 | 2,250 | 2,625 |
| **TOTAL** | **4,445** | **213,418** | **217,863** | **5,307** | **167,812** | **173,120** |

The activity of the Company is that of a holding company and it provides certain services invoiced to its subsidiaries, from which it also receives intellectual property royalties.The rate at which these royalties are levied was increased in 2022 to take account of the additional investment undertaken by the Company.

## Note 15.2 Purchases and external expenses

The increase in expenditure on digital solutions (TAP®), principally included in Purchases and external expenses, is largely offset by a related increase in revenues.

# Note 16 Financial result

| | 2022 | | | 2021 |
|---|---|---|---|---|
| *(in thousands of euros)* | **Income** | **Expense** | **Net** | **Net** |
| Dividends | 344,505 | 0 | 344,505 | 175,457 |
| Provisions on shareholdings | 35 | 46,680 | -46,645 | -4,264 |
| Other impairment provisions | 488 | 1,653 | -1,165 | 2,352 |
| Amortization of bond issue premiums | 0 | 3,344 | -3,344 | -2,033 |
| Financial debt waiver | 0 | 0 | 0 | 0 |
| Provisions for unrealized exchange losses | 0 | 462 | -462 | 3,036 |
| Provisions for unrealized losses on financial instruments | 17,790 | 44,161 | -26,371 | -17,034 |
| Foreign exchange gains and losses | 223,164 | 244,574 | -21,409 | 5,969 |
| Interest on short-term investments | 48,660 | 71,916 | -23,256 | -33,288 |
| Disposal of marketable securities | 18 | 52 | -34 | -95 |
| **TOTAL** | **634,660** | **412,842** | **221,819** | **130,101** |

# Note 17 Exceptional result

| | 2022 | | | 2021 |
|---|---|---|---|---|
| *(in thousands of euros)* | **Income** | **Expense** | **Net** | **Net** |
| Capital operations | 5,206 | 8,497 | -3,291 | 1,541 |
| • Tangible and intangible fixed assets | 0 | 0 | 0 | 0 |
| • Financial fixed assets | 0 | 0 | 0 | 0 |
| • Other | 5,206 | 8,497 | -3,291 | 1,541 |
| Revenue operations | 3,581 | 0 | 3,581 | 1,880 |
| Depreciation, amortization and increase in provisions, net of releases | 0 | 31 | -31 | -37 |
| **TOTAL** | **8,787** | **8,528** | **259** | **3,384** |

# Note 18 Income taxes

## Note 18.1 French tax group

The companies in the 2022 French tax group are as follows:

- Teleperformance SE;
- Teleperformance Management Services;
- Teleperformance France;
- Teleperformance EMEA;
- Teleperformance Intermédiation;
- TPKS France.

With effect from January 1st, 2013, the tax savings for the tax group resulting from the utilization of tax losses of members under the French tax group mechanism are immediately transferred by the Company to the relevant loss-making subsidiaries. Prior tax savings outstanding of €43.9 million (recognized as a liability[1]) will also be transferred back in the event of a subsidiary exiting the tax group or utilizing the tax losses itself.

*(1) See footnote (3) to note 11: amount of income taxes saved on subsidiaries' tax losses utilized.*

## Note 18.2 Analysis of 2022 income tax expense

| | Income taxes | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | Restatements | | | | |
| *(in thousands of euros)* | Pre-tax income | Theoretical expense | Fiscal adjustments | Effect of tax group | Other items (tax credits and assessments) | Actual expense | Net income |
| **Profit on ordinary activities** | **264,525** | **80,335** | **-78,288** | **-2** | **5,219** | **7,264** | **257,261** |
| Standard rate (25%) | 311,170 | 80,335 | -78,288 | -2 | 5,211 | 7,255 | 303,915 |
| Long-term rate (0%) | -46,645 | | | | 9 | 9 | -46,654 |
| **Exceptional result** | **259** | **65** | **-764** | **0** | **0** | **-699** | **959** |
| Standard rate (25%) | 259 | 65 | -764 | | | -699 | 959 |
| Long-term rate (0%) | | | | | | 0 | 0 |
| **TOTAL** | **264,784** | **80,399** | **-79,052** | **-2** | **5,219** | **6,564** | **258,220** |

The French group tax result showed a fiscal profit of €5.7 million in 2022.

The 2022 income tax expense was €6.6 million, compared with €7.7 million in 2021.

In compliance with article 223(4) of the French Tax Code, it is disclosed that the total amount of expenses concerned under article 39(4) of the French Tax Code was €34,967 in the year ended December 31st, 2022, and that the related amount of tax incurred was €8,741.

## Note 18.3 Unrecognized deferred tax assets and liabilities

### Change in unrecognized deferred tax assets and liabilities

| | 2022 | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | AT BEGINNING OF YEAR | | | CHANGE | | AT END OF YEAR | | |
| | TAX BASE | TAX EFFECT | | TAX EFFECT | | TAX BASE | TAX EFFECT | |
| *(in thousands of euros)* | | Asset | Liability | Asset | Liability | | Asset | Liability |
| **I. CERTAIN OR POTENTIAL TIMING DIFFERENCES** | | | | | | | | |
| **1. Items not currently deductible** | | | | | | | | |
| 1.1. Deductible in the following year | | | | | | | | |
| • Unrealized exchange gains | 16,418 | 4,105 | | 4,754 | 4,105 | 19,017 | 4,754 | |
| • Gains to year-end on settled financial instruments | 3,284 | 821 | | 3,318 | 821 | 13,274 | 3,318 | |
| • Unrealized gains at year-end on financial instruments | 3,475 | 869 | | 881 | 869 | 3,523 | 881 | |
| • Add-back of net financial expense | 28,352 | 7,088 | | 13,713 | 7,088 | 54,851 | 13,713 | |
| • Other | 128 | 32 | | 116 | 32 | 462 | 116 | |
| 1.2. Deductible in subsequent years | | | | | | | | |
| • Retirement benefits | 2,727 | 682 | | 547 | 682 | 2,189 | 547 | |
| **2. Income not currently taxed** | | | | | | | | |
| • Unrealized exchange losses | 21,423 | | 5,356 | 5,356 | 5,122 | 20,487 | | 5,122 |
| • Losses to year-end on settled financial instruments | 670 | | 168 | 168 | 3,651 | 14,603 | | 3,651 |
| • Unrealized losses at year-end on financial instruments | 642 | | 160 | 160 | 230 | 922 | | 230 |
| **TOTAL** | | **13,596** | **5,684** | **29,013** | **22,599** | | **23,329** | **9,003** |
| **NET CHANGE IN UNRECOGNIZED DEFERRED TAX ASSETS, NET OF LIABILITIES** | | | | | **6,414** | | | |
| **II. TAX LOSSES AVAILABLE FOR FUTURE OFFSET AGAINST TAXABLE INCOME** | | **NONE** | | | | | | |
| **III. FRENCH TAX GROUP** | | | | | | | | |
| **1. Tax savings to pay back** | | | **280** | **280** | **614** | | | **614** |

# Note 19 Commitments

## Note 19.1 Guarantees

### In favor of private or public organizations

| **In respect of commitments of French subsidiaries** *(in thousands of euros)* | **Total** | **Expiry date** |
|---|---|---|
| TP SE Commerz Real Investment Gesellschaft | 586 | 08/31/2023 |
| **TOTAL** | **586** | |

### In favor of financial institutions

| **In respect of commitments of foreign subsidiaries** *(in thousands of euros)* | **Beneficiary banks** | **Total** | **Expiry date** |
|---|---|---|---|
| Citytech Argentina | HSBC Bank Argentina SA | 5,625 | 01/01/2024 |
| Citytech Argentina | Bank of Boston | 2,813 | |
| Teleperformance Chile | HSBC Chile | 2,531 | 07/21/2023 |
| Teleperformance Global SVCS FZ-LLC Dubai | HSBC Dubai | 6,105 | 09/30/2023 |
| Intelenet Global Business Services Dubai | HSBC Dubai | 17,170 | 09/30/2023 |
| Teleperformance Malaysia | HSBC Malaysia | 188 | 11/18/2023 |
| Metis Bilgisayar Sistemleri | HSBC Turkey | 5,250 | 11/01/2023 |
| Metis Bilgisayar Sistemleri | HSBC Turkey | 2,156 | 12/25/2023 |
| Metis Bilgisayar Sistemleri | HSBC Turkey | 2,344 | 11/01/2024 |
| CRM Services India Private Limited | HSBC | 170 | 05/07/2023 |
| Société Méditerranéenne de téléservices | Citi | 1,383 | 10/31/2028 |
| Société Méditerranéenne de téléservices | Citi | 1,711 | 10/31/2028 |
| TLS Maroc | BNP | 1,969 | 10/09/2025 |
| Mexican subsidiaries | Iberdrola | 1,706 | 08/31/2023 |
| **TOTAL** | | **51,123** | |

## Note 19.2 Warranty commitments

Teleperformance SE gave a performance guarantee in November 2013 to the Secretary of State for the Home Department of the United Kingdom covering the duration of a commercial contract entered into with a group subsidiary. The maximum amount covered by the guarantee is £60 million.

Teleperformance SE has issued a performance guarantee in December 2013 to Apple Inc. relating to the obligations of certain subsidiaries undertaken in respect of a commercial contract. The guarantee was given for the duration of the commercial contract. The maximum amount covered by the guarantee is the greater of (i) US$60 million and (ii) the total amount of sums paid by Apple Inc. to the subsidiaries concerned during the calendar year preceding the date of the loss event.

Teleperformance SE has issued a performance guarantee in an amount of €15 million to Barclays Bank PLC with respect to the obligations of its subsidiary Teleperformance Portugal under a commercial contract. The guarantee was signed in 2014 and will remain in force for the duration of the contract.

In July 2017, Teleperformance Portugal, a subsidiary of Teleperformance SE, undertook to enter into a lease in respect of office buildings under construction. Related guarantee commitments have been given by Teleperformance SE has given a related joint and several guarantee in a total maximum amount of €36 million for the stipulated contract duration.

In 2017, Teleperformance SE issued comfort letters in favor of Canon, a partner with which Ypiresia 800-Teleperformance A.E., a subsidiary of Teleperformance SE, has entered into a new commercial arrangement.

At the same date, Teleperformance SE jointly guaranteed the commitments of Teleperformance Group Inc. towards the latter company's lending banks. The guarantee will expire when Teleperformance Group Inc. has paid over all amounts due under the facilities obtained, such as the loan principal and interest, and fees, on October 1st, 2025.

Teleperformance SE has given comfort letters to a number of banks to guarantee commitments of its subsidiaries located in Brazil, Italy, Luxembourg, Peru, the Czech Republic and Spain in a total amount of €44.2 million.

## Note 19.3 Other commitments

The outstanding commitment in respect of the French individual training account (CPF) amounted to 3,775 hours at the end of 2022.

## Note 20 Work-force

At December 31st, 2022, the Company's work-force consisted of 43 persons, comprising 39 managers and supervisors and 4 other employees. The change during the year was as follows:

| Employment categories | At December 31st, 2021 | Change | At December 31st, 2022 |
|---|---|---|---|
| Other | 6 | -2 | 4 |
| Managers | 40 | -1 | 39 |
| **TOTAL** | **46** | **-3** | **43** |

## Note 21 Remuneration of directors and senior company officers

The total amount of remuneration (formerly known as *jetons de présence* – directors' fees) paid to directors in 2022 in respect of the 2021 financial year amounted to €888 thousand, compared with €1 million for the previous financial year.

The total amount of all types of remuneration paid in 2022 to members of management bodies (Chairman and Chief Executive Officer, and Deputy Chief Executive Officer) in respect of their appointment as company officers amounted to €2,576 thousand compared with €2,036 thousand in 2021.

## Note 22 Statutory auditors' fees

The audit fees of the statutory auditors of Teleperformance SE in respect of the 2022 financial year are analyzed as follows:

| | KPMG Audit IS(1) | | Deloitte & Associés(1) | |
|---|---|---|---|---|
| *(in thousands of euros)* | Audit | Other | Audit | Other |
| **TOTAL** | **647** | **75** | **566** | **60** |

(1) *Nature of non-audit services rendered by KPMG Audit IS and Deloitte & Associés to Teleperformance SE: issue of comfort letters in connection with EMTM programs and agreed-upon audit procedures.*

## Note 23 Balances and transactions with group companies

| **Balance sheet** *(in thousands of euros)* | Net amount at 12/31/2022 |
|---|---|
| **ASSETS** | |
| Investments in subsidiaries and affiliates | 3,334,626 |
| Receivables from subsidiaries and affiliates | 601,706 |
| Accounts receivable – Trade | 37,362 |
| Other receivables | 66,804 |
| **LIABILITIES** | |
| Financial liabilities | 926,658 |
| Accounts payable – Trade | 1,369 |
| Other liabilities | 60,290 |

| **Income statement** *(in thousands of euros)* | In 2022 |
|---|---|
| **INCOME** | |
| Net income from investments in subsidiaries and affiliates | 344,505 |
| Other financial income | 32,762 |
| Release of provisions | 488 |
| **EXPENSES** | |
| Financial expenses | 0 |
| Increase in provisions | 48,333 |

## Note 24 Related parties

As all relevant transactions were entered into at arms' length conditions, no further information is disclosed with respect to related parties.

# 6.5 SCHEDULE OF SUBSIDIARIES AND INVESTMENTS

| *(in thousands of euros)* | Gross amount of share-holding | Carrying value of share-holding | Dividends received | Loans and advances (gross) | Commit-ments given | % Holding |
|---|---|---|---|---|---|---|
| **I. DETAILED INFORMATION** | | | | | | |
| Subsidiaries with the gross amount of its shareholding exceeding 1% of the parent company's share capital | | | | | | |
| **A. Subsidiaries (more than 50% owned by the Company)** | | | | | | |
| **Teleperformance Intermédiation**<br>21-25, rue Balzac – 75008 Paris | 6,647 | 3,037 | | | | 100 |
| **Teleperformance Europe, Middle-East and Africa**<br>21-25, rue Balzac – 75008 Paris | 9,609 | 6,214 | 2,200 | | | 100 |
| **Teleperformance France**<br>12-14, rue Sarah Bernhardt – 92600 Asnières-sur-Seine | 402,276 | 83,276 | | | | 100 |
| **Compania Salvadoreña de Teleservices S.A. de C.V.**<br>Edificio Plaza Olímpica Avenida Olímpica y Pasaje 3 Segundo Nivel San Salvador - El Salvador | 6,000 | 6,000 | 15,973 | | | 100 |
| **Luxembourg Contact Centers**<br>153-155 C rue du Kiem L-8030 Strassen – Luxembourg | 980,009 | 980,009 | | 29,768 | | 100 |
| **Teleperformance Holdings Limited**<br>Spectrum House, Bond Street BS1 3LG Bristol – United Kingdom | 108,525 | 108,525 | 22,119 | | | 100 |
| **SPCC – Sao Paulo Contact Center Ltda**<br>Prédio 25, Espaço 01, Mezanino, Sala A Lapa, CEP 05069 – 010 Sao Paulo – Brazil | 62,365 | 62,365 | 7,382 | | | 100 |
| **Teleperformance Espagne S.A.U.**<br>Avenida de Burgos 8A – 28036 Madrid – Spain | 29,780 | 29,780 | 890 | | | 100 |
| **YPIRESIA 800 Teleperformance**<br>222 Peiraios Street – 17778 Tavros – Attica – Greece | 5,572 | 5,572 | 45,000 | | | 100 |
| **Teleperformance Portugal SA**<br>Parque das Naçoes, Lais dos argonautas Lote 2.34.01, 1990 – 011 Lisbon – Portugal | 7,754 | 7,754 | 31,100 | | | 95 |
| **Teleperformance Nordic AB**<br>St Eriksgatan 115 – 11385 Stockholm – Sweden | 6,586 | 5,386 | | | | 100 |
| **Telemarketing Asia (Singapore) Pte Ltd**<br>29 Tai Seng Avenue, 534119 Singapore | 3,221 | 3,221 | | | | 100 |
| **In & Out S.p.A.**<br>Via Di Priscilla 101 – 00199 Rome – Italy | 82,552 | 69,352 | 97 | | | 100 |
| **Albania Marketing Services**<br>Bruga Iliria km 12.6 Ndertesa NR, 32 Tirana – Albania | 44,500 | 44,500 | 10,450 | | | 100 |
| **Teleperformance Peru**<br>Av La Floresta N°497, Piso 5°, San Borja Lima – Peru | 5,054 | 5,054 | | | | 100 |
| **Wibilong**<br>10, rue de Castiglione – 75001 Paris | 4,818 | 0 | | 4,458 | | 84 |
| **Teleperformance Colombia S.A.S.**<br>Calle 70 A 4 41 – Bogota DC – Colombia | 72,059 | 72,059 | 16,291 | | | 100 |
| **Citytech S.A.**<br>1 Bouchard 680, piso 10 – Buenos Aires – Argentina | 7,517 | 7,517 | | | | 88 |
| **Direct Star (Russie)**<br>40-42, Kosmodamianskaya Quay, apt 63 Moscow – Russia | 78,000 | 44,500 | | | | 100 |
| **Teleperformance Madagascar**<br>Ankorondrano Analamanga, 101, Antananarivo Renivohitra,Madagascar | 6,940 | 0 | | 7,542 | | 100 |
| **Teleperformance Group Inc.**<br>1601 Washington Av., Suite 400 – Miami Beach FL 33139 – USA | 1,800,616 | 1,800,616 | 187,512 | 512,446 | | 100 |
| **Lions Services**<br>Sukova trida 1156 – 530 02 Pardubice – Czech Republic | 4,623 | 0 | | 1,794 | | 90 |
| **B. Shareholdings (10-50% of the share capital held by the Company) : none** | | | | | | |
| **II. CUMULATIVE INFORMATION** | | | | | | |
| **A. Subsidiaries not set out in section I: none** | | | | | | |
| a) French subsidiaries (in total) | 100 | 58 | | | | |
| b) Foreign subsidiaries (in total) | 638 | 629 | | | | |
| **B. Shareholdings not set out in section I: none** | | | | | | |

| *(in thousands of local currency)* | Local currency | 2022 share capital | Total 2022 equity excluding share capital | 2022 statutory net income | 2022 revenue |
|---|---|---|---|---|---|
| **I. DETAILED INFORMATION** | | | | | |
| Subsidiaries with the gross amount of its shareholding exceeding 1% of the parent company's share capital | | | | | |
| **A. Subsidiaries (more than 50% owned by the Company)** | | | | | |
| **Teleperformance Intermédiation**<br>21-25, rue Balzac – 75008 Paris | EUR | 3,750 | -712 | -62 | 864 |
| **Teleperformance Europe, Middle-East and Africa**<br>21-25, rue Balzac – 75008 Paris | EUR | 2,500 | 3,942 | 1,349 | 274,806 |
| **Teleperformance France**<br>12-14, rue Sarah Bernhardt – 92600 Asnières-sur-Seine | EUR | 50,000 | -12,581 | -3,600 | 182,125 |
| **Compania Salvadoreña de Teleservices S.A. de C.V.**<br>Edificio Plaza Olímpica Avenida Olímpica y Pasaje 3 Segundo Nivel San Salvador – El Salvador | US$ | 12 | 62,537 | 26,777 | 156,761 |
| **Luxembourg Contact Centers**<br>153-155 C rue du Kiem L-8030 Strasen – Luxembourg | EUR | 978,232 | 223,081 | 90,027 | |
| **Teleperformance Holdings Limited**<br>Spectrum House, Bond Street BS1 3LG Bristol – United Kingdom | GBP | 62,704 | 8,136 | 16,994 | |
| **SPCC – Sao Paulo Contact Center Ltda**<br>Prédio 25, Espaço 01, Mezanino, Sala A Lapa, CEP 05069 – 010 Sao Paulo – Brazil | BRL | 156,500 | 161,883 | 34,590 | |
| **Teleperformance Espagne S.A.U.**<br>Avenida de Burgos 8A – 28036 Madrid – Spain | EUR | 8,751 | 16,394 | 7,538 | 146,261 |
| **YPIRESIA 800 Teleperformance**<br>Thisseos 330 – 17675 Kallithea – Greece | EUR | 2,100 | 149,838 | 53,850 | 385,918 |
| **Teleperformance Portugal SA**<br>Parque das Naçoes, Lais dos argonautas Lote 2.34.01, 1990 – 011 Lisbon – Portugal | EUR | 885 | 99,011 | 50,883 | 462,405 |
| **Teleperformance Nordic AB**<br>St Eriksgatan 115 – 11385 Stockholm – Sweden | SEK | 277 | 10,115 | -119,908 | 816,867 |
| **Telemarketing Asia (Singapore) Pte Ltd**<br>29 Tai Seng Avenue, 534119 Singapore | SGD | 4,000 | 6,684 | 528 | 16,125 |
| **In & Out S.p.A**<br>Via Di Priscilla 101 – 00199 Rome – Italy | EUR | 2,828 | 6,353 | 2,581 | 82,641 |
| **Albania Marketing Services**<br>Bruga Iliria km 12.6 Ndertesa NR, 32 Tirana – Albania | EUR | 90 | 27,887 | 14,103 | 58,415 |
| **Teleperformance Peru**<br>Av La Floresta N°497, Piso 5°, San Borja Lima – Peru | PEN | 19,308 | 40,624 | 20,083 | 273,731 |
| **Wibilong**<br>88, boulevard de Sébastopol – 75003 Paris | EUR | 277 | -4,868 | 0 | |
| **Teleperformance Colombia S.A.S.**<br>Calle 70 A 4 41 – Bogota DC – Colombia | COP | 134,265 | 869,414 | 318,532 | 2,424,598 |
| **Citytech S.A.**<br>1 Bouchard 680, piso 10 – Buenos Aires – Argentina | ARS | 269,270 | 2,624,605 | -86,717 | 15,582,340 |
| **Teleperformance Madagascar**<br>Ankorondrano Analamanga, 101, Antananarivo Renivohitra, Madagascar | MGA | 2,646 | -6,025 | -1,572 | 8,689 |
| **Teleperformance Group Inc.**<br>1601 Washington Av. Suite 400 – Miami Beach FL 33139 – USA | US$ | 534 | 2,881,890 | 231,842 | |
| **Lion Teleservices**<br>Sukova trida 1156 – 530 02 Pardubice – Czech Republic | CZE | 13,000 | -39,234 | -11,085 | 196,521 |
| **B. Shareholdings (10-50% of the share capital held by the Company) : none** | | | | | |
| **II. CUMULATIVE INFORMATION** | | | | | |
| **A. Subsidiaries not set out in section I: none** | | | | | |
| a) French subsidiaries (in total) | | | | | |
| b) Foreign subsidiaries (in total) | | | | | |
| **B. Shareholdings not set out in section I: none** | | | | | |

| 2022 exchange rates | Closing | Average |
|---|---:|---:|
| ARS | 189.1879 | 137.1269 |
| BRL | 5.6386 | 5.4399 |
| MCOP | 5,168 | 4,475.6615 |
| GBP | 0.88693 | 0.8528 |
| PEN | 4.0745 | 4.0371 |
| SEK | 11.1218 | 10.6296 |
| SGD | 1.43 | 1.4512 |
| US$ | 1.0666 | 1.053 |
| MGA | 4,780 | 4,358.6038 |
| CZK | 24.116 | 24.5659 |

# 6.6 SCHEDULE OF OVERDUE PAYMENTS TO/FROM SUPPLIERS AND CUSTOMERS

**Invoices received or issued whose payment is overdue at the year-end (Schedule prescribed under Article D.441-I(1) of the French Commercial Code)**

| | Article D.441-I(1): Invoices received whose payment is overdue at the year-end | | | | | | Article D.441-I(2): Invoices issued whose payment is overdue at the year-end | | | | | |
|---|---:|---:|---:|---:|---:|---:|---:|---:|---:|---:|---:|---:|
| | **Not overdue** | **1-30 days** | **31-60 days** | **61-90 days** | **Over 90 days** | **Total overdue** | **Not overdue** | **1-30 days** | **31-60 days** | **61-90 days** | **Over 90 days** | **Total overdue** |
| **(A) OVERDUE PAYMENTS BY TRANCHE** | | | | | | | | | | | | |
| No. invoices | 8 | | | | | **137** | 7 | | | | | **402** |
| Total amount of overdue invoices *(in thousands of euros)* | 131 | 1,654 | 28 | | 7 | **1,689** | 1,741 | 25,064 | 274 | 3 | 10,222 | **35,562** |
| Overdue invoices as a % of year's purchases, excluding VAT | 0.08% | 1.00% | 0.02% | 0.00% | 0.00% | **1.02%** | | | | | | |
| Overdue invoices as a % of year's revenues, excluding VAT | | | | | | | 0.80% | 11.50% | 0.13% | 0.00% | 4.69% | **16.32%** |
| **(B) DISPUTED OR UNRECORDED INVOICES EXCLUDED FROM THE ANALYSIS IN (A), ABOVE** | | | | | | | | | | | | |
| No. of invoices excluded | | | | | | | | | | | | |
| Total amount of invoices excluded *(in thousands of euros)* | | | | | | | | | | | | |
| **(C) CREDIT TERMS USED (CONTRACTUAL OR LEGAL) – ARTICLE L. 441-6** | | | | | | | | | | | | |
| Credit terms used in the calculation of overdue amounts | ☐ Contractual: | | | | | | ☑ Contractual: on receipt | | | | | |
| | ☑ Legal: 30 days | | | | | | ☐ Legal: | | | | | |

# 6.7 FIVE-YEAR FINANCIAL INFORMATION SCHEDULE

| *(in euros)* | **2018** | **2019** | **2020** | **2021** | **2022** |
|---|---|---|---|---|---|
| **I. SHARE CAPITAL AT THE END OF THE YEAR** | | | | | |
| Share capital | 144,450,000 | 146,797,500 | 146,826,500 | 146,844,000 | 147,802,105 |
| Number of shares issued | 57,780,000 | 58,719,000 | 58,730,600 | 58,737,600 | 59,120,842 |
| Maximum number of potential shares: | | | | | |
| • by exercise of subscription rights | | | | | |
| • by award of incentives plan shares | 969,076 | 445,492 | 881,126 | 1,385,399 | 1,533,835 |
| **II. TRANSACTION INFORMATION** | | | | | |
| Revenues, excluding VAT | 108,049,908 | 129,127,334 | 139,452,933 | 173,119,665 | 217,862,866 |
| Net income, excluding income taxes, depreciation and amortization, and provisions | 154,115,898 | 137,485,236 | 247,661,617 | 191,758,432 | 343,620,873 |
| Income taxes | 7,765,016 | 10,685,871 | 7,960,912 | 7,662,807 | 6,692,256 |
| Net income, after income taxes, depreciation and amortization, and provisions | 190,344,786 | 95,173,064 | 129,423,852 | 165,380,882 | 258,219,644 |
| Dividends distributed | 109,782,000 | 140,925,600 | 140,953,440 | 193,834,080 | 227,615,242 |
| **III. TRANSACTION INFORMATION PER SHARE** | | | | | |
| Net income, after income taxes, but excluding depreciation and amortization, and provisions | 2.53 | 2.16 | 4.08 | 3.13 | 5.70 |
| Net income, after income taxes, depreciation and amortization, and provisions | 3.29 | 1.62 | 2.20 | 2.82 | 4.37 |
| Dividends distributed | 1.90 | 2.40 | 2.40 | 3.30 | 3.85* |
| **IV. PERSONNEL** | | | | | |
| Number of salaried personnel | 41 | 40 | 42 | 40 | 43 |
| Total remuneration | 6,311,387 | 6,029,832 | 4,694,484 | 5,247,122 | 5,720,664 |
| Amount of employee fringe benefits (social security, personnel benefits) | 3,948,665 | 3,408,179 | 3,025,936 | 5,451,949 | 2,673,673 |

* *To be proposed to the AGM to be held on April 13th, 2023.*

# 6.8 STATUTORY AUDITORS' REPORT ON THE FINANCIAL STATEMENTS

*This is a translation into English of the statutory auditors' report on the financial statements of the Company issued in French and it is provided solely for the convenience of English speaking users.*

*This statutory auditors' report includes information required by European regulation and French law, such as information about the appointment of the statutory auditors or verification of the management report and other documents provided to shareholders.*

*This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.*

**For the year ended December 31, 2022**

To the annual general meeting of Teleperformance SE,

## Opinion

In compliance with the engagement entrusted to us by your annual general meeting, we have audited the accompanying financial statements of Teleperformance SE for the year ended December 31, 2022.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company as at December 31, 2022 and of the results of its operations for the year then ended in accordance with French accounting principles.

The audit opinion expressed above is consistent with our report to the Audit, Risks and Compliance Committee.

## Basis for Opinion

### Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Statutory Auditors' Responsibilities for the Audit of the Financial Statements* section of our report.

### Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code (*Code de commerce*) and the French Code of ethics (*Code de déontologie*) for statutory auditors, for the period from January 1, 2022 to the date of our report and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014.

## Justification of Assessments - Key Audit Matters

In accordance with the requirements of Articles L.823-9 and R.823-7 of the French Commercial Code relating to the justification of our assessments, we bring your attention to the key audit matter relating to risk of material misstatement that, in our professional judgment, was of most significance in our audit of the financial statements of the current period, as well as how we addressed this risk.

This matter was addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon. We do not provide a separate opinion on specific items of the financial statements.

### Impairment of investments in subsidiaries (Notes 1.2 and 3 to the financial statements)

#### Identified risk

As of December 31, 2022, investments in subsidiaries were recorded in the balance sheet for a net carrying amount of €3,335 million, i.e. 69% of total assets.

The company assesses the value in use of its investments in subsidiaries at each reporting date. This is determined either on the basis of the company's share of equity in each investment, possibly revalued, or on the basis of discounted future cash flows method adjusted for net debt. Future cash flows are determined over a 5-year period. In this case, cash flow for the first year is based on the budget for the year-ended N+1, the cash flows for the year-ended N+2 and N+3 are based on the three year plan prepared by the management of subsidiaries and approved by Group management. Cash flows for the following two years are derived from the three-year plan on the basis of growth and profit rates considered reasonable for the related subsidiaries. The terminal value is based on the cash flow of the last year and assumes perpetual growth rate equal to inflation.

This resulted in the recognition of a €47 million impairment loss for 2022.

We considered the impairment of investments in subsidiaries to be a key audit matter considering the weight of these assets on the balance sheet, the importance of management's judgments to determine the assumptions relating to cash flow forecasts, as well as discount and long-term growth rates.

### Our audit approach

For the significant investments in subsidiaries or for those for which a specific risk of impairment has been identified, our work consisted in:

- Obtaining an understanding of the process by which the value in use of the company's investment in subsidiaries has been estimated;
- When the value in use has been estimated using the company's share of equity, adjusted as necessary:
  - A reconciliation of the share of equity used for impairment testing purposes with the financial statements of the related subsidiary;
  - An assessment of the appropriateness of any revaluation made;
- When the value in use has been estimated using a discounted cash flows approach:
  - Assessing the reasonableness of future cash flows by analyzing the ability of the company to estimate future cash flows by comparing actual realizations with previous forecasts;
  - Reconciling the forecasts used with the three-year plan approved by group management;
  - Assessing the appropriateness of the perpetual growth and discount rates used with the assistance of our valuation experts;
  - Reconciling the net indebtedness used for impairment testing purposes with the subsidiary financial statements.
- Review the information provided in the notes 1.2 and 3 to the statutory financial statements.

## Specific verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by French law.

### Verification of the management report and of the other documents with respect to the financial position and the financial statements provided to the Shareholders

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in the management report of the Board of Directors and in the other documents with respect to the financial position and the financial statements provided to the shareholders.

We attest the fair presentation and the consistency with the financial statements of the information relating to payment terms, required under Article D.441-6 of the French Commercial Code.

### Report on corporate governance

We attest that the Board of Directors' report on corporate governance sets out the information required by Articles L.225-37-4, L.22-10-10 and L.22-10-09 of the French Commercial Code.

Concerning the information given in accordance with the requirements of Article L.22-10-9 of the French Commercial Code relating to remunerations and benefits received by the directors and any other commitments made in their favor, we have verified its consistency with the financial statements our with the accounting records used for the preparation of the financial statements and, where applicable, with the information obtained by your Company from companies controlled by it that are within the scope of consolidation. Based on this work, we attest the accuracy and fairness of this information.

With respect to the information relating to items that your company considered likely to have an impact in the event of a public purchase offer or exchange, provided pursuant to Article L.22-10-11 of the French Commercial Code, we have agreed these to the source documents communicated to us. Based on our work, we have no observations to make on this information.

### Other information

In accordance with French law, we have verified that the required information concerning the controlling interests and the identity of the shareholders and holders of the voting rights has been properly disclosed in the management report.

## Other Legal and Regulatory Verifications or Information

### Format of presentation of the financial statements intended to be included18 in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the financial statements intended to be included in the annual financial report mentioned in Article L. 451-1-2, I of the French Monetary and Financial Code (code monétaire et financier), prepared under the responsibility of the Chief Executive Officer, complies with the single electronic format defined in the European Delegated Regulation No 2019/815 of 17 December 2018.

Based on the work we have performed, we conclude that the presentation of the financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

We have no responsibility to verify that the financial statements that will ultimately be included by your company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work.

## Appointment of the Statutory Auditors

We were appointed as statutory auditors of Teleperformance SE by the annual general meeting held on June 30, 1999 for Deloitte & Associés and on June 25, 1987 for KPMG Audit IS, considering the acquisitions or mergers of firms since then.

As at December 31, 2022, Deloitte & Associés and KPMG Audit IS were in the twenty-fourth year and thirty-sixth year of total uninterrupted engagement respectively.

# Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with French accounting principles and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit, Risks and Compliance Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The financial statements were approved by the Board of Directors.

# Statutory Auditors' Responsibilities for the Audit of the Financial Statements

## Objectives and audit approach

Our role is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As specified in Article L.823-10-1 of the French Commercial Code, our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control;
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the financial statements;
- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein;
- Evaluates the overall presentation of the financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

## Report to the Audit, Risks and Compliance Committee

We submit a report to the Audit, Risks and Compliance Committee which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit, Risks and Compliance Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit, Risks and Compliance Committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.822-10 to L.822-14 of the French Commercial Code and in the French Code of Ethics for statutory auditors. Where appropriate, we discuss with the Audit, Risk and Compliance Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris la Défense, February 27, 2023

The Statutory Auditors

| KPMG Audit IS | | Deloitte & Associés |
|---|---|---|
| Jacques Pierre | Jérôme Lo Iacono | Patrick E. Suissa |
| *Partner* | *Partner* | *Partner* |

# 7 Information on the Company

# 7.1 INFORMATION ABOUT THE COMPANY

## 7.1.1 General information about the Company

| **Corporate name and commercial name** | **Teleperformance SE** |
|---|---|
| **Registered office and central administration** | 21-25, rue Balzac – 75008 Paris, France |
| **Phone number** | +33 (0)1 53 83 59 00 |
| **Registration location and number** | Paris Trade and Companies Register No. 301 292 702 |
| **APE business activity code** | 7311Z |
| **LEI** | 9695004GI61FHFFNRG61 |
| **Legal form** | The combined shareholders' meeting held on May 7th, 2015 approved the conversion of the legal form of the Company by adopting the form of a European Company *(Societas Europaea).* Since June 23rd, 2015, effective date of conversion, Teleperformance SE is a European Company having its registered office in France. |
| **Applicable law** | The Company is governed by the provisions of the European Council Regulation (EC) No. 2157/2001 dated October 8th, 2001 governing the statutes of European companies, those of the European Council Directive No. 2001/86/CE of October 8th, 2001, those of the French Commercial Code and by its articles of association. |
| **Date of incorporation** | October 9th, 1910 |
| **Term** | October 9th, 2059 (except in the event of extension or early dissolution) |
| **Financial year** | From January 1st to December 31st every year |

**Access to legal documents and website**

Legal documents relating to the Company are available for review at the Company's registered office (21-25, rue Balzac – 75008 Paris, France).

Permanent and occasional regulated information is available on the Company's website at www.teleperformance.com, section *Investor Relations.*

The information available on the website indicated in present Universal Registration Document, with the exception of those incorporated by reference (page 1), is not part of the present Universal Registration Document. To that effect, those pieces of information were not reviewed nor approved by the AMF (*Autorité des marchés financiers* or French Markets Authority).

During the validity of the present Universal Registration Document, the following documents can also be consulted, if necessary, on the website of the Company: www.teleperformance.com, section *Investor Relations:*

- the last updated version of the articles of association of the Company; and
- all reports, mails and other documents, assessments and statements established by an expert upon request of the Company, a part of which is included or referenced to in the Universal Registration Documents.

## 7.1.2 Memorandum and articles of association

### 7.1.2.1 Corporate purpose

Under the terms of Article 3 of the articles of association, the Company's purpose in France and abroad is as follows:

1. all industrial, commercial, personality and realty transactions of all kinds;
2. publishing and the publication of all documents, books, works, reviews and periodicals of all kinds as well as the direct and indirect promotion, "merchandising", advertising and marketing of books, publications and films;
3. all activities as a service provider in the retail or specialized communication and advertising sector. Within the scope of this business activity, designing and performing promotional, public relations, marketing, telemarketing and teleservices actions, purchase of advertising space, space brokerage, and the publication and production of audio visual works;
4. the creation of branch offices and agencies in France and in all countries as well as directly or indirectly participating in any form whatsoever in all operations which may be connected to the above-mentioned objects by creating new companies, subscribing to issues for companies being formed, or purchasing shares of existing companies or in any other way as well as taking of financial interests;
5. providing advice to third parties and its direct and indirect subsidiaries in financial, commercial, administrative and legal matters.

### 7.1.2.2 Administration and management of the Company

The rules applicable to the appointment and the replacement of the members of the Board of Directors are described in the report on corporate governance (see chapter 3 of the present Universal Registration Document).

### 7.1.2.3 Description of rights, privileges and restrictions, if any, on existing shares and each class of shares

#### Form of securities (Articles 6, 10, 11.1 and 12 of the articles of association)

Under the terms of Articles 6, 10 and 11.1 of the articles of association, all bearer and registered shares, as decided by the shareholder, belong to the same class, except where legal or regulatory provisions impose, in certain cases, shares to be under the registered form. Shares are fully negotiable unless legal or regulatory provisions provide otherwise.

Under Article 12 of the articles of association, shares are indivisible with respect to the Company. Joint owners of shares must be represented vis-à-vis the Company and at general meetings by only one of them who shall be deemed to be the sole owner, or by a single agent. In the event of a disagreement, the single agent can be designated by a court on application from the first co-owner to act.

Unless the Company is notified of an agreement to the contrary, beneficial owners *(usufruitiers)* of shares validly represent bare owners *(nu-propriétaires)* vis-à-vis the Company. However, the voting right belongs to the beneficial owners in ordinary general meetings and to the bare owners at extraordinary or special general meetings.

The voting right for pledged shares is exercised by the owner and not by the pledgee.

#### Voting rights of shareholders (Article 25 of the articles of association)

Under the terms of Article 25 of the articles of association, each shareholder has as many votes as they possess or represent shares.

However, a double voting right is granted to all paid up shares for which proof is provided of registration in the name of the same shareholder for at least four years.

The provision concerning double voting rights was introduced in the Company's articles of association by the extraordinary shareholders' meeting held on June 26th, 1985. Said meeting established a five-year holding period, which was reduced to four years by a resolution of extraordinary shareholders' meeting held on June 17th, 1996.

The double voting right automatically ceases for any share that has been converted into a bearer share or transferred. The new owner recovers the double voting right only once the share has been registered in the shareholder's name for four years; however, the fixed time period is not interrupted and the acquired right is maintained when the transfer is from a registered owner to a registered owner as a result of a succession, a division of community of property between spouses, of donation *inter vivos* benefitting a spouse or a person with a degree of relationship which entitles them to inherit.

In the event of an increase in share capital by capitalization of reserves, profits or issue premiums, the double voting right is granted, as soon as they are issued, to the registered shares allotted free of charge to a shareholder in proportion to the old shares with respect to which he benefits from this right.

If the Company is merged or split up, the double voting rights can be exercised within the beneficiary company or companies if their articles of association provide for such voting rights.

### 7.1.2.4 Shareholders' meetings

#### Convening (Article 23 of the articles of association)

Under the terms of Article 23 of the articles of association, general meetings are convened in accordance with the law and with the provisions of the European Council Regulation (EC) No. 2157/2001 of October 8th, 2001 governing the statutes of European companies. Shareholders who have held registered shares for at least a month when the notice to attend is published are furthermore invited to attend any meeting by ordinary letter or, at their request and cost, by registered letter.

Before any shareholders' meeting is held, the Company publishes the information and documents required by law in the *Bulletin des annonces légales obligatoires* (legal gazette) and on its website, within the legal time limits.

If a meeting has been unable to deliberate because the required quorum was not reached, the second meeting, and if necessary the second adjourned meeting is convened least ten days in advance in the same procedures than the first one. The notice and invitations to attend this second meeting must reproduce the date and the agenda of the first meeting.

#### Agenda (Article 24 of the articles of association)

Under the terms of Article 24 of the articles of association, the agenda for meetings appears in the notice and convening letters. It is established by the party in charge of the convening.

However, one or more shareholders are entitled to have points or draft resolutions included in the agenda, pursuant to applicable legal and regulatory provisions.

The meeting cannot consider a matter which is not included in the agenda. Nevertheless, it can, in all cases, dismiss one or more directors and replace them.

An agenda for a meeting cannot be modified the second time it is convened.

#### Assistance or representation at general meetings (Article 25 of the articles of association)

In accordance with legal and regulatory provisions, any shareholder is entitled to participate in general meetings and to take part to its deliberations in person or through a proxy, regardless of the number of shares held, by simply providing proof of his or her identity, so long as the shares are fully paid-up and registered in an account in the shareholders' name or in the name of the intermediary registered on his or her behalf pursuant to the seventh paragraph of Article L.228-1 of the French Commercial Code, as at midnight (Paris time) on the second business day preceding the meeting, either in the registered securities accounts held by the Company, or in the bearer securities accounts held by the authorized intermediary.

A shareholder can be represented by another shareholder, by his or her spouse, by his or her civil partner *(partenaire pacsé)* or by any individual or legal entity it chooses. The proxy must provide evidence of his or her authority in this case.

#### Quorum and deliberations (Articles 27 and 28 of the articles of association)

The ordinary general meeting can only validly deliberate, when first convened, if the shareholders present or represented or voting by correspondence hold at least one fifth of the shares with voting rights. No quorum is required when a meeting is convened for a second time.

Resolutions are adopted by a majority of the votes cast and shall not include votes attaching to shares in respect of which the shareholder has abstained or has returned a blank (except the blank proxy to the Chairman) or spoilt ballot paper.

The extraordinary general meeting can only validly deliberate if the shareholders which are present or represented, or who vote by correspondence hold at least, when first convened, one-quarter and, when convened a second time, one-fifth of the shares with voting rights.

The meeting passes resolutions on a two-thirds majority of votes cast and shall not include votes attaching to shares in respect of which the shareholder has abstained or has returned a blank (except the blank proxy to the Chairman) or spoilt ballot paper.

### 7.1.2.5 Changes in share capital, shareholder rights and articles of association

Share capital and shareholder rights can be changed under legal and regulatory provisions as the Company's articles of association do not provide for any more restrictive specific rules. Similarly, the articles of association are modified under the legal and regulatory provisions.

### 7.1.2.6 Provisions which have the effect of delaying, deferring or preventing a change in control

There are no special provisions in the articles of association, which have the effect of delaying, deferring or preventing a change in control of the Company.

# 7.2 SHARE CAPITAL

## 7.2.1 Amount of issued share capital

As of December 31st, 2022 and as of January 31st, 2023, the Company's share capital amounted to €147,802,105 divided into 59,120,842 fully paid-up shares of the same class, each with a par value of €2.50.

As of December 31st, 2022, those 59,120,842 shares represented 60,369,991 theoretical (or gross) voting rights and 59,786,498 actual (or net) voting rights. As of January 31st, 2023, they represent 60,370,213 theoretical (or gross) voting rights and 59,707,700 actual (or net) voting rights.

The difference between the number of shares and voting rights results from the existence of double voting rights.

The difference between the number of theoretical (or gross) voting rights and the number of actual (or net) voting rights corresponds to the number of treasury shares.

The Company has no knowledge of any pledge on a significant portion of its capital.

## 7.2.2 Changes in share capital over the past three years

| | | Amount | | | Cumulated share capital | |
|---|---|---|---|---|---|---|
| **Description** | **Date** | **Nominal** *(in euros)* | **Issue or contribution premium** *(in euros)* | **Number of new shares issued/ canceled** | **In shares** | **In euros** |
| Share capital at 12/31/2019 | 12/31/2019 | 2.50 | n/a | n/a | 58,719,000 | 146,797,500.00 |
| Performance share plan (June 23rd, 2017 plan) | 06/23/2020 | 2.50 | n/a | 11,600 | 58,730,600 | 146,826,500.00 |
| Performance share plan (January 2nd, 2018 plan) | 02/26/2021 | 2.50 | n/a | 6,000 | 58,736,600 | 146,841,500.00 |
| Performance share plan (February 28th, 2018 plan) | 03/01/2021 | 2.50 | n/a | 1,000 | 58,737,600 | 146,844,000.00 |
| Performance share plan (June 3rd, 2019 plan) | 06/06/2022 | 2.50 | n/a | 381,442 | 59,119,042 | 147,797,605.00 |
| Performance share plan (July 29th, 2020 plan)* | 06/06/2022 | 2.50 | n/a | 800 | 59,119,842 | 147,799,605.00 |
| Performance share plan (July 28th, 2021 plan)* | 06/06/2022 | 2.50 | n/a | 1,000 | 59,120,842 | 147,802,105.00 |
| Share capital at 12/31/2022 | 31/12/2022 | 2.50 | n/a | n/a | 59,120,842 | 147,802,105.00 |

* *Shares issued following the death of beneficiaries.*

## 7.2.3 Securities not representing share capital

None.

## 7.2.4 Authorized and non-issued share capital

The status of delegations and authorizations approved by the combined shareholders' meetings held on April 22nd, 2021 and April 14th, 2022 and the propositions of delegations and authorizations to be submitted to the combined shareholders' meeting to be held on April 13th, 2023 are described in the corporate governance report (see section 4.1.2.2.2 of this Universal Registration Document) and are provided below:

| | Date of shareholders' meeting *(Resolution No.)* | Maximum nominal amount or characteristics *(in euros)* | Duration *(expiry)* | Use made in 2022 |
|---|---|---|---|---|
| **ISSUES WITH PREFERENTIAL SUBSCRIPTION RIGHTS FOR SHAREHOLDERS** | | | | |
| Capital increase by issue of shares and/or securities giving access to the capital and/or to debt instruments with maintenance of preferential subscription rights for shareholders* | April 14th, 2022 (19th) | 50 million (1) | 26 months (June 2024) | Not used |
| **ISSUES WITHOUT PREFERENTIAL SUBSCRIPTION RIGHTS FOR SHAREHOLDERS** | | | | |
| Capital increase by issue of shares and/or securities giving access to the capital and/or to debt instruments without preferential subscription rights for shareholders by public offering (excluding offers set forth by paragraph 1 of Article L.411-2 of the French Monetary and Financial Code) and/or by remuneration of securities in public exchange offer, with an optional priority right of three trading days minimum* | April 14th, 2022 (20th) | 14.5 million (2) | 26 months (June 2024) | Not used |
| Capital increase by issue of shares and/or securities giving access to the capital and/or to debt instruments without preferential subscription rights for shareholders by private placement (offer set forth by paragraph 1 of Article L.411-2 of the French Monetary and Financial Code)* | April 14th, 2022 (21st) | 7.2 million (3) | 26 months (June 2024) | Not used |
| Share capital increase by issue of ordinary shares and/ or securities giving access to the capital, without preferential subscription rights for shareholders, to compensate contributions in kind of equity securities or securities giving access to the capital* | **April 13, 2023 (21st)** | **7.2 million (4)** | **26 months (June 2025)** | - |
| **ISSUES IN FAVOR OF EMPLOYEES AND, IF APPLICABLE, TO EXECUTIVE OFFICERS** | | | | |
| Free grants of performance shares to employees and/or executive officers | April 14th, 2022 (24th) | 3% of the capital (5) | 38 months (June 2025) | Used in 2022 (592,104 shares) |
| Capital increase reserved for members of a company or Group savings scheme | April 14th, 2022 (23rd) | 2 million | 26 months (June 2024) | Not used |
| **OTHER ISSUES** | | | | |
| Increase of the issuance amounts in the event of excess demand* | April 14th, 2022 (22nd) | 15% of the initial issuance and within the limit of the caps set forth in the 19th, 20th and 21st resolutions of the 2022 GM | 26 months (June 2024) | Not used |
| Capital increase by capitalization of premiums, reserves or profits | **April 13th, 2023 (20th)** | **142 million** | **26 months (June 2025)** | **-** |
| | April 22nd, 2021 (18th) | 142 million | 26 months (June 2023) | Not used |

*(1) This amount represents the maximum overall nominal cap for share capital increases that may be carried out under the 19th, 20th and 21st resolutions of the shareholders' meeting of April 14th, 2022. Maximum of €1,500 million for debt instruments (overall and common cap to the 19th, 20th and 21st resolutions of the same meeting).*

*(2) This amount represents the overall nominal sub-cap for share capital increases on which will be deducted any share capital increase carried out under the 21st resolution of the shareholders' meeting of April 14th, 2022. It is deductible from the overall nominal cap for share capital increase set by the 19th resolution of the same shareholders' meeting. Maximum of €1,500 million for debt instruments (to be deducted from the overall cap set by the 19th resolution of the same meeting).*

*(3) This amount is deductible from the overall nominal sub-cap for share capital increases set by the 20th resolution of the shareholders' meeting of April 14th, 2022 which is deducted from the overall nominal cap for share capital increases set by the 19th resolution of the same shareholders' meeting. Maximum of €1,500 million for debt instruments (to be deducted from the overall cap set by the 19th resolution of the same meeting).*

*(4) This amount is deductible from the overall nominal sub-cap for share capital increases set by the 20th resolution of the shareholders' meeting of April 14th, 2022, which is deducted from the overall nominal cap for share capital increases set by the 19th resolution of the same meeting.*

*(5) Limitation of the number of performance shares that may be granted, each year, to executive officers at 0.153% of the share capital within this envelope. Used in 2022 in respect of 592,104 shares (i.e. 1% of the share capital).*

** Suspended during a public offering.*

## 7.2.5 Shares held by the Company

### 7.2.5.1 Current authorizations

Status of the authorizations approved by the combined shareholders' meeting held on April 22nd, 2021 and April 14th, 2022 and propositions of authorizations submitted to the combined shareholders' meeting to be held on April 13th, 2023:

| | Date of shareholders' meeting *(resolution No.)* | Duration *(expiry)* | Terms |
|---|---|---|---|
| Share repurchases* | **April 13th, 2023 (18th)** | **18 months (Oct. 2024)** | **Maximum purchase price per share: €400** |
| | | | **Limit: 10% of the total number of shares** |
| | April 14th, 2022 (18th) | 18 months (Oct. 2023) | Maximum purchase price per share: €500 |
| | | | Limit: 10% of the total number of shares |
| Cancellation of shares | **April 13th, 2023 (19th)** | **26 months (June 2025)** | **10% of the calculated capital on date of cancellation decision** |
| | April 22nd, 2021 (17th) | 26 months (June 2023) | 10% of the calculated capital on date of cancellation decision |

* *Authorization suspended during a public offering.*

### 7.2.5.2 Treasury shares

As of December 31st, 2022, the Company owned 583,493 treasury shares broken down as follows per objective:

- 418,522 shares allocated to the coverage of the performance shares plans;
- 129,239 shares allocated to the objective of cancellation;
- 35,732 shares held in connection with the liquidity contract.

As of January 31st, 2023, the Company held 662,513 treasury shares broken down as follows per objective:

- 505,068 shares allocated to the coverage of the performance shares plans;
- 147,955 shares allocated to the objective of cancellation;
- 9,490 shares held in connection with the liquidity contract.

### 7.2.5.3 Shares held by the Group

During the year 2022, Teleperformance Group, Inc. (TGI), a US 100% subsidiary of the Company, owned 58,333 Teleperformance SE shares, purchased at a gross average price of €324.8385 and for a total amount of €18,003,258.94 pursuant to the agreement entered into with Goldman Sachs International, on February 24th, 2022 and aimed at implementing the long-term incentive plan set up in June 2019 by TGI (see section 4.2.2.5 *Grant of stock options and performance shares to executive directors*). As of June 6th, 2022, these 58,333 shares were definitively acquired by the beneficiaries of the long-term incentive plan set up by TGI.

As of December 31st, 2022, no shares were held by any company of the Group.

### 7.2.5.4 Share buy-back program – Description of the new program

#### Summary of the current buy-back program

##### Legal framework

Under the 18th ordinary resolution, the shareholders' meeting held on April 14th, 2022 renewed the authorization granted to the Board of Directors to allow the purchase of the Company's own shares, for an 18-month period, thus terminating the previous authorization granted by the shareholders' meeting held on April 22nd, 2021 in its 16th resolution.

Pursuant to said authorization, the Board of Directors at its meeting held on April 14th, 2022 resolved to set up a new share buy-back program limited to 10% of the share capital with a maximum purchase price per share of €500.

The objectives of this share buy-back program are as follows:

- ensure the coverage of stock option plans and/or performance share plans (or similar plans) in favor of Group employees and/or corporate officers including economic interest groups and affiliated companies, as well as all share allocations under Company or Group savings plans (or similar plans) and profit-sharing schemes and/or all other forms of share allocation to Group employees and/or executive officers including economic interest groups and affiliated companies;
- ensure the coverage of securities giving rights to the share capital of the Company in accordance with the regulations in force;
- retain the purchased shares and subsequently deliver them as consideration of an exchange or a payment in connection with possible external growth transactions, it being specified that shares acquired for this purpose cannot exceed 5% of the Company's share capital;
- stimulate the secondary market or ensure the liquidity of the Teleperformance SE share through the activities of an investment service provider under a liquidity agreement in compliance with the practices permitted by the regulations, it being specified that, in this context, the number of shares taken into account for the calculation of the limit of 10%, corresponds to the number of shares purchased, after deduction of the number of shares resold;
- possibly cancel the shares repurchased pursuant to the authorization granted or to be granted by the extraordinary shareholders' meeting;
- carry out, in general, any transaction permitted under current regulations.

This authorization was used during 2022 for the purposes of the liquidity contract (entered into with Kepler Cheuvreux) and under the share buyback mandates entrusted to BNP Paris Exane and Kepler Cheuvreux. Those repurchases were carried out in connection with the objectives of coverage of performance shares plans and of cancellation.

### Liquidity contract

On March 30th, 2018, the Company entered into a liquidity contract with Kepler Cheuvreux, effective as of April 13th, 2018, pursuant to the practice approved by the regulations. This contract was amended twice on January 2019 and on July 2020.

During 2022, Teleperformance SE shares were purchased as part of the objective to stimulate the secondary market or the liquidity of Teleperformance SE shares through the liquidity contract. Purchases involved a total of 956,972 shares at an average purchase price of €297.22 and sales involved a total of 921,535 shares at an average sale price of €296.66.

As of December 31st, 2022, assets held in the liquidity account were as follows: 35,732 shares and €10,867,848.10.

### Share repurchases or reallocations in connection with other objectives

During the year 2022 and until January 31st, 2023, Teleperformance SE repurchased 653,023 treasury shares, *i.e.* 1.01% of the share capital, purchased at a gross average price of €214.6037 and for a total amount of €140,141,169 pursuant to the share repurchase program authorized by the combined shareholders' meeting held on April 14th, 2022 and implemented by the Board of Directors at its meeting held on the same date. These shares were allocated to the coverage of performance share plans and for the purposes of cancellation.

**Summary of the purchase and sale transactions on Company's own shares during 2022 (1)**

| | |
|---|---|
| Number of shares purchased | 1,504,733 |
| Average purchase price | €265.17 |
| Number of shares sold | 921,535 |
| Average sale price | €296.66 |
| Trading costs | €60,000.00 (excl. taxes) |
| Number of treasury shares held as of December 31st, 2022 | 583,493 |
| Percentage of share capital held by the Company as of December 31st, 2022 | 0,98% |
| Book value of treasury shares held as of December 31st, 2022* | €122,445,553 |
| Market value of treasury shares held as of December 31st, 2022** | €129,943,891.10 |
| Total nominal value of treasury shares as of December 31st, 2022 | €1,458,732.5 |
| Number of shares cancelled over the last 24 months*** | 0 |

*(1) Transactions carried out under the authorizations granted by the shareholders' meetings of April 22nd, 2021 and April 14th, 2022.*
** Book value before impairment.*
*** Based on the closing price as at December 31st, 2022 (i.e. €222.70 per share).*
**** No cancellation in 2022.*

## Description of the new share buy-back program submitted to the shareholders' meeting of April 13th, 2023

It will be proposed to the shareholders' meeting to be held on April 13th, 2023 to renew the authorization for the Company to purchase its own shares under the following terms:

### Program objectives

- stimulate the secondary market or the liquidity of the Teleperformance SE share through the activities of an investment services provider under a liquidity contract in compliance with the practices permitted by the regulations, it being specified that, in this context, the number of shares taken into account for the calculation of the limit of 10%, corresponds to the number of shares purchased, after deduction of the number of shares resold;
- retain shares purchased for the purpose of subsequently delivering them as consideration of an exchange or payment in connection with potential merger, split, contribution or external growth transactions, it being specified that shares acquired for this purpose cannot exceed 5% of the Company's share capital;
- ensure the coverage of stock option plans and/or performance share plans (or similar plans) in favor of employees and/or corporate officers of the Group including economic interest groups and affiliated companies, as well as all share allocations under Company or Group savings plans (or similar plans) and profit-sharing schemes and/or all other forms of share allocation to employees and/or executive officers of the Group including economic interest groups and affiliated companies;
- ensure the coverage of securities giving right to the share capital of the Company in accordance with the regulations in force;
- possibly cancel the repurchased shares, pursuant to the authorization granted or to be granted by the extraordinary shareholders' meeting;
- carry out, in general, any transaction permitted under current regulations.

### Terms of repurchases

These shares purchases may be carried out by any means, including by the acquisition of blocks of trade, and at the time that the Board of Directors shall determine. The Company retains the right to use optional mechanisms or derivative instruments pursuant to applicable regulations. These repurchases shall not be executed during the period of a public offering initiated by a third party on the Company's shares and until the end of the period of the public offering.

### Maximum proportion of share capital, maximum number and characteristics of the shares and maximum purchase price

The maximum percentage of shares which may be repurchased under the authorization proposed to the shareholders' meeting to be held on April 13th, 2023 is set at 10% of the total number of shares comprising the share capital (or 5,912,084 shares as of the date of the present Universal Registration Document), it being specified that this limit shall be applied as of the date of purchase, in order to take account of any potential transactions of increase or reduction of share capital that may occur during the term of the program. The number of shares taken into account for the calculation of this limit shall be the number of shares purchased less the number of shares sold during the duration of the program in connection with the liquidity objective.

Given that the Company may not hold more than 10% of its share capital, and as the number of treasury shares as of January 31st, 2023 amounted to 662,513 (*i.e.,* 1.05% of the share capital), the maximum number of shares that can be purchased stands at 5,289,571 (*i.e.* 8.95% of the share capital) unless existing treasury shares are transferred or cancelled.

The maximum purchase price proposed to the shareholders' meeting to be held on April 13th, 2023 is set at €400 per share. Therefore, the maximum transaction amount is set at €2,115,828,400 based on a number of shares of 59,120,842.

#### Term of the program

In accordance with the resolution which will be submitted for approval to the shareholders' meeting to be held on April 13th, 2023, the share buy-back program will be implemented over a period of 18 months following the date of said meeting expiring on October 13th, 2024.

## 7.2.6 Potential share capital

### 7.2.6.1 Securities giving access to the Company's share capital

None.

### 7.2.6.2 Stock options

#### Options granted by the Company

None.

#### Options granted by companies controlled by the Company

None.

### 7.2.6.3 Performance shares granted under no consideration

Pursuant to the authorizations granted by the combined shareholders meetings dated May 9th, 2019 (22nd resolution) and April 14th, 2022 (24th resolution), the Company's Board of Directors has implemented performance share plans for the benefit of some Group employees and corporate officers.

#### Details of the performance share plans

Performance shares granted under no consideration are subject to (i) a vesting period of three years running from the date of grant, (ii) presence conditions and (iii) achievement of performance criteria. Following the vesting period, depending on the achievement of levels of increase in indicators set by the Board of Directors, the beneficiaries definitively acquire, according to the plans' regulations, either all, 75%, 50% or none of the shares granted.

### Synthesis of the outstanding performance share plans granted by the Company

| Plan ref. | 190603 TP | 200729 TP | 200929 TP | 210728 TP | 210728 ATP | 210728 BTP | 210728 CTP | 210728 DTP | 210728 ETP | 220727 TP |
|---|---|---|---|---|---|---|---|---|---|---|
| Date of shareholders' meeting | | | | | 05/09/19 | | | | | 04/14/22 |
| Date of Board meeting | 06/03/19 | 07/29/20 | 09/29/20 | 07/28/21 | 07/28/21 | 07/28/21 | 07/28/21 | 07/28/21 | 07/28/21 | 07/27/22 |
| Grant date | 06/03/19 | 07/29/20 | 09/29/20 | 07/28/21 | 07/28/21 | 07/28/21 | 07/28/21 | 07/28/21 | 07/28/21 | 07/27/22 |
| Total number of beneficiaries | 411 | 427 | 2 | 507 | 1 | 1 | 1 | 1 | 1 | 593 |
| Total number of share rights granted | 442,241 | 477,417 | 4,000 | 538,632 | 5,000 | 5,000 | 5,000 | 5,000 | 10,000 | 592,104 |
| *% of share capital* | *0.75%* | *0.81%* | *0.006%* | *0.92%* | *0.01%* | *0.01%* | *0.01%* | *0.01%* | *0.02%* | *1%* |
| Performance criteria(1) | YES | YES | YES | YES | YES | YES | YES | YES | YES | YES |
| Total number granted to corporate officers(2) | 40,000 | 40,500 | - | 40,750 | - | - | - | - | - | 72,750 |
| *% of share capital* | *0.068%* | *0.069%* | - | *0,069%* | - | - | - | - | - | *0,123%* |
| Number granted to the 10 beneficiaries non corporate officers of the Company | 105,667 | 115,667 | 4,000 | 128,000 | 5,000 | 5,000 | 5,000 | 5,000 | 10,000 | 128,200 |
| Final vesting date | 06/03/22 | 07/29/23 | 09/29/23 | 07/28/24 | 07/28/26 | 07/28/26 | 07/28/26 | 07/28/27 | 07/28/27 | 07/28/25 |
| End of lock-in period | n/a | n/a | n/a | n/a | n/a | n/a | n/a | n/a | n/a | n/a |
| Nature of shares granted | | | | | | | | | | New or existing shares |
| Total number of share rights cancelled or lapsed | 60,799 | 59,200 | 0 | 39,343 | 0 | 0 | 0 | 0 | 0 | 7,975 |
| Number of shares definitively vested | 381,442 | 800(3) | - | 1,000(3) | - | - | - | - | - | - |
| Number of outstanding rights | - | 417,417 | 4,000 | 498,289 | 5,000 | 5,000 | 5,000 | 5,000 | 10,000 | 584,129 |

*(1) The performance criteria are described in section 7.2.5.3 of the Universal Registration Document for 2019 and in section 7.2.6.3 of the Universal Registration Documents for 2020, 2021 and 2022.*

*(2) The detail per corporate officer is described in section 4.2.2.5 of the 2022 Universal Registration Document. It is reminded that between 2013 and 2021, the grants in favour of certain executive officers were made under long-term incentive plans (see below section Performance shares granted by companies controlled by the Company).*

*(3) Due to the death of beneficiaries.*

As of December 31st, 2022, on all plans, there were 1,533,835 outstanding rights to performance shares that may be acquired by beneficiaries (after deducting acquired shares or cancelled shares due to beneficiaries' departures).

With regard to the plans granted since June 2019, the definitive vesting of shares may have no dilutive effect in respect of existing shares or, in the case of new shares, may lead to the issue of 1,533,835 new shares, representing a potential maximum share capital increase of €3,834,587.50 and a maximum potential dilution of 2.59%.

## Grants under the authorization given by the combined shareholders' meeting held on May 9th, 2019 (22nd resolution)

The Board implemented each year pursuant to the remuneration policy on the matter, global grant plans including executive officers of the Company. In addition to those plans, it is specified that grants can be decided for beneficiaries (excluding any executive officer) having joined the Group or the in case of internal promotions. For all plans described hereafter, the shares issued at the time of final vesting consist in existing shares or shares to be issued.

### Plan dated June 3rd, 2019 (Plan 190603TP)

At its meeting held on June 3rd, 2019, upon recommendation of the Remuneration and Appointments Committee, the Board of Directors decided to grant a total of 442,241 performance shares of the Company in favor of 411 beneficiaries with a vesting period of three years, *i.e.* from June 3rd, 2019 to June 3rd, 2022 inclusive and not subject to any lock-in period.

At its meeting held on February 17th, 2022, the Board of Directors noted that the performance conditions of this plan were achieved. Therefore, all the shares granted were definitively acquired by the beneficiary on June 6th, 2022 and 381,442 new shares were issued and transferred in their favour.

### Plan dated July 29th, 2020 (Plan 200729TP)

At its meeting held on July 29th, 2020, upon recommendation of the Remuneration and Appointments Committee, the Board of Directors decided to grant a total of 477,417 performance shares of the Company in favor of 427 beneficiaries. This grant has a vesting period of three years, *i.e.* from July 29th, 2020 to July 29th, 2023 inclusive and is not subject to any lock-in period.

The definitive acquisition of the performance shares thus granted is subject, for all beneficiaries, to performance criteria described in section 7.2.6.3 of the Universal Registration Document for 2020 and to a presence condition as at the date of definitive vesting, *i.e.* July 29th, 2023.

At its meeting held on February 16th, 2023, the Board of Directors, upon recommendation of its Remuneration and Appointments Committee, reviewed the levels of achievement of the performance conditions of this plan and noted that:

- the organic growth rate of the Group's consolidated revenues between the year ended December 31st, 2019 and the year ended December 31st, 2022 (at constant exchange rates and scope of consolidation) was +46.3%;
- the operating EBITA margin (excluding non-recurring items) reached 15.5%;
- the Teleperformance SE share price has widely overperformed the one of the SBF 120 index over the considered period (300 basis points).

Consequently, the Board of Directors, upon recommendation of its Committee, and after validation of the financial elements by the Audit, Risk and Compliance Committee, has thus noted that the performance conditions were met and has determined on this basis that the percentage of share credits was 100%. Thus, all of the performance shares granted will be definitively acquired by the beneficiaries who meet the condition of presence on the definitive vesting date, *i.e.* July 29th, 2022.

### Plan dated September 29th, 2020 (Plan 200929TP)

At its meeting held on September 29th, 2020, the Board of Directors decided to grant a total of 4,000 performance shares of the Company in favor of two beneficiaries who are not executive officers of the Company. The vesting period is of three years, *i.e.* from September 29th, 2020 to September 29th, 2023 inclusive and not subject to any lock-in period. The performance criteria set for this plan are identical to the ones decided for the July 29th, 2020 plan (Plan 200729TP above).

The level of achievement of those performance criteria was noted at the meeting of the Board of Directors held on February 16th, 2023 as described above (see above Plan dated July 29th, 2020 (Plan 200729TP)). Therefore, all the performance shares granted will be definitively acquired by the beneficiaries who meet the condition of presence on the definitive vesting date, *i.e.* September 29th, 2023.

### Plan dated July 28th, 2021 (Plan 210728TP)

At its meeting held on July 28th, 2021, upon recommendation of the Remuneration and Appointments Committee, the Board of Directors decided to grant a total of 538,632 performance shares in favor of 507 beneficiaries. The vesting period for this plan is three years, *i.e.* from July 28th, 2021 to July 28th, 2024 inclusive and is not subject to any lock-in period for the shares which will be acquired, if all the conditions are met, and thus freely transferrable as from July 28th, 2024. Within this grant, 22,000 performance shares were granted in favor of the Deputy Chief Executive Officer, in accordance with the remuneration policy approved by shareholders' meeting. He is required to retain at least 30% of shares definitively vested under this plan, in the registered form, until the end of his term of office.

The definitive acquisition of the performance shares thus granted is subject, for all beneficiaries, in addition to the performance criteria described in section 7.2.6.3 of the 2021 Universal Registration Document and to a presence condition as at the date of definitive vesting, *i.e.* July 28th, 2024 (inclusive).

### Specific plans dated July 28th, 2021 (Plans 210728ATP, 210728BTP, 210728CTP, 210728DTP and 210728ETP)

In addition to the performance share plan decided by the Board of Directors on July 28th, 2021, upon recommendation of its Remuneration and Appointments Committee, the Board decided to implement performance shares plans for a total of 30,000 shares in favor of one beneficiary, in the form of new shares to be issued or existing shares (Plans 210728ATP, 210728BTP, 210728CTP, 210728DTP and 210728ETP).

The definitive acquisition of the shares is subject, for each of the plans, to a presence condition of the beneficiary and to performance criteria related to his scope of responsibilities. The grants are not subject to a lock-in period of the shares after their definitive vesting, which will thus be freely transferrable immediately upon their respective vesting.

## Grants under the authorization given by the combined shareholders' meeting held on April 14th, 2022 (24th resolution)

### Plan dated July 27th, 2022 (Plan 220727TP)

At its meeting held on July 27th, 2022, upon recommendation of the Remuneration and Appointments Committee, the Board of Directors decided to grant a total of 592,104 performance shares in favor of 593 beneficiaries. The vesting period for this plan is three years, *i.e.* from July 27th, 2022 to July 27th, 2025 inclusive and is not subject to any lock-in period for the shares which will be acquired, if all the conditions are met, and thus freely transferrable as from July 27th, 2025. Within this grant, 72,000 performance shares were granted in favor of the Chairman and Chief Executive Officer and Deputy Chief Executive Officer, in accordance with the remuneration policy approved by shareholders' meeting. They are required to retain at least 30% of shares definitively vested under this plan, in the registered form, until the end of their term of office.

The definitive acquisition of the performance shares thus granted is subject, for all beneficiaries, in addition to the performance criteria described hereafter, to a presence condition as at the date of definitive vesting, *i.e.* July 27th, 2025 (inclusive). The performance criteria for this plan are in accordance with those detailed in the 2022 remuneration policy for executive officers approved by the shareholders' meeting of April 14th, 2022.

The performance criteria are measured over a three-year period from January 1st, 2022 through December 31st, 2024 and consist of four (4) performance criteria indicative of the Group's performance:

- the first Performance Criterion is based on organic growth in Group consolidated revenues (at constant exchange rates and consolation scope) between the financial year ended December 31st, 2021 and the financial year ended the December 31st, 2024 (the "Organic revenue growth"); and
- the second Performance Criterion is based on levels of free cash flow cumulated as of December 31st, 2024 (the "Free Cash Flow");
- the third Performance Criterion is based on the overperformance of the Teleperformance SE share price compared to the CAC 40 index on each of the three years of the Plan. It will be calculated by comparing the three-year average of the performances of the average annual prices for years ending December 31st, 2022, 2022 and 2024 of (i) the Teleperformance SE shares and (ii) the CAC 40 index (the "Stock Price Evolution"); and
- the fourth Performance Criterion is based on the achievement of a rate reduction of -38% of carbon footprint of scope 1 [(1)] and scope 2 [(2)] per full time employee (FTE) between 2019 (baseline) and end of 2024, aligned on the trajectory as validated by Science-Based Targets initiative (SBTi) (the "CSR" criterion).

No performance shares will be vested by the beneficiaries if the organic revenue growth is less than 10.0% or if the Free Cash Flow is less than €1,600 million.

*(1) "Scope 1 emissions" designates the direct emissions related to fuel and refrigerant fluids consumption.*
*(2) "Scope 2 emissions" designates indirect emissions related to electricity consumption.*

The definitive vesting of the performance shares is subject to the following levels of achievement:

**Organic Revenue Growth criterion (at constant exchange rates and consolidation scope)**

| Share percentage credit | 0% | 50% | 75% | 100% |
|---|---|---|---|---|
| Organic Revenue Growth (“ORG”) | < 10.0% | 10.0% ≤ ORG < 15.0% | 15.0% ≤ ORG < 20.0% | ≥ 20.0% |

**Free Cash Flow criterion**

| Share percentage credit | 0% | 50% | 75% | 100% |
|---|---|---|---|---|
| Free Cash Flow (“FCF”) *(in millions of euros)* | < €1,600M | €1,600M ≤ FCF < €1,700M | €1,700M ≤ FCF < €1,900M | ≥ €1,900M |

**Stock price evolution criterion**

| Share percentage credit | 0% | 50% | 75% | 100% |
|---|---|---|---|---|
| Stock Price Evolution (“Share”) | < 100 basis points (pb) | 100 pb ≤ Share < 200 pb | 200 pb ≤ Share < 300 pb | ≥ 300 pb |

**CSR criterion ("CSR")**

| Share percentage credit | 0% | 50% | 75% | 100% |
|---|---|---|---|---|
| CSR | < -30% | -30% ≤ CSR < -35% | -35% ≤ CSR < -38% | ≥ -38% |

## Performance shares granted to the top ten non-executive beneficiaries

During the year 2022, the first 10 non-executive beneficiaries of the Group who were granted the most performance shares received a total of 128,200 shares under the performance shares plans granted in 2022 (Plan 220727TP).

## Performance shares granted by companies controlled by the Company

Teleperformance Group, Inc. (TGI), wholly owned subsidiary of Teleperformance SE, implemented, three long-term incentive plans based on existing Teleperformance SE shares:

- in June 2019, to the benefit of Mr. Julien, Chairman and Chief Executive Officer and involving a total of 58,333 shares. The definitive vesting of shares was subject to conditions of attendance and performance criteria identical to those adopted by the Company’s Board of Directors for the June 3rd, 2019 performance share plan (Plan 190623TP). The Board of Directors of TGI at its meeting held on February 17th, 2022, as authorized by the Board of Directors of Teleperformance SE, noted that the performance conditions were achieved for this plan. Consequently, the shares were definitively acquired on June 6th, 2022;
- in July 2020, to the benefit of Mr. Julien, Chairman and Chief Executive Officer and involving a total of 58,333 shares. The definitive vesting of shares is subject to conditions of attendance and performance criteria identical to those adopted by the Company’s Board of Directors for the July 29th, 2020 performance share plan (Plan 200729TP) which terms are described in section 7.2.6.3 of the Universal Registration Document for 2020. The Board of Directors of TGI at its meeting held on February 16th, 2023, as authorized by the Board of Teleperformance SE, resolved that the performance conditions attached to this plan were met (see above section *Plan dated July 29th, 2020 (Plan 200729TP)*). Consequently, all of the performance shares granted will be definitively acquired by the beneficiary if he meets the presence condition on the definitive vesting date, *i.e.* July 29th, 2023;
- in July 2021, to the benefit of Mr. Julien, Chairman and Chief Executive Officer and involving a total of 50,000 shares. The definitive vesting of shares was subject to conditions of attendance and performance criteria identical to those adopted by the Company’s Board of Directors for the July 28th, 2021 performance share plan (Plan 210728TP) which terms are described above. This amount has decreased compared to the one authorized under the remuneration policy approved by the shareholders’ meeting held on April 22nd, 2021 (9th resolution).

The valuation retained for those three LTI plans is identical to those of the performance shares plans implemented, at the same dates, by Teleperformance SE (see *Synthesis of the outstanding performance share plans granted by the Company* above).

The Chairman and Chief Executive Officer will retain under the registered form, and until the end of his executive functions, at least 30% of the shares definitively acquired under those grants.

As of December 31st, 2022, under this plan, there were 108,333 outstanding rights to performance shares that may be acquired.

# 7.3 SHAREHOLDING

## 7.3.1 Evolution of breakdown of share capital and voting rights

The tables below show the number of shares and corresponding percentages of share capital and voting rights held by the main known shareholders of Teleperformance SE as of December 31st, 2022.

To the Company's knowledge, no material change occurred between December 31st, 2022 and the filing date of the present Universal Registration Document, except concerning the information presented in section 7.3.1.4 below.

### 7.3.1.1 Breakdown of share capital and voting rights as of December 31st, 2022

| | Share capital | | Theoretical voting rights | | Actual voting rights | |
|---|---|---|---|---|---|---|
| **As of December 31st, 2022** | **Number** | **%** | **Number** | **%** | **Number** | **%** |
| BlackRock Fund Advisors, LLC | 4,184,700 | 7.1% | 4,184,700 | 6.9% | 4,184,700 | 7.0% |
| Fidelity Management & Research (FMR LLC) | 4,139,800 | 7.0% | 4,139,800 | 6.9% | 4,139,800 | 6.9% |
| The Vanguard Group, Inc. | 2,216,800 | 3.7% | 2,216,800 | 3.7% | 2,216,800 | 3.7% |
| Norges Bank Investment Management | 1,583,200 | 2.7% | 1,583,200 | 2.6% | 1,583,200 | 2.6% |
| AKO Capital, LLP | 1,559,300 | 2.6% | 1,559,300 | 2.6% | 1,559,300 | 2.6% |
| Daniel Julien | 1,190,647 | 2.0% | 2,164,961 | 3.6% | 2,164,961 | 3.6% |
| **Main identified shareholders** | **14,874,447** | **25.2%** | **15,848,761** | **26.3%** | **15,848,761** | **26.5%** |
| Other shareholders (public) | 43,659,902 | 73.8% | 43,934,737 | 72.8% | 43,934,737 | 73.5% |
| Treasury shares | 586,493 | 1.0% | 586,493 | 1.0% | 0 | 0.0% |
| **TOTAL** | **59,120,842** | **100%** | **60,369,991** | **100%** | **59,783,498** | **100%** |

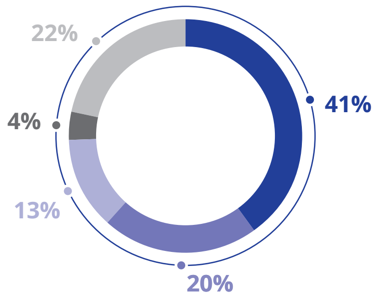
### 7.3.1.2 Changes in the breakdown of share capital and voting rights in the last three years

| | 2022 | | | 2021 | | | 2020 | | |
|---|---|---|---|---|---|---|---|---|---|
| **At December 31st** | **Number of shares** | **% shares** | **% actual voting rights** | **Number of shares** | **% shares** | **% actual voting rights** | **Number of shares** | **% shares** | **% actual voting rights** |
| BlackRock Fund Advisors, LLC | 4,184,700 | 7.1% | 7.0% | 5,332,000 | 9.1% | 8.9% | 4,170,500 | 7.1% | 7.0% |
| Fidelity Management & Research (FMR LLC) | 4,139,800 | 7.0% | 6.9% | 3,227,200 | 5.5% | 5.4% | 3,440,100 | 5.9% | 5.7% |
| The Vanguard Group, Inc. | 2,216,800 | 3.7% | 3.7% | 2,038,300 | 3.5% | 3.4% | 1,861,100 | 3.2% | 3.1% |
| Norges Bank Investment Management | 1,583,200 | 2.7% | 2.6% | 979,900 | 1.7% | 1.6% | 1,041,600 | 1.8% | 1.7% |
| AKO Capital, LLP | 1,559,300 | 2.6% | 2.6% | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% |
| Daniel Julien | 1,190,647 | 2.0% | 3.6% | 1,150,314 | 2.0% | 3.5% | 1,150,314 | 2.0% | 3.5% |
| **Main identified shareholders** | **14,874,447** | **25.2%** | **26.5%** | **14,117,714** | **24.0%** | **25.2%** | **11,663,614** | **22.2%** | **21.0%** |
| Other shareholders (public) | 43,659,902 | 73.8% | 73.5% | 44,619,591 | 76.0% | 74.8% | 47,051,547 | 80.1% | 79.0% |
| Treasury shares | 586,493 | 1.0% | 0.0% | 295 | 0.0% | 0.0% | 15,439 | 0.0% | 0.0% |
| **TOTAL** | **59,120,842** | **100%** | **100%** | **58,737,600** | **100%** | **100%** | **58,730,600** | **100%** | **100%** |

To the Company's knowledge as of December 31st, 2022 there is no other shareholder that directly or indirectly, acting alone or in concert, holds over 5% of the Company's share capital or voting rights.

With regard to the breakdown of the share capital described above, no shareholder directly or indirectly holds control of the Company within the meaning of Article L.233-3 of the French Commercial Code.

**Geographical breakdown of institutional shareholders at September 1st, 2022***




* *Based on a Teleperformance SE shareholder identity study as of September 1st, 2022, which identified over 775 institutional investors.*

This geographical breakdown is based on the nationality of the shareholder companies. As of September 1st, 2022, institutional investors held 84% of the Company's share capital, down compared with September 30th, 2021 (89%).

Euroclear France carried out an "identifiable bearer securities" (*titres au porteur identifiable* or TPI) survey for Teleperformance in February 2022 with a threshold of 100 securities. Individual and employee shareholders (excluding Mr. Daniel Julien) represented around 9% of the Company's capital, up compared with 6% in March 2021.

## 7.3.1.3 Company shares held by employees

In accordance with the provisions of Article L.225-102 of the French Commercial Code, as of December 31st, 2022, the employees of the Company and related companies within the meaning of Article L.225-180 of the French Commercial Code owned 0.76% of the share capital of the Company (it being specified that only performance shares granted in accordance with Article L.225-197-1 of the French Commercial Code to employees pursuant to authorizations given after August 7th, 2015 are to be taken into account in this status).

## 7.3.1.4 Major changes in the breakdown of share capital

In accordance with Article L.233-13 of the French Commercial Code, and in light of the information received pursuant to Articles L.233-7 and L.233-12 of said Code, the following thresholds crossings occurred during the last three financial years:

**Since the end of the last financial year**

| Declaration date | AMF notice No | Transaction date | Registered intermediary or fund manager | Legal threshold | Nature of change | Number of Shares* | % of share capital | % of voting rights |
|---|---|---|---|---|---|---|---|---|
| 01/16/2023 | 223C0097 | 01/11/2023 | Fidelity Management & Research Company LLC | 5% of voting rights | downward | 2,990,997 | 5.06% | 4.95% |
| 02/01/2023 | 223C0235 | 01/31/2023 | Fidelity Management & Research Company LLC | 5% of share capital | downward | 2,951,610 | 4.99% | 4.89% |
| 02/02/2023 | 223C0245 | 02/01/2023 | Fidelity Management & Research Company LLC | 5% of share capital | upwards | 2,967,348 | 5.02% | 4.92% |
| 02/08/2023 | 223C0280 | 02/02/2023 | Fidelity Management & Research Company LLC | 5% of share capital | downward | 2,945,933 | 4.98% | 4.88% |

* *Representing the same number of voting rights.*

### In 2022

| Declaration date | AMF notice No | Transaction date | Registered intermediary or fund manager | Legal threshold | Nature of change | Number of Shares* | % of share capital | % of voting rights |
|---|---|---|---|---|---|---|---|---|
| 11/15/2022 | 222C2484 | 11/11/2022 | Fidelity Management & Research Company LLC | 5% of share capital and voting rights | upwards | 3,173,858 | 5.37% | 5.26% |

* *Representing the same number of voting rights.*

### In 2021

| Declaration date | AMF notice No | Transaction date | Registered intermediary or fund manager | Legal threshold | Nature of change | Number of Shares* | % of share capital | % of voting rights |
|---|---|---|---|---|---|---|---|---|
| 03/11/2021 | 221C0558 | 03/10/2021 | FMR LLC | 5% of voting rights | downward | 2,989,438 | 5.09% | 4.98% |
| 05/12/2021 | 221C1052 | 05/11/2021 | FMR LLC | 5% of share capital | downward | 2,903,934 | 4.94% | 4.84% |
| 05/14/2021 | 221C1064 | 05/12/2021 | FMR LLC | 5% of share capital | upwards | 2,937,883 | 5.002% | 4.90% |
| 05/19/2021 | 221C1111 | 05/17/2021 | FMR LLC | 5% of share capital | downward | 2,928,084 | 4.99% | 4.88% |
| 07/28/2021 | 221C1905 | 07/26/2021 | FMR LLC | 5% of share capital | upwards | 2,936,882 | 5.000003% | 4.90% |
| 10/05/2021 | 221C2609 | 09/30/2021 | FMR LLC | 5% of voting rights | upwards | 3,011,087 | 5.13% | 5.02% |

* *Representing the same number of voting rights.*

### In 2020

| Declaration date | AMF notice No | Transaction date | Registered intermediary or fund manager | Legal threshold | Nature of change | Number of Shares** | % of share capital | % of voting rights |
|---|---|---|---|---|---|---|---|---|
| 01/31/2020 | 220C0433 | 01/27/2020 | FMR Company LLC* | 5% of share capital | upwards | 2,937,565 | 5.003% | 4.92% |
| 03/13/2020 | 220C0970 | 03/12/2020 | FMR Company LLC* | 5% of voting rights | upwards | 3,043,163 | 5.18% | 5.09% |
| 05/06/2020 | 220C1461 | 05/05/2020 | FMR Company LLC* | 5% of voting rights | downward | 2,971,673 | 5.06% | 4.98% |
| 06/08/2020 | 220C1822 | 06/05/2020 | FMR Company LLC* | 5% of share capital | downward | 2,896,924 | 4.93% | 4.85% |

* *Company controlled by FMR LLC.*
** *Representing the same number of voting rights.*

## 7.3.2 Shareholders' agreements

To the Company's knowledge, as of the date of this Universal Registration Document, there is no agreement between shareholders of the Company.

## 7.3.3 Change of control of the Company

To the Company's knowledge, as of the date of this Universal Registration Document, no agreement has been entered into that might entail a change of control of the Company if implemented.

# 7.4 STOCK MARKET LISTING

## 7.4.1 Listing references

Teleperformance SE shares (ISIN Code: FR0000051807, symbol: TEP, Reuters: TEPRF.PA, Bloomberg: TEP FP) have been listed on the Paris Stock Exchange (Euronext Paris, Compartment A) since January 18th, 2007. They are eligible for the deferred settlement service (*service de règlement différé* or SRD) and for stock savings plans *(plan d'épargne en actions).*

The Euronext Index Scientific Council has decided to include Teleperformance in the CAC 40 index in June, 2020. This decision distinguishes the success of a journey started 45 years ago.

Teleperformance SE shares are also included in the following indexes: CAC Large 60, CAC All Tradable, STOXX Europe 600, MSCI Global Standard and S&P Europe 350. They were also included in the new Euronext Tech Leaders index in June 2022, which includes more than 100 leading and high-growth European technology companies.

Teleperformance SE shares have been included in the Industrial Goods and Services (5020) and the Professional Business Support Services (50205020) according to the ICB European classification.

In relation to social and environmental responsibility and corporate governance matters, Teleperformance SE shares have been included in the CAC 40 ESG index, the Paris stock exchange's benchmark index for CSR, in September 2022. The selection is based on the French SRI Label and the principles of the United Nations Global Compact, to which Teleperformance has been a signatory since 2011. This recognition reflects Teleperformance's strong commitment to the well-being of its employees, to diversity and inclusion, and to the climate.

The shares have also been included in the Euronext Vigeo Euro 120 index since 2015, in the EURO STOXX 50 ESG index since 2020, in the MSCI Europe ESG Leaders index since 2019, in the FTSE4Good index since 2018, in the Solactive Corporate Social Reponsibility index, formerly Ethibel Sustainability Excellence Europe index, since 2019 and in the S&P Global 1200 ESG index since 2017.

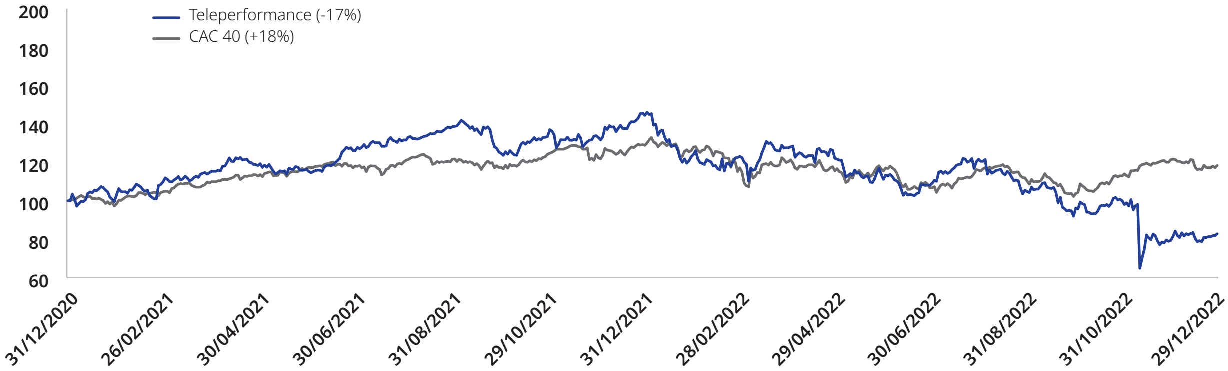
## 7.4.2 Information on traded volumes and share price movements

### 7.4.2.1 Monthly evolution of the readjusted share prices over the last 18 months

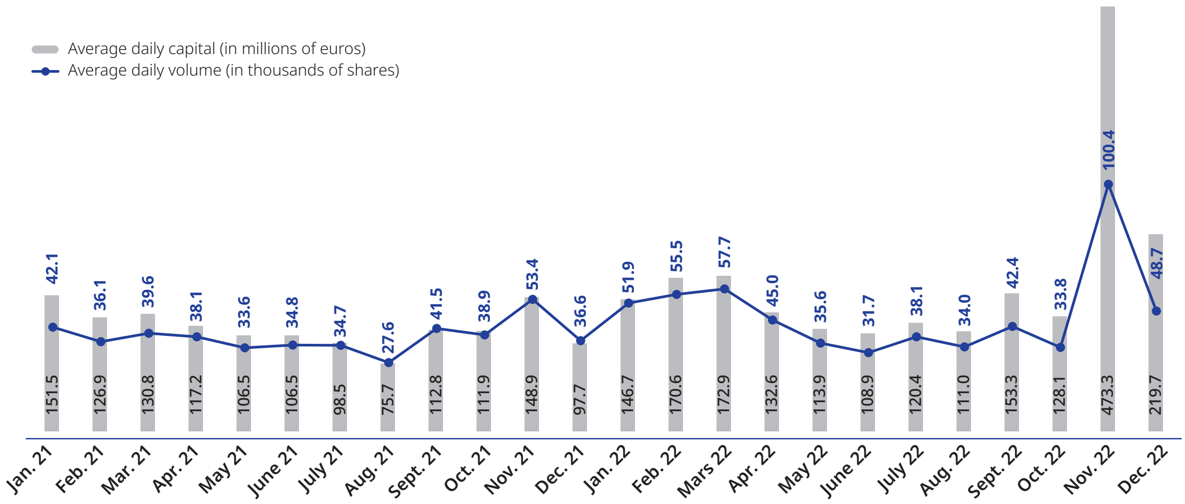
| | High *(in euros)* | Low *(in euros)* | Closing price *(in euros)* | Number of shares traded | Value traded *(in millions of euros)* | Number of trading sessions |
|---|---|---|---|---|---|---|
| **2021** | | | | | | |
| August | 377.90 | 353.80 | 374.40 | 1,665,123 | 607.1 | 22 |
| September | 386.10 | 340.10 | 340.10 | 2,481,551 | 914.0 | 22 |
| October | 363.10 | 331.60 | 361.10 | 2,349,980 | 816.9 | 21 |
| November | 374.70 | 345.50 | 362.70 | 3,276,708 | 1,175.5 | 22 |
| December | 399.10 | 354.70 | 392.00 | 2,246,968 | 840.8 | 23 |
| **2022** | | | | | | |
| January | 402.10 | 319.50 | 333.40 | 3,081,039 | 1,090.2 | 21 |
| February | 344.90 | 305.40 | 331.90 | 3,412,339 | 1,109.3 | 20 |
| March | 357.00 | 296.70 | 346.30 | 3,978,197 | 1,327.1 | 23 |
| April | 353.20 | 321.10 | 342.70 | 2,518,795 | 854.9 | 19 |
| May | 341.20 | 295.80 | 308.70 | 2,504,944 | 782.4 | 22 |
| June | 311.40 | 271.50 | 293.30 | 2,395,860 | 696.7 | 22 |
| July | 334.60 | 291.40 | 326.30 | 2,529,437 | 801.0 | 21 |
| August | 332.60 | 279.20 | 284.30 | 2,553,635 | 782.2 | 23 |
| September | 302.20 | 249.10 | 260.90 | 3,373,299 | 932.2 | 22 |
| October | 276.40 | 245.60 | 271.30 | 2,689,327 | 710.1 | 21 |
| November | 274.90 | 163.15 | 215.40 | 10,412,417 | 2,209.7 | 22 |
| December | 235.80 | 211.00 | 222.70 | 4,612,786 | 1,022.3 | 21 |
| **2023** | | | | | | |
| January | 258.90 | 222.70 | 255.0 | 3,388,226 | 825.0 | 22 |

*Source: Euronext Paris.*

### 7.4.2.2 Changes in the Company's adjusted share price over two years, as compared to the CAC 40 index *(base 100 as of December 31st, 2020)*




### 7.4.2.3 Adjusted monthly average volumes traded per day



# 7.5 DIVIDENDS

## 7.5.1 Dividend pay-out policy

The dividend pay-out policy, defined by the Board of Directors, is based on an analysis taking into account in particular the history of dividends, the financial position and the results of the Company. It consists of distributing a stable or progressive dividend so as to fairly compensate the shareholder while retaining within the Group the resources necessary for its development.

In accordance with the law, unclaimed dividends lapse and are paid over to the State following a five-year period.

## 7.5.2 Dividends paid in respect of the last five financial years

| Dividend for financial year* | Gross dividend per share | Total amount** | Distribution rate*** |
|---|---|---|---|
| 2017 | €1.85 | €106,893,000.00 | 35% |
| 2018 | €1.90 | €109,782,000.00 | 35% |
| 2019 | €2.40 | €140,925,600.00 | 35% |
| 2020 | €2.40 | €140,953,440.00 | 43% |
| 2021 | €3.30 | €186,947,469.86 (1) | 35% |

*(1) Including the payment of an additional amount of €6,886,610.14 deducted from the "other reserves" item of the "other reserves" account.*
** Paid the following year.*
*** Including unpaid dividends on the Company's treasury shares posted to "Retained earnings".*
**** Calculated on the basis of consolidated net profit.*

Dividends distributed for the last three financial years were eligible for a 40% tax allowance.

It is specified that the Board of Directors has decided to propose to the shareholders' meeting to be held on April 13th, 2023 to fix the gross amount of dividend for 2022 at €3.85 per share.

# 7.6 FINANCIAL COMMUNICATION

## 7.6.1 Mission statement

The Group is committed to maintaining a sustainable and trust-based relationship with its shareholders and all other members of the financial community. In support of the executive management and alongside the Group's expert teams, the duties of the team in charge of the Group's investor relations and financial communication are to facilitate access to information regarding the Group's earnings, outlook and strategic developments.

To that end, and in order to ensure ongoing clarity and transparency, a number of dedicated documents have been published and frequent meetings, held both virtually and in-person, are organized throughout the year with the financial community.

This investor friendly approach was once again recognized in September 2022 in the reference "All Europe Executive Team" annual ranking for the European Business & Employment sector compiled by Institutional Investor and based on a survey of the entire financial community. The Group has been recognized as number 1 or number 2 in six different categories: #1 in the Best CEO, Best CFO, as well as #2 in the Best IR Team, Best IR Program, Best IR Professional and Best investors/analysts events categories. Teleperformance has thus received the second-highest number of awards among the 60 companies evaluated in its sector.

Teleperformance's proximity to investors and other stakeholders remains a priority, today more than ever, given the change in its stock market status with the Group's inclusion in the CAC 40 index in June 2020.

## 7.6.2 Dedicated information accessible to all shareholders

Financial and regulatory information and a large number of dedicated documents are made available to all investors in the section dedicated to shareholders and the entire financial community of the Teleperformance's website (www.teleperformance.com – *Investors* section).

This extensive database of the Group's financial and regulated communication available in the section dedicated to investors notably includes:

- all financial and strategic information provided to financial markets and Group shareholders, including yearly and quarterly information, press releases, information related to the Group's listing and its dividend payment policy, slideshows, audio and video recordings of results presentation meetings, documentation related to debt and letters to shareholders;
- regulated information circulated in compliance with the European Transparency Directive of December 15th, 2004, which includes the Universal Registration Document containing the annual financial report, the half-yearly report, both filed with the French financial markets authority *(Autorité des marchés financiers),* the articles of association and information concerning corporate governance;
- integrated reports of the Group since 2019; and
- the documents relating to the shareholders' meeting including notice of meetings, draft resolutions, ballot papers, meeting brochures and live broadcast of the meeting.

These documents can be sent by mail on request, *via* the Group website, or to the Investor Relations and Financial Communication Department by email, telephone or mail.

Legal information (articles of association, minutes of shareholders' meetings, statutory auditors' reports) can be consulted at the head office.

The Group regularly publishes its results and notices of shareholders' meetings in the national press, notably online. It also communicates on its financial and strategic news on the main global social networks throughout the year.

## 7.6.3 Regular meetings with institutional investors and financial analysts

The investor relations and financial communication team, together with various senior Group executives and in compliance with best practices in communication, regularly holds information meetings with institutional investors and financial analysts, including ESG specialists, in France and abroad. Group management also meets governance teams from shareholder organizations in the run-up to shareholders' meetings. In 2022, the Group continued its meetings with investors. Virtual meetings remained preponderant, but the number of in-person meetings strongly increased compared with 2021, thanks to the end of the restrictions that were imposed by the health crisis (social distancing and drastic travel restrictions).

Every quarter, the Group presents its results and/or revenues to the financial community *via* a conference call to present Q1 and Q3 revenues and a conference webcast for H1 results, as well as for annual results since 2020 because of the health crisis; senior management presents an update of operations during the period and answers questions from investors and analysts.

Teleperformance is in constant communication throughout the year with the financial community *via* meetings, either in-person or virtually, and site visits, as well as equity or debt investor roadshows, and theme conferences organized by financial brokers. These thematic conferences bring together primarily European companies operating in the business services sector, so that they can meet investors on the main European and US financial markets.

In 2022, Teleperformance held nearly 400 meetings, in-person and virtually, with institutional investors. This activity was stronger than in 2021. It enabled the Group to meet over 400 different institutional investors. It has notably:

- continued to use video-meeting tools in order to maintain the closest possible proximity to its shareholders in the context of the sanitary crisis;
- significantly increased the number of meetings specific to ESG, by attending numerous dedicated conferences organized by French and Anglo-Saxon brokers;
- maintained at a high level the number of meetings with Anglo-Saxon investors.

In 2022, the Group strengthened its commitment to individual shareholders. It participated for the first time in ***Investir Day***, the leading event in France dedicated to individual shareholders and organized by *Les Échos-Le Parisien,* Several hundreds of individuals shareholders have been able to discover the Group's activities and innovation capability, thanks to:

- a presentation of the Group' strategy and outlook by Olivier Rigaudy, Deputy CEO, in charge of finance;
- the participation of subject matter experts who presented the high-touch, high-tech strategy and the CSR policy of the Group;
- the presence of the Investor Relations team to answer all the questions of the visitors.

This financial and shareholder communication strategy is in line with in a more integrated communication strategy which is aimed at all the Group's stakeholders: employees, customers, partners and communities where the Group operates. The continued development of this integrated approach led to the setting up in 2022 of numerous meetings involving not only the management and the teams of the financial communication but also the Corporate Social Responsibility and Legal Departments.

The Company share is covered by around 20 financial broker research firms (sell-side analysts), and this number continued to increase in 2022 with the addition of a number of London-based analysts specialized in business services.

## 7.6.4 Action plan and dedicated communication campaign following the disproportionate decline in the share price

**Teleperformance reacted swiftly and firmly to the repeated unfounded press allegations published during the second half of 2022 regarding ESG issues affecting Group operations in the United States and Colombia.** These allegations triggered a disproportionate decline in the share price on November 10th, 2022. In response, the Group swiftly rolled out a specific action plan designed to restore confidence among the entire financial community.

This plan was based on three main pillars:

- **immediate reaction *via* the announcement of a €150 million Group share buyback program**;
- **transparent and regular communication on the extensive steps taken by the Group in response** to these allegations, including an external audit in the United States by a globally recognized consulting firm confirming that no legal or ethical breaches had occurred, and in Colombia: 1) a series of meetings held between Teleperformance and the Colombian government, 2) an external audit by Bureau Veritas, which enabled the Group to obtain independent assurance on the use and inclusion of International Standard ISO 26000 in the area of CSR within its Colombia operations, 3) the realization of a worldwide survey of its content moderation (Trust and Safety) employees worldwide by the Korn Ferry organizational consulting firm which concluded that the level of employees well-being at Teleperformance among a sample of 600 companies is very high, 4) exiting the highly egregious part of the Trust and Safety business to reduce the perception risk associated with these activities, 5) the signing of a global agreement with the UNI Global Union trade union federation and 6) after Colombia, Teleperformance received independent assurance from Bureau Veritas regarding the use and inclusion of International Standard ISO 26000 -social responsibility- guidelines in six countries;
- **organization of the TP Open Doors campaign** in six countries on four continents: Albania (Tirana), Greece (Athens), Portugal (Lisbon), the United States (Fort Lauderdale, Florida), Colombia (Bogota) and India (Mumbai). This transparency initiative has helped improve investors' understanding of the Group's activities and high-touch, high-tech approach and encouraged them to reach their own conclusions after having "seen and touched" what is actually happening in the field. Over 60 investors and analysts attended this campaign.

**Numerous communication materials produced during this key period are available on the Group's website** in the *Investors* section: press releases, shareholder letters, presentations, recordings of multiple webcasts given by Group experts and key managers explaining the decisions taken, summary documents and FAQs.

## 7.6.5 Shareholders' meetings

All shareholders, regardless of the number of shares they hold (at least one share held on the second working day prior to the relevant shareholders' meeting), are entitled to participate in shareholders' meetings.

The shareholders' meeting, held in 2022 in the Étoile Saint-Honoré business center in Paris, was held in-person for the first time since 2019. A simultaneous live webcast was made available on the Teleperformance website. For shareholders, it was also an opportunity to play an active role in the life of the Group through their vote and the possibility of asking their questions during the session. The recording is also available on Teleperformance's website.

The procedure for convening shareholders' meetings, drafting and publishing agendas and the rules for participation in meetings are presented in section 7.1.2.4 *Shareholders' meetings.*

In addition to the usual voting procedures, shareholders may vote prior to meetings or appoint a proxy *via* "Votaccess", an online voting platform. This platform is available to registered shareholders as well as to shareholders having subscribed to online services offered by their financial institution, if the latter offers access to the Votaccess platform.

Details on voting procedures are available on the Company's website (www.teleperformance.com – *Investors* section) in the *Shareholder Information/General meetings* section, as well as in the Notice of meeting (brochure) also available online.

In 2022, Teleperformance implemented for the first time a tablet-based sign-in solution that significantly reduces paper consumption.

The investor relations and financial communication team is also available to guide shareholders through the various attendance and voting procedures.

## 7.6.6 Registration of securities in the holder's name

Teleperformance SE offers its shareholders the benefit of direct registration of their securities in their names, which confers the following advantages:

### No management fees

Registered shareholders are fully exempted from custody fees, as well as from the expenses inherent to the day-to-day management of their securities, such as conversion into bearer securities, the transfer of securities, changes of legal status (transfers, donations, inheritance, etc.), securities transactions (capital increase, share allotments, etc.) and the payment of dividends.

### Guaranteed personalized information

Registered shareholders receive personalized information regarding:

- notices to attend shareholders' meetings, with systematic dispatch of the meeting notice, single postal voting form and proxy voting form, admission card request form and the statutory information documents;
- the management of securities, taxation and the organization of the shareholders' meeting.

Furthermore, an online service is available to them to consult their share account and place market orders: **https://planetshares.uptevia.pro.fr**

### Easier access to the shareholders' meeting

Like all of the Company's shareholders, registered shareholders are automatically called to attend the shareholders' meeting and benefit from the advantage of not being required to make a prior application for an attendance certificate in order to vote.

In addition to the usual voting procedures, registered shareholders may vote before meetings or appoint a proxy *via* Votaccess, an online voting platform (see section 7.6.5 *Shareholders' meetings*).

### Registration procedure

In order to convert your securities into direct registered securities or to receive more information regarding security registration, please contact:

**Uptevia**

Grands Moulins de Pantin

9, rue du Débarcadère

93761 Pantin Cedex

France

Telephone: +33 1 57 43 02 30

https://planetshares.uptevia.pro.fr

## 7.6.7 Bearer shares

Bearer shares are recorded in an investment account of a financial intermediary (*i.e.* a bank, stock broker, online broker, *etc.*). The advantage of holding shares in this way is that all equity investments in a portfolio can be held together in the same account, for example in a "PEA" (Private Equity Plan) account. Teleperformance SE cannot identify bearer shareholders.

To participate in the shareholders' meeting, bearer shareholders must obtain a certificate from the financial intermediary holding their Teleperformance investments that confirms that the intermediary has registered their shares in its books, by no later than midnight (Paris time) on the second working day prior to the relevant shareholders' meeting.

## 7.6.8 Indicative schedule for financial publications

| | |
|---|---|
| Annual shareholders' meeting | April 13th, 2023 |
| Ex-dividend date | April 21st, 2023 |
| Q1 2023 revenue | April 25th, 2023 |
| Dividend payment | April 25th, 2023 |
| H1 2023 results | July 27th, 2023 |
| Q3 2023 revenue | November 2nd, 2023 |

## 7.6.9 Contact

**Teleperformance SE**

Investor Relations and Financial Communication Department

21-25, rue Balzac – 75008 Paris, France

email: investor@teleperformance.com

8

# Additional information

# 8.1 PERSON RESPONSIBLE FOR THE UNIVERSAL REGISTRATION DOCUMENT

## Statement by the person responsible for the Universal Registration Document

"I hereby certify that the information contained in this Universal Registration Document is, to the best of my knowledge, in accordance with the facts and makes no omission likely to affect its import.

I certify, to the best of my knowledge, that the accounts have been prepared in accordance with applicable accounting standards and give a fair view of the assets, liabilities, financial position and profit or loss of the Company and all the undertakings included in the consolidation, and that the management report the contents of which are listed in the cross-reference table in section 8.5 of this Universal Registration Document, presents a fair review of the development and performance of the business and financial position of the Company and all the undertakings included in the consolidation as well as a description of the main risks and uncertainties to which they are exposed."

February 27th, 2023

Daniel Julien

Chairman and Chief Executive Officer

# 8.2 STATUTORY AUDITORS

| Primary auditors | First appointment date | Date of expiry of current term of office |
|---|---|---|
| **KPMG Audit IS**<br>Tour Eqho2, avenue Gambetta<br>92066 Paris La Défense Cedex – France<br>Tel: +33 1 55 68 68 68 | 06/25/1987* | 2023 shareholders' meeting |
| **Deloitte & Associés**<br>6, place de la Pyramide<br>92908 Paris La Défense Cedex – France<br>Tel: +33 1 40 88 28 00 | 06/30/1999* | 2023 shareholders' meeting |

* *Taking into account acquisitions or mergers of firms carried out since that date.*

# 8.3 CROSS-REFERENCE TABLE TO THE UNIVERSAL REGISTRATION DOCUMENT

Pursuant to the provisions of Annexes 1 and 2 of Commission Delegated Regulation (EU) 2019/980 of March 14th, 2019.

# 8.4 CROSS-REFERENCE TABLE TO THE ANNUAL FINANCIAL REPORT (AND OTHER INFORMATION INCLUDED)

Pursuant to Article L.451-1-2 of the French Monetary and Financial Code and Article 222-3 of the AMF General Regulation.

# 8.5 CROSS-REFERENCE TABLE TO THE MANAGEMENT REPORT

| Applicable provisions | | Comments on the financial year | Page no. |
|---|---|---|---|
| French Commercial Code | L.225-100-1, I., 1° | Objective and comprehensive analysis of the development of the Company's and Group's business, earnings and financial position | 13; 271; 327 |
| French Commercial Code | L.225-100-1, I., 2° | Financial and any non-financial KPIs specifically relevant to the Company's business activity | 52; 87; 271; 327 |
| French Commercial Code | L.233-6 | Significant new shareholdings acquired during the year in companies with registered offices located in France | n/a |
| French Commercial Code | L.232-1, L.233-26 | Major events occurring between the balance sheet date and the date of preparation of the report | 317 |
| French Commercial Code | L.232-1, L.233-26 | Position during the year ended and foreseeable changes in the Company's and Group's position | 52; 301 |
| French Commercial Code | L.233-6 | Operations of the Company and its subsidiaries and shareholdings by business sector | 16 |
| French General Tax Code | 243 *bis* | Dividends distributed in respect of the last three financial years and amounts of distributed income eligible and ineligible for the 40% tax rebate in respect of said periods | 375 |
| French General Tax Code | 223 *quater* | Amount of non-tax-deductible expenses and charges | 347 |
| French Monetary and Financial Code | L.511-6, R.511-2-1-3 | Amount of intercompany loans (and auditors' certification) | n/a |
| **Applicable provisions** | | **Group presentation information** | |
| French Commercial Code | L.225-100-1, I., 3° | Description of the main risks and uncertainties to which the Company is exposed | 61 |
| French Commercial Code | L.22-10-35, 2° | Main characteristics of internal control and risk management procedures implemented by the Company in relation to the preparation and processing of accounting and financial information | 76; 75 |
| French Commercial Code | L.225-100-1., 4° | Company and Group hedging objective and policy for transactions to which hedge accounting is applied | 71 |
| French Commercial Code | L.225-100-1., 4° | Use of financial instruments by the Company: financial risk management objectives and policy | 71 |
| French Commercial Code | L.225-100-1., 4° | Company exposure to price, credit, liquidity and cash flow risks | 71 |
| French Commercial Code | L.225-102-1, L.22-10-36 and R.225-105 | Declaration of non-financial performance: Social and environmental consequences and impact of the Company's operations (including "Seveso" sites) (i) with regard to the respect of human rights and prevention of corruption and tax evasion and (ii) including the consequences of the Company's operations and the use of goods and services produced and provided by the Company on climate change; social commitments promoting sustainable development, the circular economy, the prevention of food waste and food insecurity, respect for animal welfare and responsible, equitable and sustainable eating, collective agreements in force at the Company and their impact on the Company's economic performance and employee working conditions, initiatives to prevent discrimination and promote diversity, actions aimed at promoting the practice of physical and sport activities and measures taken in favor of disabled persons | 87 |
| French Commercial Code | L.225-102-4, L.225-102-5 | Plan concerning reasonable diligence measures designed to identify risks and prevent serious violations of human rights and fundamental freedoms, of health and safety of persons, as well as to the environment resulting from the operations of the Company and the companies it controls within the meaning of Article L.233-16-II of the French Commercial Code, whether directly or indirectly, as well as from the operations of subcontractors or suppliers with which an established business relationship exists, where such operations form part of this relationship | 82 |
| **Applicable provisions** | | **Comments on the financial year** | |
| French Commercial Code | L.22-10-35 | Indications of financial risks related to the impact of climate change and presentation of the measures taken by the Company and Group to reduce such risks by implementing a low-carbon strategy in all parts of its operations | 148 |
| French Commercial Code | L.232-1, L.233-26 | Research and development activities | 32; 49 |

| Applicable provisions | | Comments on the financial year | Page no. |
|---|---|---|---|
| **Applicable provisions** | | **Information on the Company and share capital** | |
| French Commercial Code | L.233-29, L.233-30, R.233-19 | Notice of holding over 10% of the share capital in another joint stock company. Elimination of cross shareholdings | n/a |
| French Commercial Code | L.225-211 | Breakdown of treasury share sales and purchases during the year | 364 |
| French Commercial Code | R.228-90, R.22-10-37, R.228-91 | Adjustments, if any, for securities giving access to the capital and stock options in the event of share repurchases above quoted market price or financial transactions | n/a |
| French Commercial Code | L.225-102 | Statement of employee participation in the share capital as of the balance sheet date and proportion of share capital represented by shares held by employees under the Company savings scheme and by current and former employees within company mutual funds and registered shares held directly by employees pursuant to Article L.225-197-1 of the French Commercial Code | 371 |
| French Commercial Code | L.464-2 | Injunctions or financial penalties for anti-trust practices | n/a |
| **Applicable provisions** | | **Information relating to the financial statements** | |
| French Commercial Code | R.225-102 | Five-year summary of Company's results | 353 |
| French Commercial Code | L.233-6 | Subsidiaries earnings | 350 |
| **Applicable provisions** | | **Other information** | |
| French Commercial Code | L.233-13 | Identity of direct or indirect holders of over one twentieth, one tenth, three twentieths, one fifth, one quarter, one third, half, two thirds, eighteen twentieths, nineteen twentieths of the share capital or voting rights | 370; 371 |
| French Monetary and Financial Code<br>AMF General Regulation | L.621-18-2<br>223-26 | Summary statement of securities transactions by persons exercising managerial responsibilities and closely related persons | 269 |
| French Commercial Code | L.233-13 | Controlled companies and portion of the Company's share capital they hold | 350; 364 |
| French Commercial Code | L.232-1 | List of existing branches | n/a |
| French Commercial Code | L 441-14 and D. 441-6 | Payment terms of suppliers and clients | 352 |
| **Applicable provisions** | | **Documents attached** | |
| French Commercial Code | L.22-10-37 and L.225-102-3 | Report on payments made in favor of authorities in each country or territory in which the Company operates | n/a |
| French Commercial Code | L.22-10-8 to L.225-10-11<br>L. 225-37 to<br>L. 225-37-4 | Corporate governance report | 177 |

# 8.6 CROSS-REFERENCE TABLE TO THE CORPORATE GOVERNANCE REPORT

| Applicable provisions | | Information on remuneration | Page no. |
|---|---|---|---|
| French Commercial Code | L.22-10-8<br>R.22-10-14 | Corporate officers remuneration policy | 228 |
| French Commercial Code | L.22-10-9 | Information listed in Article L.22-10-9 regarding corporate officers remuneration | 228; 233 |
| French Commercial Code | L.225-184 | Options granted, subscribed to or purchased during the year by corporate officers and by the first ten non-corporate director employees of the Company, and options granted to all employee beneficiaries by category | n/a |
| French Commercial Code | L.225-10-57 | Terms and conditions pertaining to the exercise and lock-in of options by executive directors | n/a |
| French Commercial Code | L.225-10-59 | Lock-in conditions pertaining to performance shares granted to executive directors | 232 |
| **Applicable provisions** | | **Information on Board composition, functioning and powers** | |
| French Commercial Code | L.225-37-4 | List of all offices held and duties performed by each director in all companies during the financial year | 184 |
| French Commercial Code | L.225-37-4 | Agreements entered into, directly or indirectly, between on the one hand, the Chief Executive Officer, a Deputy Chief Executive Officer, a director or a shareholder holding over 10% of voting rights in one company and on the other hand, another company controlled by the first company within the meaning of Article L.233-3 of the French Commercial Code (except for agreements related to ordinary business and entered into on arm's length terms) | 270 |
| French Commercial Code | L.22-10-10 | Description of the procedure implemented by the Company for periodically assessing that agreements related to ordinary business and entered into on arm's length terms continue to meet those conditions, and description of its implementation | 270 |
| French Commercial Code | L.225-37-4 | Table summarizing currently valid authorizations given by the shareholders' meeting to the Board of Directors in respect of capital increases | 212 |
| French Commercial Code | L.22-10-10 | Choice of one of the methods of exercising general management in the event of a change | 180 |
| French Commercial Code | L.22-10-10 | Composition, conditions for preparing and organizing the works of the Board of Directors | 181; 210 |
| French Commercial Code | L.22-10-10 | Description of the diversity policy applied to members of the Board of Directors with regard to criteria such as age, gender or professional qualifications and experience, description of the objectives of such policy, its means of implementation and the results obtained during the past financial year, information on how the Company seeks to achieve balanced representation of women and men on any Committees set up, if applicable, by executive management to assist it in the performance of its duties and with regard to gender balance in the 10% of positions with the highest level of responsibility | 203; 227 |
| French Commercial Code | L.22-10-10 | Limits set by the Board to the powers of the Chief Executive Officer | 227 |
| French Commercial Code | L.22-10-10 | Reference to a Corporate Governance Code and application of the "comply or explain" principle as well as the place where said code may be consulted | 178 |
| French Commercial Code | L.22-10-10 | Specific conditions relating to shareholder attendance at general meetings or provisions of the Articles of Association setting up those modalities | 267 |
| French Commercial Code | L.22-10-11 | Factors liable to have an impact in the event of a tender offer | 267 |

# 8.7 CROSS-REFERENCE TABLE TO THE DECLARATION OF NON-FINANCIAL PERFORMANCE

Pursuant to Decree No. 2017-1265 of August 9th, 2017 implementing Ordinance No. 2017-1180 of July 19th, 2017 on the publication of non-financial information by certain large companies and certain groups of companies.

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| **Promotion of and compliance with ILO fundamental conventions** | |
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# 8.8 GLOSSARY

The definitions below cover the acronyms and recurring stock market and non-financial terms used in this Universal Registration Document. A financial glossary may be found in section 5.6 *Notes to the consolidated financial statements* (note 1.7 *Glossary*).

## 8.8.1 Acronyms

**BCR:** Binding Corporate Rules

**BPO:** Business Process Outsourcing

**DE&I:** Diversity, Equity & Inclusion Policy

**ERP:** Enterprise Resource Planning

**FTE:** full-time equivalent

**GHG:** greenhouse gas

**AI:** artificial intelligence

**IFRS:** International Financial Reporting Standards

**ISO:** International Organization for Standardization

**LTI:** long-term incentive

**OECD:** Organization for Economic Co-operation and Development

**UCITS:** Undertakings for Collective Investment in Transferable Securities

**RPA:** Robotic Process Automation

**HR:** Human Resources

**GDPR:** General Data Protection Regulation

**CSR or ESG:** Corporate Social Responsibility/Environment, Social, Governance

## 8.8.2 Stock market terms

**Registered share:** share registered in the Teleperformance SE account held by UPTEVIA.

**Bearer share:** share registered in a securities account held by the shareholder's financial intermediary.

**Performance shares:** shares that the Company's Board of Directors grants free of charge to certain employees and/or corporate officers of the Company and/or its subsidiaries, or to certain categories of them, subject to the conditions of presence and achievement of pre-defined, measurable and quantifiable financial and non-financial performance objectives.

***Autorité des marchés financiers* (AMF):** the French Financial Markets Authority, an independent public authority responsible for ensuring the protection of savings invested in financial products, providing investors with adequate information and supervising the orderly operation of markets.

**CAC 40:** Euronext Paris stock market index comprising the 40 largest French market capitalizations, which Teleperformance joined on June 19th, 2020. "CAC" stands for *"cotation assistée en continu"* or "continuous assisted quotation" from opening to close of trading.

**Market capitalization:** the market price value of all securities representing a company, equal to the share price multiplied by the total number of shares outstanding.

**AFEP-MEDEF code:** corporate governance code for listed companies to which Teleperformance SE refers.

**Liquidity agreement:** agreement entered into between a listed company and an investment services provider (ISP) enabling the latter to make purchases and sales of the company's shares independently of the issuer in order to improve their liquidity and the regularity of daily listings.

**Adjusted share price:** share price taking into account transactions that changed the number of shares outstanding comprising a company's share capital (capital increase, vesting of performance shares, stock split, etc.). The adjustment clarifies changes in the share price over time for comparative purposes.

**Preferential subscription right:** a right that grants the shareholder priority to participate in a capital increase or any other issue of securities giving access to the share capital, in proportion to the number of shares held. During an extraordinary shareholders' meeting, the Company may ask the shareholders to waive this right on an exceptional basis.

**Euronext Paris:** a listed market company that ensures the operation, security, transparency and development of its markets.

**Liquidity:** ratio between the volume of shares traded and the total number of shares comprising the share capital.

**Pure registered shares:** shares registered in Teleperformance's registers and held in a Teleperformance securities account at UPTEVIA, which manages them.

**Administered registered shares:** shares registered in Teleperformance's registers at UPTEVIA and held in a securities account at the shareholder's financial intermediary.

**Bond:** negotiable debt security issued by a public or private company, local authority or State, paying a fixed interest *(coupon)* for a specific period of time and including a promise of redemption at maturity.

**Share repurchase:** transaction whereby a company buys back its own shares on the stock market, up to a limit of 10% of its share capital and subject to authorization granted by the shareholders' meeting. The repurchased shares (treasury shares) do not carry voting rights or right to dividends.

**SRD (deferred settlement service):** paid service covering the most liquid securities and allowing order payment or delivery to be deferred to the last trading day of the month.

**Par value:** initial value of a share as defined in the Company's articles of association. A company's share capital equals the par value multiplied by the total number of shares.

### 8.8.3 Non-financial terms

**Carbon footprint:** method for calculating direct and indirect greenhouse gas emissions generated by an activity.

**CDP (Carbon Disclosure Project):** non-profit organization that encourages companies to disclose environmental data and assesses their sustainability performance and transparency efforts.

**GRI (Global Reporting Initiative):** international non-profit organization involving companies, NGOs and other stakeholders. It establishes guidelines to provide companies with a common set of indicators for measuring their progress in terms of sustainable development.

**Great Place to Work®:** an authoritative international institute in terms of expertise in quality of life at work that grants certification to companies that are great places to work.

**Materiality matrix:** an analysis that consists of assessing and prioritizing a company's CSR issues in the form of a matrix ranking these issues in terms of their importance for the Company (X axis) and stakeholders (Y axis).

**ISO standards:** standards issued by the International Organization for Standardization aimed at harmonizing standards worldwide in a wide range of areas including safety, production, quality, management and the environment.

**Sustainable Development Goals (SDGs):** the 17 Sustainable Development Goals are the objectives to be achieved by United Nations member states by 2030 with regard to the planet, population, prosperity, peace and partnerships.

**United Nations Global Compact:** the UN Global Compact's governance framework, adopted by UN Secretary-General Kofi Annan in 2000, is a call to companies to align strategies and operations with universal principles on human rights, labor, environment and anti-corruption, and take actions that advance societal goals.

**SASB (Sustainability Accounting Standards Board):** an independent standardization body that defines sustainable development reporting standards by industry.

**Science-Based Targets initiative (SBTi):** an international organization that aims to support companies in reducing their greenhouse gas emissions in order to achieve the objectives set out in the Paris climate agreement.

**Scopes 1, 2 and 3:** scopes within which greenhouse gas emissions are calculated as part of an organization's carbon footprint assessment for a given period.

**TCFD (Task Force on Climate-related Financial Disclosures):** a working group set up by the G20 Financial Stability Board that makes recommendations on climate-related information to be reported by companies.

**Taxonomy:** the EU taxonomy for sustainable activities, which establishes a list of economic activities considered to be environmentally sustainable on the basis of ambitious and transparent technical criteria.

## 8.9 GENERAL OBSERVATIONS

In this Universal Registration Document, unless otherwise stated, the term "Company" refers to the company Teleperformance SE and the terms "Group" and "Teleperformance" refer to the Company together with its subsidiaries and shareholdings.

This Universal Registration Document contains information on the Group's objectives and forecasts, in particular in sections 1.1.4.2.2 *Outlook* and *1.2.7 Risks and uncertainties.*

This information is occasionally referred to using the future or conditional form and prospective terms such as "think", "aim", "expect", "intend, "should", "strive", "estimate", "believe", "wish", "may/might", etc. Such information is based on data, hypotheses and estimates which the Company believes to be reasonable. It is subject to be changed or amended due to uncertainties relating in particular to the risks inherent in any business, as well as the political, economic, financial, regulatory and competitive environment. Moreover, the materialization of some of the risks described in section 2.1 *Main risk factors* could affect the Group's business and ability to achieve its objectives and forecasts.

The prospective statements, objectives and forecasts contained in this Universal Registration Document could be affected by known and unknown risks, uncertainties or other factors that might result in the Group's future results, performance and achievements differing significantly from the objectives and forecasts made or suggested herein. These factors could include changes to the economic and business environment and regulations as well as the factors set out in section 2.1 *Main risk factors* of this Universal Registration Document.

The Company makes no commitment and gives no warranty as to the realization of the objectives and forecasts set out in this Universal Registration Document.

Investors are advised to pay close attention to each of the risk factors described in section 2*.1 Main risk factors* of this Universal Registration Document prior to making any investment decisions. The materialization of some or all of these risks could have an adverse impact on the Group's business, situation, financial results or objectives and forecasts. Furthermore, other risks that have not yet been identified or which the Group considers to be non-material may also have an adverse impact and investors could lose some or all of their investment.

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**Teleperformance SE**
**European company**
**(societas europaea)**
with a share capital of €147,802,105
RCS number 301292702 Paris
21/25 rue Balzac - 75008 Paris - France
Tél. : +33 (0) 1 53 83 59 00

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