

INTEGRATED REPORT

2024



MESSAGE FROM THE CHAIRMAN

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MOULAY HAFID ELALAMY



I am delighted to say a few words for the first time as Chairman of the Board of Directors in this latest edition of TP's integrated report. I would like to share my priorities for the Group's future.

New governance structure

As you know, in order to adopt the best governance standards and prepare for the future, our Board of Directors separated the roles of Chairman and Chief Executive Officer in 2024 and created the position of Deputy Chief Executive Officer. In this new configuration, I am taking on the role of Chairman, with Daniel Julien as Chief Executive Officer, assisted by Thomas Mackenbrock, who is expected to succeed him. This new leadership structure not only clearly segregates the duties of the Board of Directors and management, but also establishes a solid, well-thought-out succession plan. Collectively, we are confident that the managerial transition will enable this strong, cohesive team, with its diverse and complementary skills, to meet the challenges of the future.

AI is an opportunity

Like Thomas Mackenbrock and Daniel Julien, I firmly believe that AI presents an opportunity for the Group to accelerate its growth and reinvent the customer experience. TP's strategy

is a hybrid approach, blending artificial intelligence with the emotional intelligence of the Group's employees. Together, we have decided on a bold new action plan for AI, focused on developing innovative solutions in areas like automated assistance, digital transformation consulting and AI model training. To achieve this, we plan to create a new ecosystem with AI partners, built on a win-win model. The goal is to gain market share and establish a new position as a global player in business process management in an evolving environment.

The Group's energy is powerful

The Group's energy is powerful and reflects strong growth potential. The executive management team is deeply committed, and digital transformation is embraced on a daily basis.

Reaffirm our commitment to our investors

Leveraging the unique strengths of the Group, integrating the benefits of artificial intelligence and consolidating and asserting our positions in global markets are the top priorities for the Board and executive management. As one of the Group's major shareholders, I am fully committed to driving success for the future of our company.

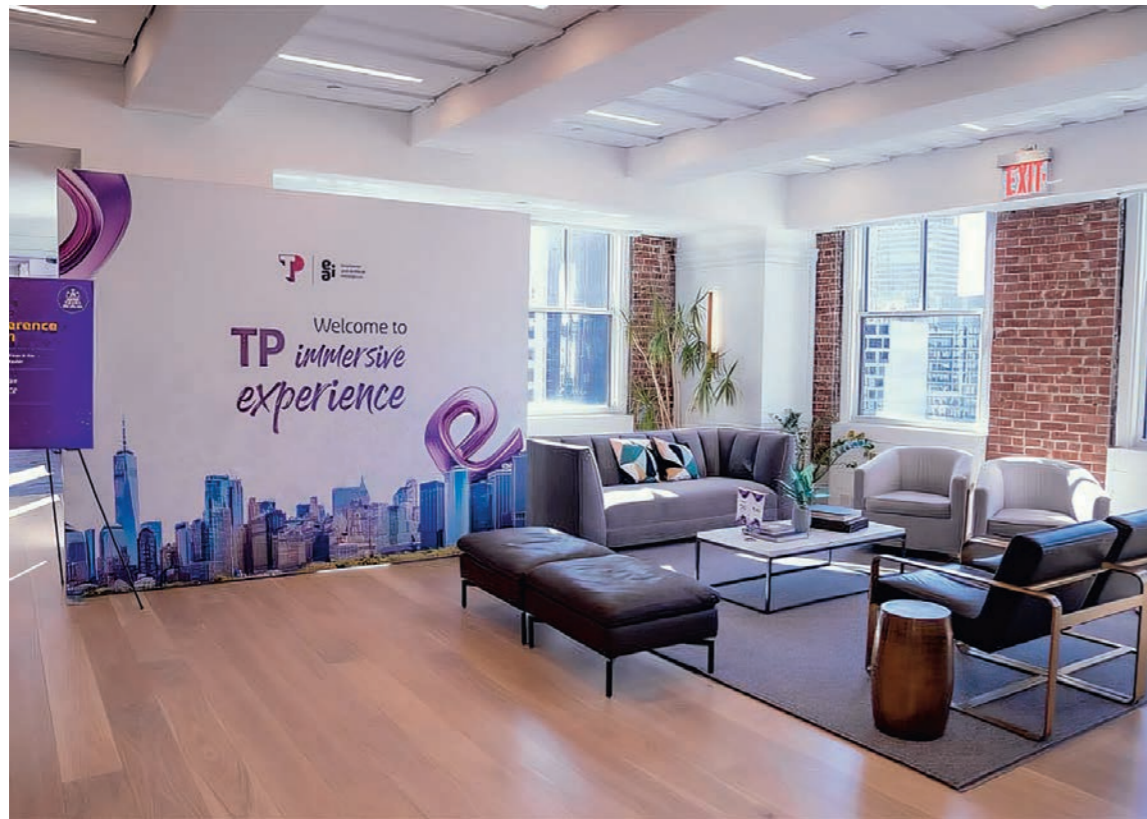
MESSAGE FROM THE CEO

DANIEL JULIEN



//

Teleperformance becomes TP: a new identity built for the future, where tech and touch power partnership, and transformation drives performance."



We achieved our financial targets for the year and are confident in our ability to accelerate our development in 2025. The Group demonstrated strong momentum 2024, with revenue growth accelerating throughout the year, an increase in operating margin and record cash flow generation exceeding €1 billion.

We also delivered on executing our growth strategy. The integration of Majorel is progressing as planned, and our recent acquisition of ZP, a leader in communication services for the deaf and hard-of-hearing community, is strengthening our high value-added Specialized Services business.

We continued to invest in AI as well, to drive our transformation and prepare for the future. In 2024, 60,000+ "EI/AI expert" training programs for managers were completed as part of the global skills enhancement plan for artificial intelligence (AI) and emotional intelligence (EI). In addition, 200+ new AI projects were launched during the year, delivering tangible efficiency gains for our clients.

Technology: a major pillar of TP's business model. Artificial intelligence is revolutionizing data access and providing clear, strategic solutions. Freed from repetitive tasks, customer specialists can focus all their energy on using empathy to create unforgettable customer experiences. We are stepping up the deployment of our hybrid "human-AI" solutions through a modular microservices platform, enabling quick integration via specific APIs. We are developing AI solution partnerships with an investment target of up to €100 million for 2025. The partnership we have just signed with the AI start-up Sanas, an AI innovator in real-time accent softening, is a prime example of this.

Empathy: a strategic lever for delivering an exceptional customer experience. At TP, we believe that emotional intelligence, enhanced by artificial intelligence, is central to successful customer relationships. Our empathetic service experts know how to listen, offer reassurance and make genuine connections with each individual.

Their personalized, human-centric approach turns every interaction into a memorable experience.

In 2024, TP launched an ambitious global development program for its 490,000 employees, aimed at enhancing both their emotional and technical skills. At the same time, our top priority continues to be the well-being of our teams. We are proud to be recognized as one of the "World's Best Workplaces" for the fourth year running, reflecting our commitment to our talented people. I am also proud to renew our commitment to the United Nations Global Compact, which we fully support through our activities and CSR policies, marked this year by the validation of our new carbon reduction targets by SBTi.

TP embodies a unique blend of technology and humanity, with emotion and excellence at the heart of every customer journey.

Given these strengths and our financial stability, we are aiming for another year of profitable growth in 2025, along with continued strong cash flow generation.

The Group will continue to enjoy sustained momentum, fueled by demand in our strategic sectors and the recent strengthening of our development teams.

This roadmap is being led by a new brand, reflecting the strong recognition the Group has earned from its clients and partners: **Teleperformance becomes TP.**

Thank you to all our employees for their talent and commitment, our shareholders for their support and our clients for their trust so far. **Today, we embark on a new phase of growth and transformation for the Group,** with stronger governance, fresh expertise and a new action plan to reach our ambitious medium-term goals.



To find out more, scan the QR code or go to:
<https://www.youtube.com/watch?v=Gwoojk41cH>



OUR VALUE CREATING BUSINESS MODEL

Reinventing the customer experience together. Resolutely focused on value creation, our business model has been built to help brands streamline and optimize their interactions with their customers. Thanks to our ability to transform while keeping our identity we are able to meet the challenges that come our way.

TP IN 2024

Mission

Teleperformance (« TP ») helps organizations manage and enhance their relationships with their customers/citizens, leveraging the best available technologies and human resources while streamlining their business operations.

Activities

TP is a global leader in digital business services. The Group implements strategies to optimize and digitally transform customer experience and business processes in order to make interactions “simpler, faster, safer and more efficient”.

Distinctive EI/AI approach

TP uses emotional intelligence and artificial intelligence to deliver an exceptional customer experience.

EMOTIONAL INTELLIGENCE (EI)

- Strengthening consumer trust and loyalty: empathy, personalization, complex quests.
- Enhancing the customer experience: active listening, flexibility, conflict resolution.

ARTIFICIAL INTELLIGENCE (AI)

- 24/7 availability.
- Handling of simple requests.
- Automated responses and recommendations.
- Analytics.

An integrated range of services for a diversified portfolio of clients

INTEGRATED SERVICES OFFERING

- Front-office services including customer care, technical support and customer acquisition/loyalty
- Back and middle-office services dedicated to corporate functions, including operational consulting for business processes, data labeling and machine learning
- Specialized, high value-added services: online interpreting including sign language, visa application management, accounts receivable management, health advocacy and recruitment process outsourcing

MAIN CLIENT VERTICALS

- Government
- Travel, hospitality and transportation
- Automotive
- Banking, financial services and insurance
- Retail and e-commerce
- Energy
- Social media, entertainment and gaming
- Healthcare
- Technology
- Telecommunications

Three strong commitments for social responsibility



A preferred employer
strongly committed to employee well-being, safety and diversity



A trusted partner
notably adopting the highest ethical standards



A force of good
by developing environmentally friendly practices and contributing to local communities

Global and responsible leadership

Present in nearly 100 countries, TP manages programs in around 300 languages and dialects in 170 markets via a unique model combining emotional intelligence and artificial intelligence.

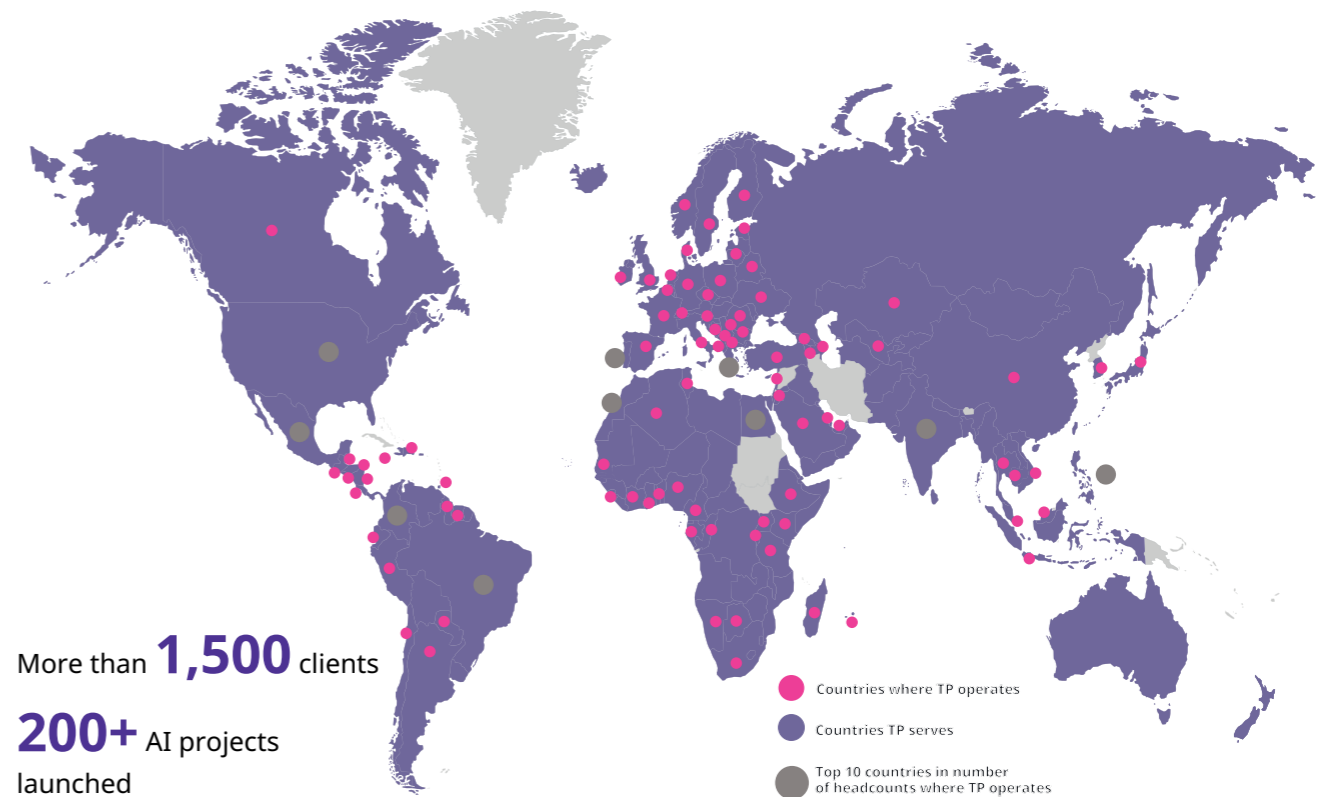
TP intends to pursue its strategy of value creation through integrated, sustainable and profitable growth, beneficial for all its partners, clients, shareholders and employees, and by combining organic growth and targeted acquisitions. Development is based on a long-term vision.

The Group's ambition is to accelerate its transformation to become an undisputed global leader in business services specialized in digital solutions.

€10 bn+ in revenue

69 countries certified by *Great Place to Work®* covering more than

97% of employees



Our sustainability targets

Continue to obtain best workplace certifications, reflecting a strong commitment to employees.

Maintain gender balance in the Group's workforce and management positions and continue to increase the proportion of women in management bodies.

Step up our commitment to combating climate change by reducing carbon emissions, and increasing the renewable energy share.

Uphold our commitment to local communities through the Citizen of the World philanthropic program and by strengthening Impact Sourcing programs (inclusive recruitment).

OUR BUSINESS MODEL

Through its business operations, TP creates long-term value for its stakeholders by combining a human touch with technology for simpler, faster and safer customer interactions.

OUR MISSION

Helping organizations manage and improve relationships with their customers/citizens.

OUR VALUES

- Integrity
- Respect
- Professionalism
- Innovation
- Commitment

Technology and innovation

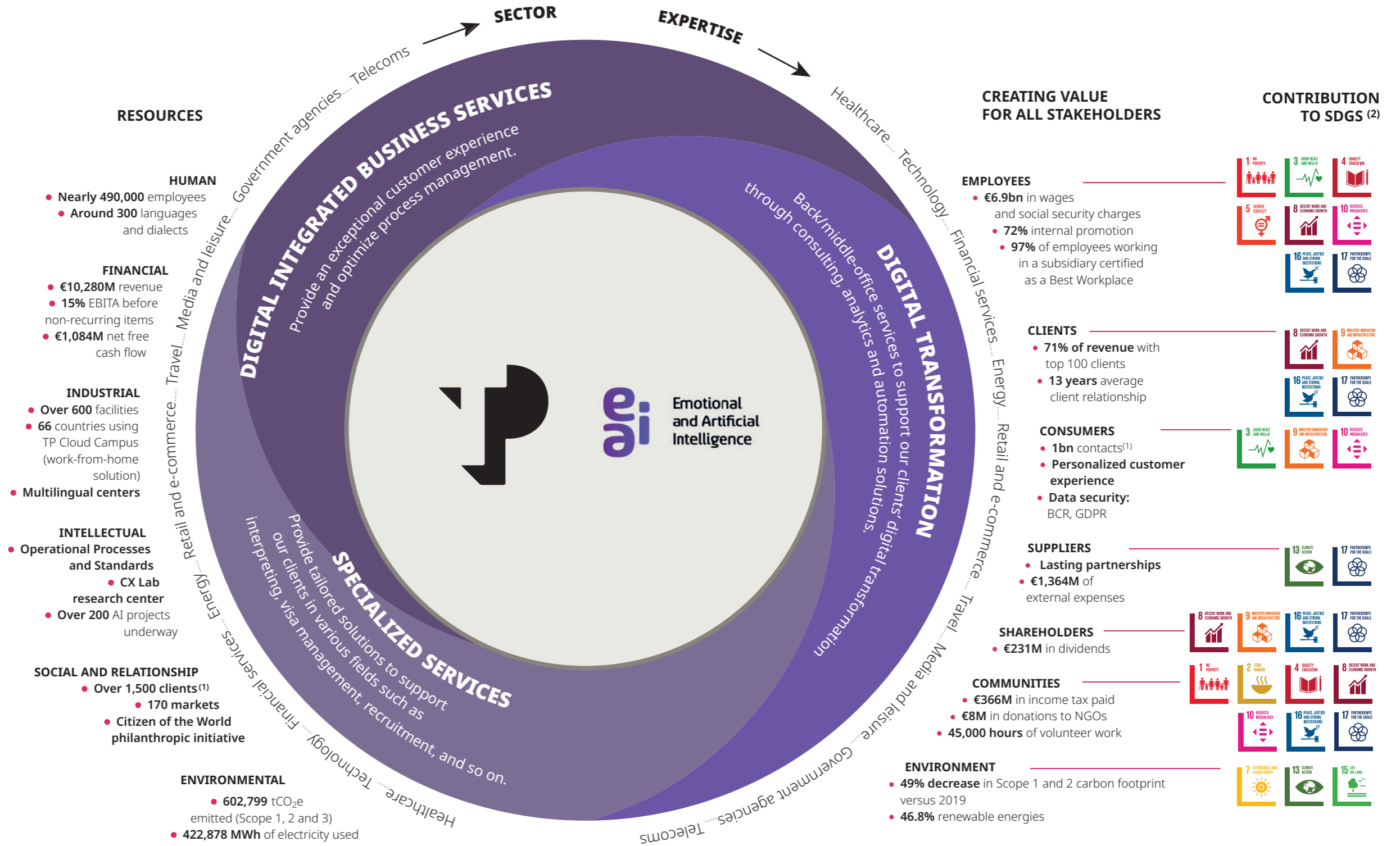
Automation and artificial intelligence are constantly progressing and permanently transforming the economy and society as a whole.

Climate change

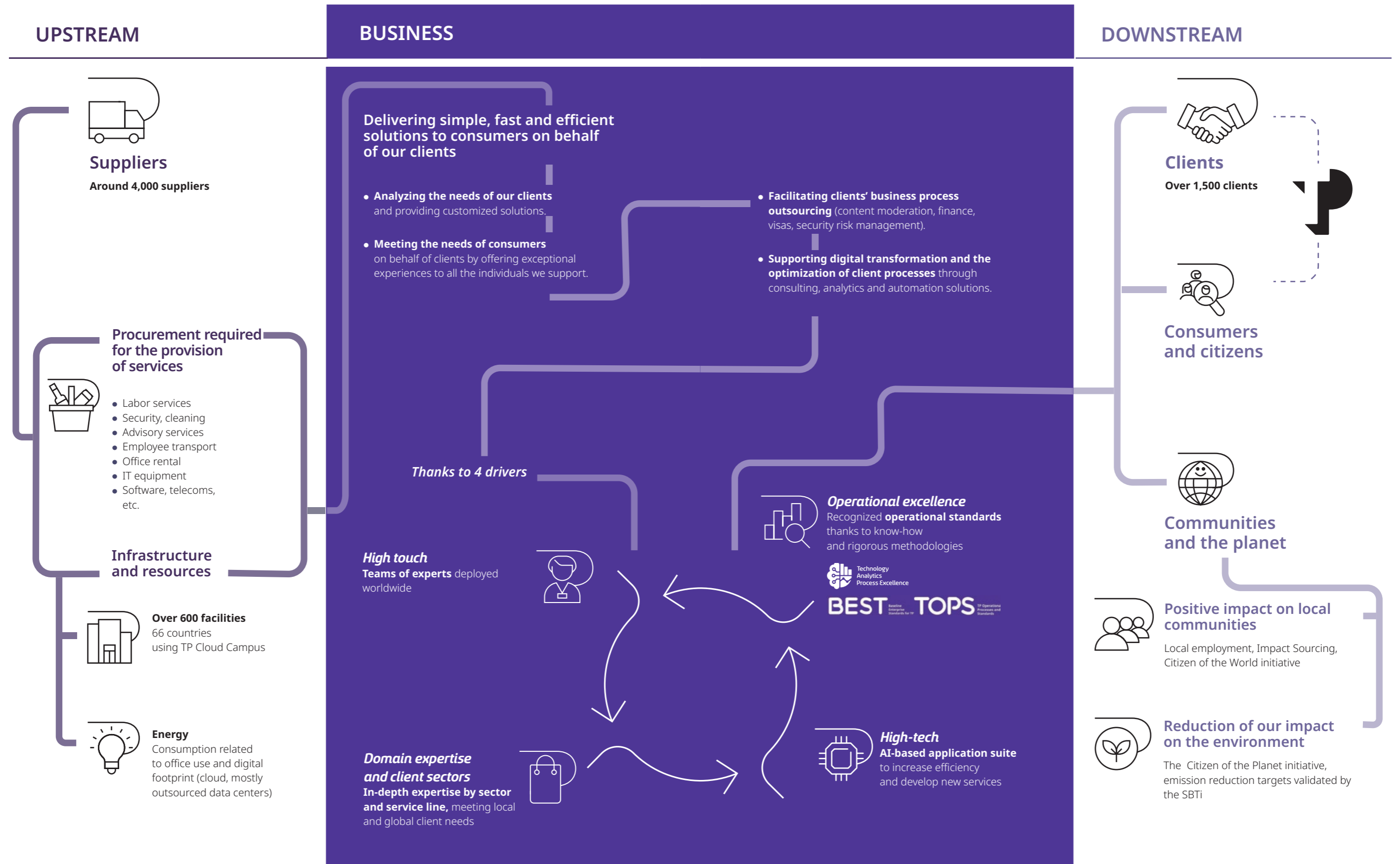
Global temperatures and pollution are rising each year and the risk of natural disasters is increasing. Shortages of water, food and commodities are to be expected, and biodiversity is under threat.

Global organization and multipolarization

The slowdown in global economic growth is marked by changes in governance and the intensification of conflicts.



OUR VALUE CHAIN



CREATING A SUSTAINABLE IMPACT FOR ALL OUR ECOSYSTEM

TP is committed to being an efficient and sustainable model of value creation for all its stakeholders. As such, the Group seeks to generate full satisfaction among all its stakeholders on a daily basis: a happy employee is the first step towards ensuring end-user satisfaction, and therefore satisfying TP's clients. This "virtuous chain" needs to function smoothly in order to create value for the entire Group ecosystem (shareholders, local communities, suppliers, lenders, etc.). TP has adopted an approach that enables it to transform stakeholder expectations into opportunities.



In 2024, we stepped up our dialog initiatives by:

- Taking all our stakeholders into account across the entire value chain;
- Conducting client surveys, which showed an 82% satisfaction rate among clients;
- Rolling out a program of employee satisfaction surveys, to which over 206,000 employees responded.

"I connect employees with the Company, ensuring their voices are heard and their concerns taken into account. This builds trust, promotes transparency, and creates a more positive and collaborative working environment."

EVANGELOS PAPADOPOULOS
Global Social Auditor

Listening to employees

In 2024, the Group appointed a Global Social Auditor, who conducted more than 250 confidential roundtables during the year in more than 60 facilities worldwide, thus coming into direct contact with around 2,200 employees.

These roundtables made it possible to identify potential issues liable to harm employees, guaranteeing ethical practices and respect for human rights. The establishment of this direct link with management promotes a corporate culture based on communication and trust, where employees feel listened to and valued. Understanding and responding to their concerns makes it possible to have teams that are more engaged and therefore more productive and innovative in the long term.



ONGOING COMMITMENT TO LOCAL COMMUNITIES

At present, TP's volunteer program numbers over 15,000 volunteers throughout the TP MAR region (Colombia, Peru, Nicaragua, Guyana, Trinidad and Tobago). On the occasion of the event organized to celebrate the program's fifth anniversary, a host of stories promoting local communities and the environment were shared and appreciated. Thanks to the dedication and passion shown by these volunteers, **more than 150,000 people have been positively influenced.**

Getting closer to our clients

TP invited 70 clients from all sectors to a two-day event at New York's Rockefeller Center, offering them an immersive experience in which they could explore the symbiosis between cutting-edge technology and emotional intelligence.

"We have partnerships with many BPO companies, but it's events like this that set TP apart."

SABRINA SERGEANT
Major League Baseball



MEGATRENDS

Adapting to meet the challenges of tomorrow: the global environment continues to be marked by economic slowdown, an accelerating frequency of extreme weather events, and the intensification of global multipolarization and regional conflicts. The development of generative artificial intelligence is disrupting many aspects of daily life and forcing many economic operators to adapt and reinvent themselves.

Although the global battle against inflation has been largely won and the global economy has remained resilient throughout the disinflation process, downside risks are accumulating and currently dominating the outlook, particularly due to the intensification of conflicts worldwide. Growth prospects for the next five years remain bleak at 3.1%, the lowest level in decades.

The world is marked by supply disruptions due to climate, health, and geopolitical factors. Concerns about cybersecurity, the climate, and regional security are intensifying.

New technologies are developing at an accelerating pace and generative artificial intelligence, which offers tremendous opportunities but is fraught with a number of gray areas, is a central issue in today's social debate.



Technology and innovation

Automation and artificial intelligence are constantly progressing and permanently transforming the economy and society as a whole. Citizens are increasingly connected and are demanding an immediate, personalized response to their expectations. However, the rapid expansion of these technologies entails increased risks in terms of cybersecurity.



Climate change

Climate change poses enormous long-term risks to the development, economic growth, and stability of countries worldwide. Droughts, heat waves, and other extreme weather events are already causing considerable damage, often reversing the progress made in fighting poverty and reducing inequality. Over the medium and long term, these phenomena will have serious consequences for poverty, food security, health, productivity, and quality of life.



Global organization and multipolarization

Democracies are under threat and the future of world governance is uncertain. Global conflicts are forcing an increasing number of people to flee their country. Epidemics could become increasingly frequent and severe. The world population is aging and increasingly based in cities. Generation Z is exerting increasing influence on working methods.

Sources: IMF, World Bank Global Economic Prospects



OUR RESPONSE

Against this backdrop, TP is reinventing and transforming itself without losing sight of its mission: to combine the best of humanity and technology in order to facilitate interactions of increasing number and complexity between clients, consumers, and citizens. The main risks and opportunities identified by the Group and the responses adopted by TP are set out below in accordance with their relation to the megatrends.



Technology and innovation

In an increasingly digital world that remains socially connected, human relationships are more important than ever before. TP creates connections and delivers an enhanced customer experience (technology-assisted human interaction) to offer each person a personalized real-time response. TP has been integrating artificial intelligence into its operations for many years in order to boost its performance. The Group's value added mainly lies in its ability to integrate these new technologies into a customer experience tailored to each need.

TP provides a comprehensive data security framework in line with the most stringent international standards, having obtained ISO 27001 and ISO 27701 global certification for its Privacy Information Management System (PIMS).



Climate change

TP has drawn up a bold climate change mitigation and adaptation roadmap. TP's response to climate change is set out below.



Global organization and multipolarization

In a context marked by global economic slowdown and the multipolarization of markets, TP is positioning itself as a key player adopting a robust strategy in terms of human resources management and financial stability.

Backed by a global integrated network of onshore, nearshore, and offshore multilingual operations performed by employees working at home or on site, TP offers a unique range of solutions worldwide, tailored to client needs and constraints. Working through committed expert teams based worldwide and managed centrally, the Group offers optimum operational flexibility while eliminating geographic boundaries.

Despite the global economic challenges, TP continues to leverage its status as a major employer, which gives it access to a large talent pool owing to its presence in nearly 100 countries and its global work-from-home policy. TP is expanding its services targeting new domestic markets, particularly in Asia and Africa.

The Group's growth is driven by a diversified client portfolio and by the development of high value-added specialized services. The Group continues to achieve a sustainable financial performance. **Access to financing is facilitated by S&P's BBB credit rating.**



The mapping of the Group's financial and non-financial risks is detailed in the Universal Registration Document 2024.

CLIMATE STRATEGY

Climate change is one of the most pressing challenges of our time, affecting all aspects of life on Earth from natural ecosystems through to human societies. Rising global temperatures, melting glaciers, and the increasing frequency of extreme weather phenomena such as wildfires, droughts and storms, highlight the urgency of taking decisive action to mitigate its effects.

To achieve its objectives, the Group has developed initiatives across the whole operational cycle and involving its entire ecosystem.

OUR COMMITMENTS

SCIENCE-BASED TARGETS

Medium-term 2030 carbon emission reduction targets validated across all 3 scopes and aligned with the 1.5°C trajectory.

RENEWABLE ENERGY

Target raised to increase the share of renewable energy to at least 50% by 2026 (from 30% previously) and 80% by 2030.



How do we to reduce our impact?

Energy efficiency

Energy management systems
Green criteria for buildings
Green IT equipment

Renewable energy

Green electricity tariffs
Energy Attribute Certificates (EAC)
Solar panels

Digital transformation

Emissions reduction through digital solutions
TP Cloud Campus (teleworking solution)
Migration to the cloud

E-waste management

Extending equipment lifespan, repairing, donating and recycling electronic waste

How do we engage our stakeholders?

Employee awareness and engagement

Training

Volunteer campaigns

Client and supplier partners

How do we to contribute the restoration?

Global partnership

with One Tree Planted, over 520,000 trees planted

Biodiversity conservation campaigns

World Cleanup day

(world day for cleaning up the planet)

HOW DO WE TRACK AND REPORT OUR IMPACTS?

Integrated Report, GRI
Task Force on Climate-Related Financial Disclosures | TCFD

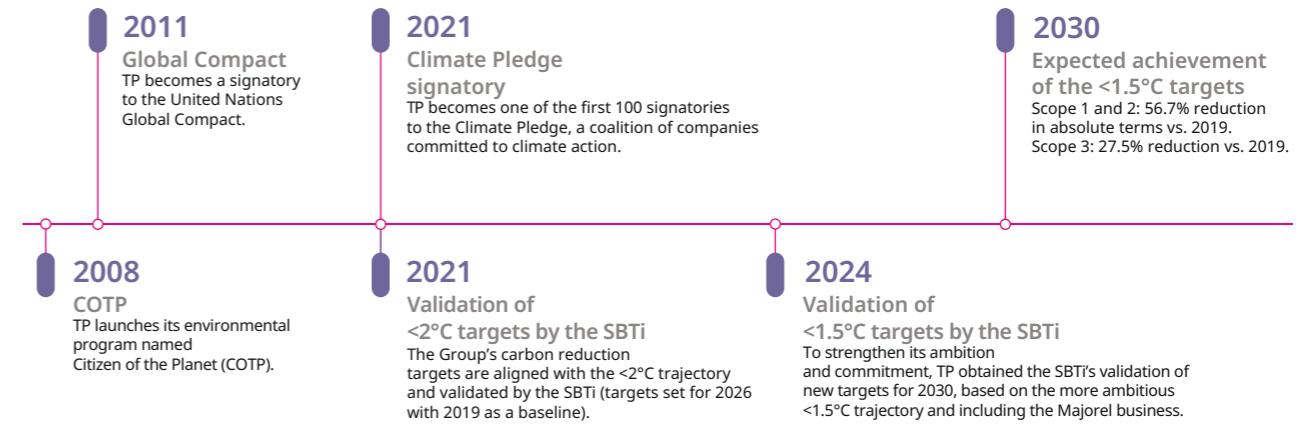
Carbon Disclosure Project | CDP
Alignment with ISO 14001

APPROVAL OF NEW CARBON EMISSION TARGETS BY SCIENCE-BASED TARGETS INITIATIVE (SBTi)

TP's new emission reduction targets align with the SBTi framework for limiting the rise in global temperatures to 1.5°C above pre-industrial levels, while prior targets were aligned with the less aggressive 2°C trajectory.

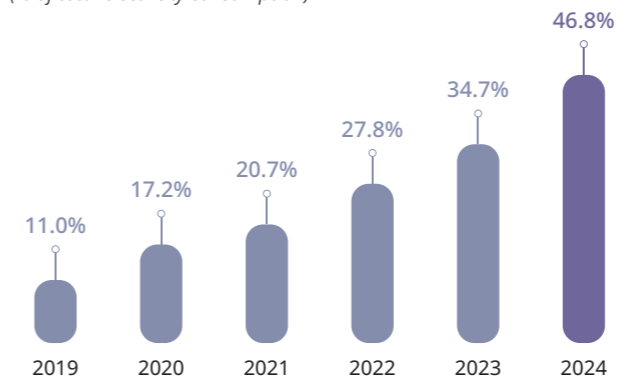
Reduce absolute Scope 1 and 2 greenhouse gas emissions by 56.7% by 2030

Reduce absolute Scope 3 greenhouse gas emissions by 27.5% by 2030



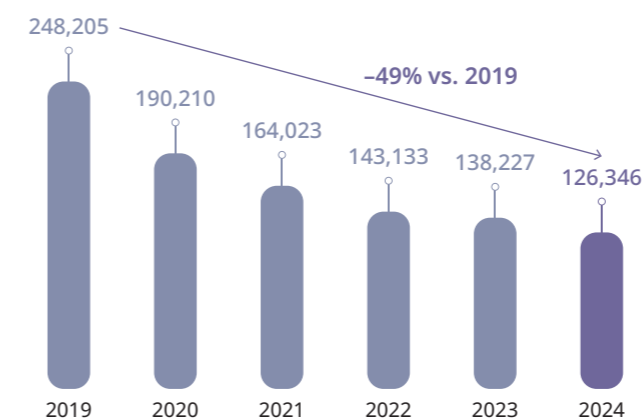
2024 Key performance indicators

USE OF RENEWABLE ENERGIES* (% of total electricity consumption)



* Data from 2019-2023 do not include Majorel.

CARBON FOOTPRINT* (Scope 1 and 2, tCO₂)



* Including Majorel.

TP in India has launched several strategic programs to reduce its carbon footprint. In 2024, for example, 15 sites obtained ISO 14001 certification for their environmental performance. Actions to recycle water and electronic waste and promote renewable energies have also been deployed."

NITINKUMAR SHETTY
Head of Environment, Health and Safety, TP India



SUPPORTING THE UNITED NATIONS GLOBAL COMPACT

As a signatory to the United Nations Global Compact since 2011, TP aligns its strategies and operations with the universal principles relating to human rights, working conditions, protection of the environment, and anti-corruption. The Group actively supports the 17 Sustainable Development Goals (SDGs) by having a positive impact on people and the environment, through its internal policies and the services it delivers, and by mitigating the risks arising from its operations

In line with the priorities set by the Global Compact on the **Forward Faster** platform, TP is committed to tracking and accelerating its progress on gender equality, climate action, and guaranteeing a living wage, in order to maximize the size and speed of its impact by 2030.



To find out more, scan the QR code or go to the Forward Faster platform at: <https://forwardfaster.unglobalcompact.org/>



GENDER EQUALITY

Increase our profitability and performance by guaranteeing an inclusive workplace and equality within our workforce

- **30%** women on the Executive Committee
- Women represent **53%** of the workforce and **48.2%** of management positions
- The average gender pay gap across all positions is between **3%** and **4%** in favor of men



LIVING WAGE

Reduce inequalities and build more resilient value chains by guaranteeing a living wage for all.

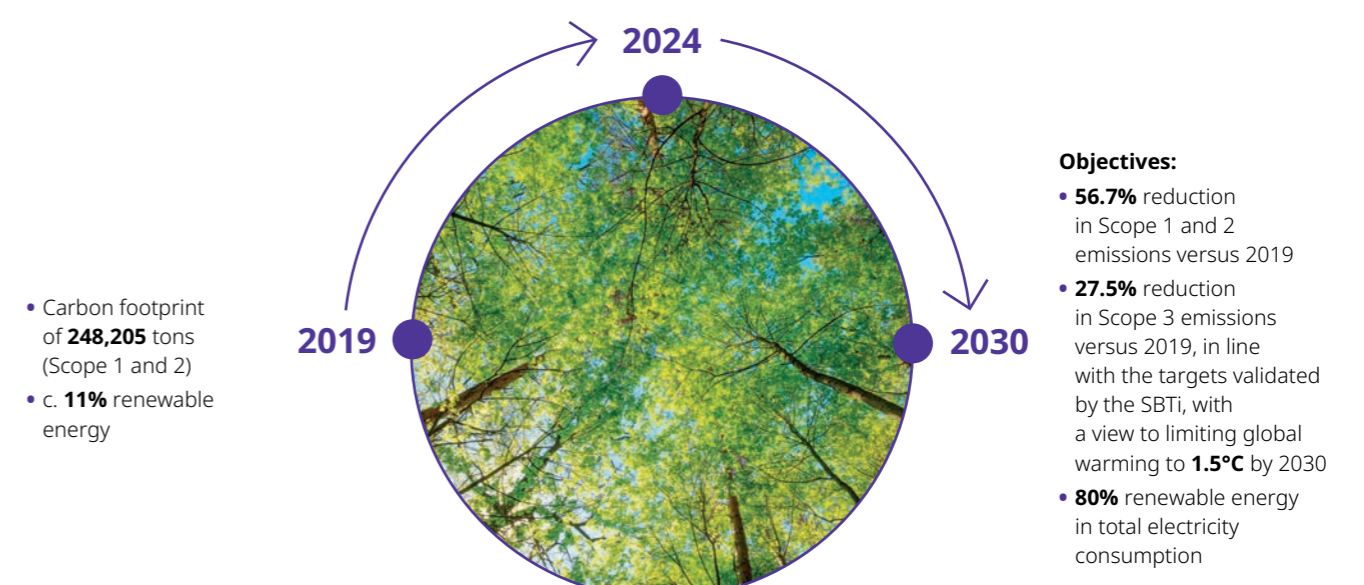
In 2024, the Living Wage survey covered more than 99% of the Group's employees



CLIMATE ACTION

Protect our business from long-term volatility by striving for net-zero and a fair transition.

- **49%** reduction in absolute Scope 1 and 2 GHG emissions versus 2019, to **126,346 tCO₂e**
- **46.8%** renewable energy





EI + AI

Technology only makes sense if it is used for the benefit of people. Powered by technology, people can focus on what matters most: enriching, reorganizing, refocusing and empathizing with others and their community. TP's added value lies in its ability to combine technology with the human dimension, thereby creating an emotional link that contributes to the success of its customer relation optimization strategies.



AN OUTSTANDING WORKING ENVIRONMENT

According to Fastcompany, approximately 90% of consumers prefer customer service delivered by a human rather than a robot. They value empathy and connection, which AI lacks, especially in complex situations. Our 490,000-strong team of customer care experts are the cornerstone of our organization. Our performance is based on their commitment and, therefore, on their wellbeing, exemplary working conditions, and genuine career development prospects.



TP RANKED 7TH AMONG THE 25 BEST EMPLOYERS IN THE WORLD'S BEST WORKPLACESTM RANKING

Outstanding workplaces are not a matter of chance; they are built on the strength of a diverse community, a trust-based corporate culture, and a fair, respectful, inclusive, and stimulating working environment.



To find out more, scan the QR code or go to:
<https://www.tp.com/en-us/csr/our-responsibilities/a-preferred-employer/>

UNLOCKING EACH OTHER'S POTENTIAL

The JUMP! training program encourages internal promotion for all essential functions below director level and the TP University program helps high-potential executives to become the future leaders of the Group.



“ My experience at TP is very positive. It's a company brimming with diversity and equality, and I feel like my work is really valued for what it's worth. We have an excellent work-life balance.”

KONSTANTINOS NYGREN VARDOLAKIS
 Supervisor, TP Chania, Crete



To find out more, scan the QR code or go to:
<https://www.youtube.com/watch?v=1XSsxU7UYEQ>



LIVING WAGE

Ensuring adequate remuneration to guarantee our employees a decent standard of living for themselves and their families is crucial. Since 2019, TP has been benchmarking its salaries against the living wage in partnership with Wage Indicator. In 2024, this survey covered over 99% of the Group's workforce.



To find out more, scan the QR code or go to:
<https://wageindicator.org/salary/living-wage>

72%
 management and executive positions filled through internal promotion

Nearly **490,000**
 employees around the world



THE POWER OF HUMAN INTERACTION

Our experts' mission is to meet the needs of the consumers and citizens with whom they interact. They harness both emotional and artificial intelligence to deliver an unparalleled experience.



“ I was treated kindly and the advisor helped me sincerely, always keen to find solutions to my problems. He offered me several alternatives.”

A FINANCIAL SERVICES CLIENT

1+ billion
interactions per year

“ I just got off the phone with one of your representatives. He called the surgery to ask why the authorization had not yet been submitted. He really made a big effort to help me.”

A PATIENT REQUIRING AUTHORIZATION FOR A MEDICAL PROCEDURE



BREAKING DOWN LANGUAGE BARRIERS

Every time they see the doctor, attend a parent-teacher meeting, or go to the bank, people who are hard of hearing or don't speak the local language need to be understood. TP subsidiary LanguageLine offers 24/7 support provided by over 35,000 expert linguists facilitating more than 75 million contacts per year.



To find out more, scan the QR code or go to: <https://www.languageline.com/blog/case-study-midwest-health-system-enhances-patient-care-with-video-interpreting/>

“ The presence of an interpreter allows our patients to feel more comfortable and confident that they are receiving the best care and returning home with the right treatment.”

CARY ALLEN
Care Coordinator, LMH Health, USA



Specialized Services division bolstered by acquisition of ZP Better Together

TP has announced the acquisition of ZP Better Together, a fast-growing leader in language solutions and technological platforms for the deaf and hard of hearing in the United States. This acquisition forms part of the Group's development strategy aimed at bolstering its operations in the Specialized Services division. The new entity combining LanguageLine Solutions and ZP Better Together will provide an expanded customer base with a comprehensive portfolio of services backed by innovative technological solutions, thus providing significant potential for revenue synergies.

PUSHING THE BOUNDARIES OF CUSTOMER EXPERIENCE THROUGH DIGITAL TECHNOLOGY AND AI

In an increasingly digital and automated world driven by a growing need for efficiency and speed, TP seeks to streamline relations between clients, citizens, brands, and government agencies faced with processes of increasing complexity.

TP Infinity, a catalyst of digital transformation

TP Infinity, the new offering of advisory services in digital solutions, offers solutions tailored to the needs of each client. The offering includes consulting, technology, analytics, design, and creation services.



To find out more, scan the QR code or go to: <https://www.tpinfinity.com>

Over **200** AI projects underway

10,000 employees specializing in technologies (AI, robotic process automation, cloud computing, information security, software development, etc.)

TP MICROSERVICES: HARNESSING THE POWER OF AI THROUGH TP SOLUTIONS

TP Microservices, TP's new suite of plug-in services, supplements without replacing our clients' solutions with advanced AI: smart file and workflow management, omnichannel contact processing, text summary, content generation, translation, audio transcription, consumer sentiment analysis, and more.



To find out more, scan the QR code or go to: <https://www.tp.com/en-us/services/digital-cx-and-ai/tp-microservices/>



Success story : AI-driven enhancement of customer experience and diversification of services on offer



A multinational company specializing in household appliances and consumer electronics needed to increase its support capacity and extend its technical support operating hours, as well as improving customer satisfaction.

TP proposed custom solutions:

- "Sam", a conversational AI chatbot, was deployed to automate simple requests while redirecting more complex questions to TP experts, providing a summary of the previous conversation.
- The client reinvested the savings in new services provided by TP.
- TP Interact, our AI contact analysis tool, was implemented to analyze 100% of contacts to identify opportunities for improving processes, performance, and customer experience.
- TP StoryfAi, our AI-powered translation app, has improved the efficiency of translating into multiple languages.



30% cost reduction per contact

35% increase in volumes processed

25% resolution rate by chatbot (without human intervention)

55% improvement in consumer satisfaction

AI SERVING HUMAN BEINGS

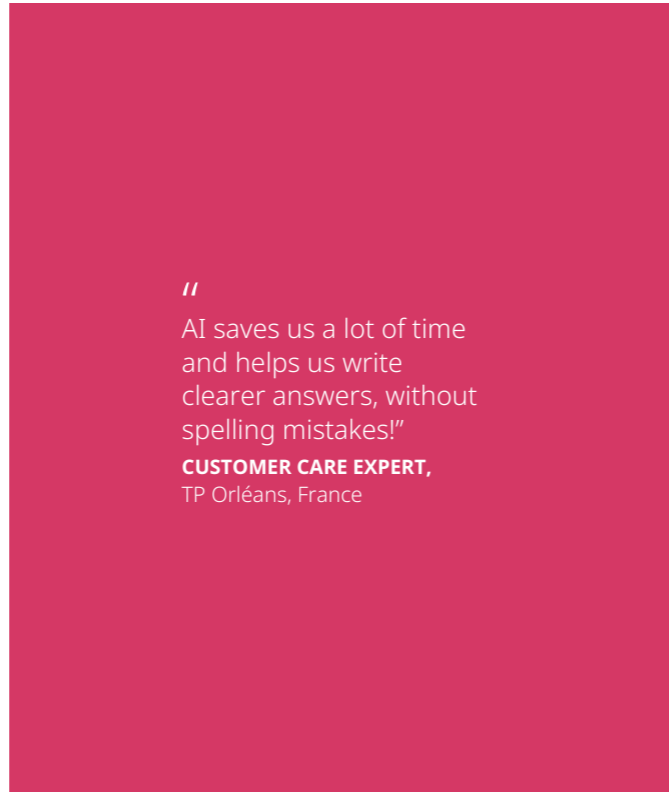
AI does not replace human contact, rather it enhances it. By integrating AI into our processes and technologies, we provide consumers with a faster, more personalized, and more empathetic service. Our experts can use AI to automate routine tasks, allowing them to focus on their core business, i.e. customer care.

OPTIMIZED INTERNAL PROCESSES

The multiple AI tools developed by TP allow employees in training to acquire skills through customer contact simulation exercises. Furthermore, back in production, employees can continuously improve their performance through training tailored to their daily challenges or by providing a historical context for each customer in order to further personalize the contact. AI and automation shorten training timeframes and minimize errors, thereby optimizing operations, increasing efficiency and profitability, and dramatically improving customer experience.



To find out more, scan the QR code or go to: <https://www.tp.com/en-us/services/digital-cx-and-ai/artificial-intelligence/>



“ AI saves us a lot of time and helps us write clearer answers, without spelling mistakes!”
CUSTOMER CARE EXPERT,
 TP Orléans, France

AI ETHICAL CHARTER

TP seeks to strike the right balance between promoting innovation and protecting personal data and user rights. It has developed an AI governance framework establishing a systematic and balanced approach to address concerns about AI, including generative AI, while continuing to encourage innovation.



The need for emotional intelligence in the age of AI

Emotional intelligence (EI) is a typically human trait that allows for truly meaningful personal connections.

“ While AI tools like chatbots and virtual assistants offer significant benefits, customers crave the truly meaningful connection that only humans can offer. In high-stakes or emotionally charged situations, digital tools fall short of providing the empathetic ear that people need. As AI tools are increasingly working behind the scenes, customer experts are able to focus on the quality of customer interactions, rather than quantity. This elevates their purpose for delivering more personalized, higher-quality experiences that solidify long-term loyalty.”

ALAN WINTERS
 Group Chief People Officer

LAUNCH OF TP AI THINK TANK

On August 30, 2024, TP created a think tank in order to understand the impact of EI (emotional intelligence) and AI (artificial intelligence) on customer experience management. This initiative brings together EI and AI experts to leverage TP's unparalleled know-how in the customer experience management industry.

“ I'm very honored to be one of the five members of the TP AI Think Tank and to contribute with my latest research in the field of Human-Computer Interaction (HCI). We will be reflecting on how to combine AI and HCI to improve team efficiency, processes and TP technologies.”

HAIYI ZHU
 Associate Professor at Carnegie Mellon University and member of TP AI Think Tank



To find out more, scan the QR code or go to: <https://www.forbes.com/councils/forbeshumanresourcescouncil/2024/10/09/the-emotional-intelligence-imperative-in-the-age-of-ai/>



To find out more, scan the QR code or go to: <https://www.tp.com/en-us/insights/tp-ai-think-tank/>

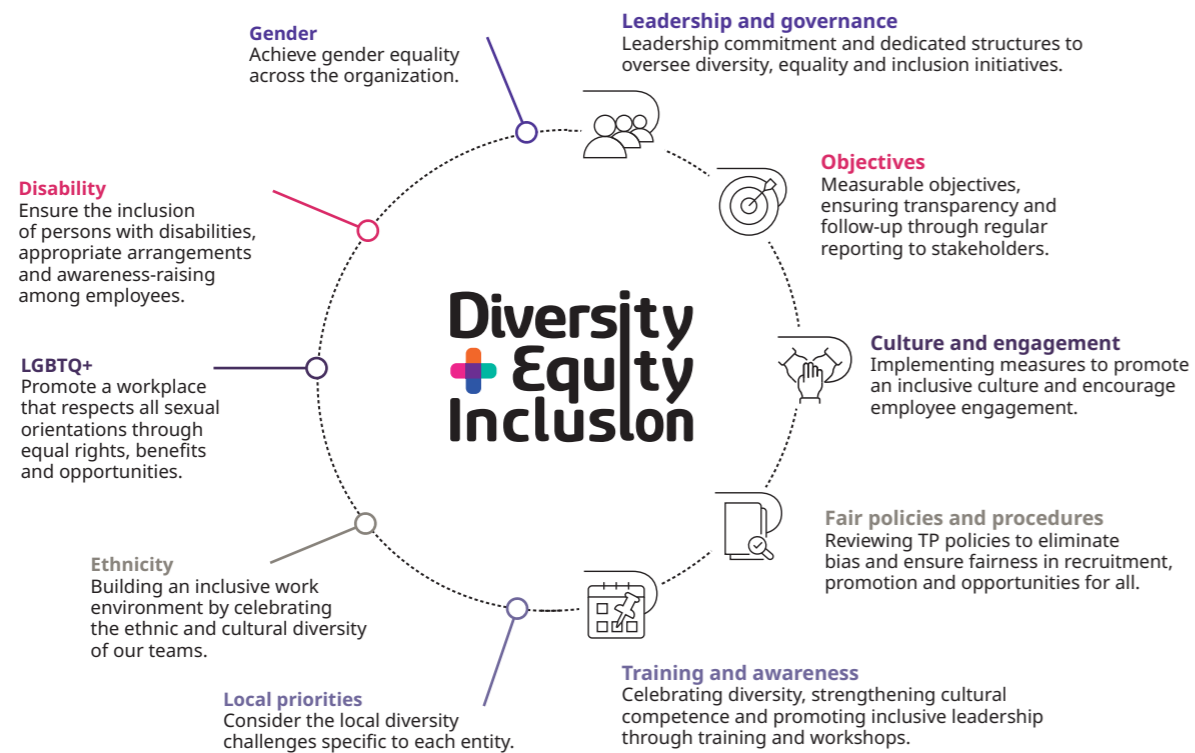
OPPORTUNITIES FOR ALL

The diversity of TP's employees is vital in gaining different perspectives on how to approach its business and the solutions offered to clients and stakeholders. The Group's success is built on a diverse range of talents, skills, and perspectives, and an environment that fosters each person's inclusion and fulfillment. TP aims to offer equal opportunities to all employees. Respect, solidarity, and equity are essential to creating an environment in which everyone is able to express themselves freely, be authentic, and fulfill their true potential.

TP promotes diversity and ensures opportunities that are accessible to all

5 priority areas

5 drivers



To find out more, scan the QR code or go to:
<https://www.tp.com/en-us/csr/people-and-culture/inclusion/>

Impact Sourcing

Having a job not only provides income to meet one's needs, it also generates social recognition. The impact of employment on people and the local economy is considerable. **A major employer in many countries, TP proactively hires people in vulnerable situations who have difficulty finding a job: unqualified young people, refugees, people below the poverty line, long-term unemployed, or persons with disabilities.**

Approx. **20%** of the TP workforce are Impact Workers

TACKLING UNEMPLOYMENT IN THE PHILIPPINES

TP launched TP STEP, a training and guidance program designed to help residents of disadvantaged areas with high unemployment rates to find jobs. To further this aim, TP is working with 25 community organizations, local authorities, NGOs, and training centers. Notably, the partnership with the city of Pasig enabled more than 60 people to find a job in 2024, an 88% hiring rate among participants. In 2024, TP STEP won the Gold Anvil Award for Best CSR Program at the 60th Anvil Awards organized by the Public Relations Society of the Philippines (PRSP).



“Winning this award is a proud moment for all of us at TP as it affirms our commitment to creating a truly inclusive workplace and driving meaningful change in society. This also reflects the dedication and shared vision of our teams and partners in empowering individuals with opportunities to transform their lives.”

JEFFREY JOHNSON
Chief People Officer, TP Philippines

ALL ON BOARD!

TP has a positive impact on the lives of thousands of people around the world thanks to the numerous initiatives undertaken by employees who are increasingly committed to changing the lives of local communities and preserving the planet.

GLOBAL PARTNERSHIP WITH UNICEF

TP continues to support UNICEF through its global partnership.

This partnership supports the following programs:

- **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.
- **Support for UNICEF's emergency fund** for disaster victims, this year focused on Sudan and the Democratic Republic of the Congo.



TP supports the Para athletes of the Instituto Athlon in Brazil.

Italy

TP works with *Casa Andrea Tudisco* to support families of children with cancer at Bambin Gesù Hospital.

Portugal

Through its partnership with One Tree Planted, TP is contributing to the reforestation of the Leiria forest in Portugal, which was severely damaged by fires in 2017 that destroyed more than 80% of its surface. Thousands of trees have been replanted to restore this essential ecosystem.

Greece

As part of the Pink October campaign, TP organized a breast cancer screening program for hundreds of employees, an important initiative to promote breast cancer prevention and support women's health within the company.

TP planted thousands of trees in Portugal in partnership with One Tree Planted.



€8 million
in donations

45,000
volunteer hours

Our *actions*
worldwide



TP supports "TP Gawad Kalinga" village in the Philippines.

United States

In partnership with Feed The Children, TP provided support to more than 165,000 people in 2024 after Hurricane Helene. Our "Resource Rallies" in Florida and Texas also helped 1,600 families during the No Hunger Holidays campaign.

Brazil

TP supports the Para-athletes of the *Instituto Athlon*. A series of seven episodes showcases their inspiring journeys.



To find out more, scan the QR code or go to:
<https://www.youtube.com/watch?v=TwUMZqEQC2Y&list=PL7ITFbhoNkjxWgRDYFR1uiKLR7zcHv7D>

Colombia

In Colombia, TP worked with the *Fundación Sandbox* to promote education in science, technology, engineering, and mathematics (STEM) to young people. More than 300 participants had the opportunity to develop their skills in these essential areas for their future.

Tunisia

TP further strengthened its ten-year partnership with the *Amal pour la Famille et l'Enfant* association in order to support families and children in vulnerable situations.

India

TP supports initiatives aimed at reducing illiteracy and providing professional training, in collaboration with Literacy India Gurgaon NGO. Around 25,000 people benefited from this opportunity in 2024.

Philippines

Since 2010, TP has supported the "TP Gawad Kalinga" village built following Typhoon Ketsana, with an investment of US\$430,000 dedicated to construction and psychosocial development projects. More than 1,000 TP employees have volunteered approximately 10,000 hours to support this initiative, which now benefits 463 residents.



To find out more, scan the QR code or go to:
https://youtu.be/_xQJ_CaWQu4?si=zpFOUIV1Qv9rEF5N



OUR FUNDAMENTALS: STRONG GOVERNANCE AND PERFORMANCE

TP recognizes the importance of good corporate governance, which is critical in ensuring organizational efficiency and fair treatment with regard to all stakeholders. The Group is also committed to creating and sharing solid performance results with its stakeholders.

ETHICS & CORPORATE GOVERNANCE

TP is committed to complying with the most stringent standards, particularly the UN Global Compact, the Universal Declaration of Human Rights, ILO conventions, and the OECD Guidelines.

The Group's business ethics commitments are based on its five values: Integrity, Respect, Professionalism, Innovation, and Commitment. These values underpin Group strategy and reflect TP's firm commitment to fair business practices.

The TP Code of Conduct and all of its policies define the rules, attitudes, actions, and behavior expected and adopted by the Group, its directors and employees with respect to all stakeholders.

TP also makes sure that its subcontractors and suppliers are committed to an ethical approach in line with its Supplier Code of Conduct.

The Global Ethics Hotline provides a channel for reporting acts that may be deemed unethical (acts of corruption, anti-competitive practices, violation of human rights, environmental damage, health and safety breaches, fraud, etc.). It is deployed across all Group countries.

Corporate governance ensures compliance with the Group's values and policies at all levels, in particular through Group management, the Global Compliance Department, and the Audit, Risk and Compliance Committee of the Board of Directors.

Board operations

The Board of Directors meets at least once per quarter to discuss developments in the Company. The Board's mission is to set the Group's strategic guidelines and oversee their implementation in accordance with the Company's interests, taking into account the social and environmental challenges inherent to its business.

In 2024, the Board focused its attention on a number of priorities:

- The Company's transformation and growth strategy;
- The integration of Majorel;
- Corporate governance;
- Managing human capital.

In 2024, with the new application of the Corporate Sustainability Reporting Directive (CSRD), the respective roles of the Board CSR Committee and Audit, Risk and Compliance Committee were clarified. Accordingly, the CSR Committee continues to oversee the Group-wide implementation of CSR strategy, while the Audit, Risk and Compliance Committee is responsible for reviewing non-financial data, in the same way as for the financial data published in the Universal Registration Document.

Changes in governance

TWO KEY APPOINTMENTS

In August 2024, the Board of Directors decided to appoint Moulay Hafid Elalamy as Chairman of the Board of TP, and Thomas Mackenbrock as Deputy CEO.

Since taking office on October 1, 2024, Thomas Mackenbrock has been working closely with Daniel Julien, who will continue to serve as CEO and whom he will succeed.



Moulay Hafid Elalamy is the founder and Chairman of Saham Group, which holds a 3.7% stake in TP. Saham Group is an international investment company that was founded in 1995. Moulay Hafid Elalamy was President of the Moroccan Employer's Association, then Minister of Industry, Investment, Trade and the Digital Economy in Morocco for eight years. Since 2024, he has been a member of the Executive Committee of the International Chamber of Commerce.



Thomas Mackenbrock served as the CEO of Majorel Group from 2019 to 2023 until its acquisition by TP. Prior to Majorel, Thomas Mackenbrock spent more than 12 years at Bertelsmann, a global leader in media and services, serving in various senior management positions in Europe, China, and Brazil. With a PhD in economics, he began his career at McKinsey in 2000.



Furthermore, the Board of Directors confirmed :

- Daniel Julien as CEO.
- Olivier Rigaudy as Deputy CEO and Group CFO.

NEW GOVERNANCE STRUCTURE TO MEET THREE OBJECTIVES















- Separate the roles of Chairman of the Board of Directors and CEO.
- Strengthen TP's core values, in particular regarding its entrepreneurial and business development culture.
- Strengthen top management and implement a succession plan.




BOARD OF DIRECTORS

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

Composition of the Board of Directors

Chairman	Chief Executive Officer	2 directors representing the employees	
 Moulay Hafid Elalamy	 Daniel Julien	 Véronique de Jocas	 Evangelos Papadopoulos
 Varun Bery	 Alain Boulet	 Brigitte Daubry	 Jean Guez ⁽¹⁾
 Pauline Ginestié ⁽¹⁾	 Shelly Gupta ⁽¹⁾	 Kevin Niu ⁽¹⁾	 Christobel Selecky
	 Angela Maria Sierra-Moreno	 Carole Toniutti ⁽¹⁾	

 Independent member.
⁽¹⁾ Term of office expiring in 2025.

The board is assisted by three specialized committees

Audit, Risk and Compliance Committee

Carole Toniutti (Chairwoman),
Alain Boulet,
Pauline Ginestié.
4 meetings.
67% independent directors.
100% attendance rate.

Remuneration and Appointments Committee

Christobel Selecky (Chairwoman),
Moulay Hafid Elalamy,
Véronique de Jocas,
Kevin Niu.
6 meetings.
100% independent directors⁽²⁾.
92% attendance rate.

CSR Committee

Angela Maria Sierra-Moreno
(Chairwoman),
Shelly Gupta,
Evangelos Papadopoulos.
3 meetings.
100% independent directors⁽²⁾.
100% attendance rate.

⁽²⁾ Directors representing employees are not included in the calculation of the independence and parity percentages.

MANAGEMENT COMMITTEE

A seasoned and agile team, focused on business transformation, operational excellence and group innovation, composed of all the members of the CEO office, the management committee, and the Group's key operational and functional managers.

Composition of the Management Committee

For the Group executive management, the Chairman, Chief Executive Officer and Deputy Chief Executive Officers are assisted by the CEO office and two Committees: the Executive Committee and the Management Committee.

10 members of the Executive Committee

 Daniel Julien Chief Executive Officer	 Thomas Mackenbrock Deputy Chief Executive Officer	 Olivier Rigaudy Deputy Chief Executive Officer and Global Chief Financial Officer	 João Cardoso Chief Innovation and Digital Officer	 Luciana Cemerka Chief Marketing Officer
 Miranda Collard Global Chief Client Officer	 Éric Dupuy Global Chief Business Development Officer	 Agustin Grisanti Chief Operating Officer of Core Services	 Scott Klein Chief Executive Officer of Specialized Services	 Teri O'Brien Global Chief Legal and Compliance Officer

 Member of the CEO Office.

+

45 key Group managers

Expertise

- Human capital
- Research and development
- Security
- Technologies
- Operations
- Transformation

- Business development
- Finance
- Marketing
- Legal
- CSR
- Specialized services


38%
women


14
nationalities


51 years
average age


11 years
of average seniority within the Group

⁽¹⁾ Comprehensive composition of the Management Committee available on the Group website: www.tp.com - section "Leadership".

VALUE CREATING BUSINESS MODEL

Profitable growth

SOLID FINANCIAL PERFORMANCE INDICATORS

/ REVENUE (€m)

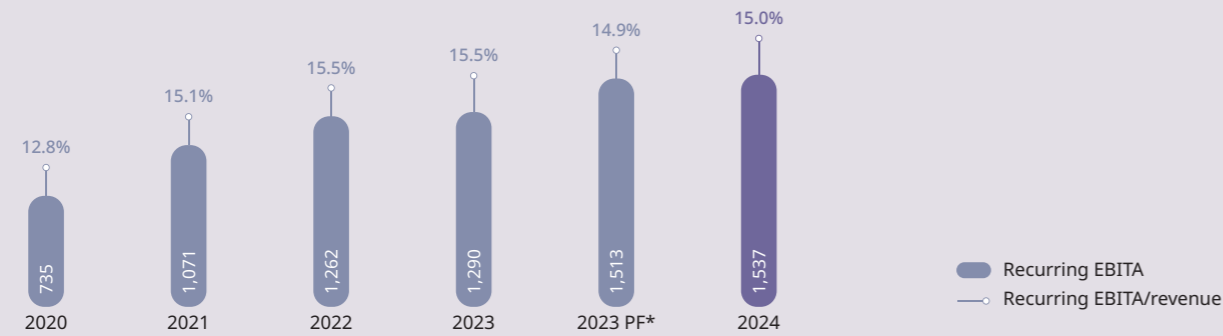


* Like-for-like growth excluding Covid contracts.

** Pro forma growth, at constant exchange rates including 12 months of Majorel in 2023.

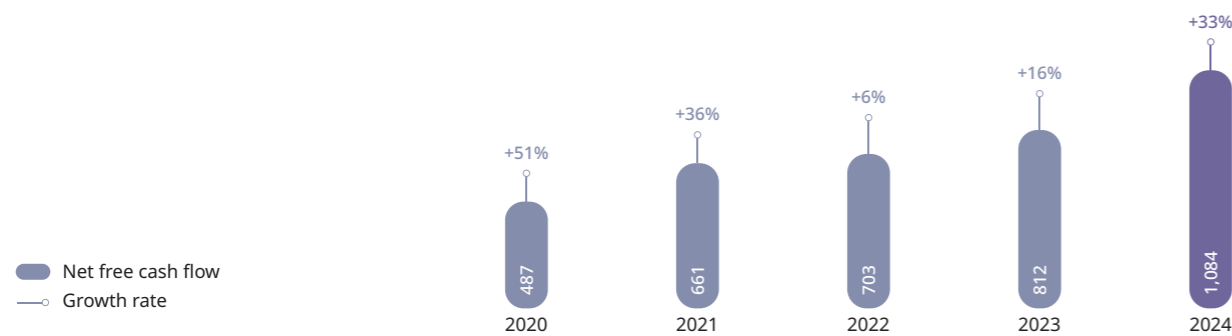
*** Pro forma including 12 months of Majorel in 2023.

/ EBITA BEFORE NON-RECURRING ITEMS (€m)

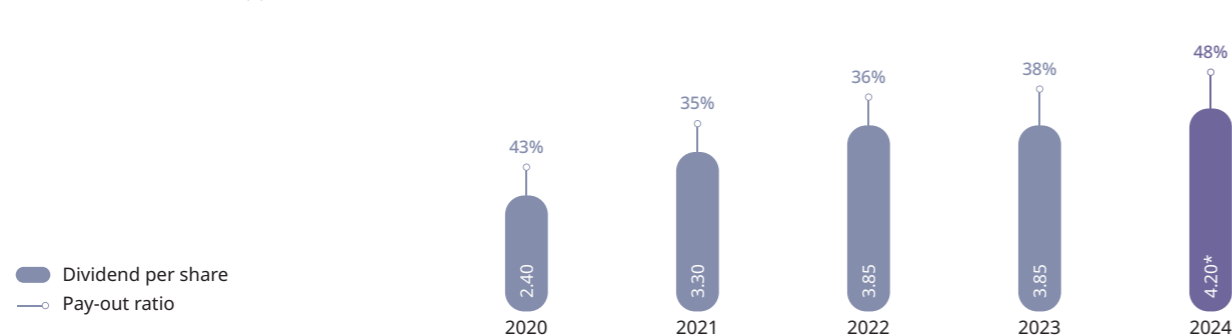


* Pro forma including 12 months of Majorel in 2023.

/ NET FREE CASH-FLOW (€m)



/ DIVIDEND PER SHARE (€)



* Subject to shareholder approval at the Annual Meeting on May 22, 2025.

/ INTEGRATED PERFORMANCE DASHBOARD

Material topics	Key performance indicators	2022	2023	2024	Progress	Objectives
ENVIRONMENT						
Greenhouse gas emission reduction	Reduction in Scope 1 and 2 GHG emissions compared to the 2019 baseline	N/A	- 44%	- 49%	<div style="width: 49%;"></div>	- 56.7% by 2030 (SBTi 1.5°C trajectory)
	Reduction in Scope 3 GHG emissions compared to the 2019 baseline	N/A	+ 15%	- 0%	<div style="width: 0%;"></div>	- 27.5% by 2030 (SBTi 1.5°C trajectory)
Climate change adaptation	Proportion of renewable energies in total electricity consumption* <i>*excluding Majorel.</i>	27.8%*	34.7%*	46.8%	<div style="width: 46.8%;"></div>	50% by 2026 and 80% by 2030
E-waste management	Number of computers and telephones donated, recycled or collected via a take-back program	26,992	46,817	64,166	<div style="width: 64.166%;"></div>	Standardize and strengthen e-waste management
SOCIAL						
Working conditions	Percentage of employees working in a Great Place To Work® environment	97%	99%	97%	<div style="width: 97%;"></div>	Over 90% each year
	Employee satisfaction rate in the Great Place To Work® surveys	78%	79%	78%	<div style="width: 78%;"></div>	Over 70% each year
	Percentage of group employees having access to health insurance	97 %	99 %	100%	<div style="width: 100%;"></div>	100% each year
Equal treatment	Percentage of women in the workforce	54.3%	53.7%	53.0%	<div style="width: 53%;"></div>	Maintain gender balance, > 45%
	Percentage of women in the management committee	30%	38%	38%	<div style="width: 38%;"></div>	40%
	Percentage of women in management positions	47.8%	51.9%	48.2%	<div style="width: 48.2%;"></div>	Maintain gender balance, > 45%
Labor relations and social dialog	Percentage of employees covered by a global agreement	N/A	100%	100%	<div style="width: 100%;"></div>	Favor social dialog at all levels
	Percentage of employees covered by a health and safety management system based on legal requirements and/or recognized guidelines standards (ISO 45001)	50%	60%	80%	<div style="width: 80%;"></div>	100% in 2025
Health and safety	Percentage of employees trained in the health and safety policy	94%	94%	90%	<div style="width: 90%;"></div>	Over 90 % each year
	Recorded workplace accident frequency rate (including commuting accidents)	0.23	0.28	0.32	<div style="width: 32%;"></div>	Under development
Employee development	Number of training hours per employee	N/A	138	135	<div style="width: 135%;"></div>	Provide continuous training opportunities to all employees
	Internal promotion rate	63%	61%	72%	<div style="width: 72%;"></div>	Over 60% each year
	Deployment of the Group due diligence procedure	100%	100%	100%	<div style="width: 100%;"></div>	Assess all at-risk suppliers each year
Human rights and working conditions in the value chain	Number of suppliers assessed regarding their CSR practices by an independent third party (Integrity Next)	N/A	200	478	<div style="width: 47.8%;"></div>	1,500 suppliers representing more than 75% of purchasing expenditure by the end of 2026
	Percentage of employees trained in data security, privacy and data protection policies	96%	96%	93%	<div style="width: 93%;"></div>	Over 90% each year
Data security and cybersecurity	Percentage of eligible ISO 27001-certified facilities	100%	100%	100%	<div style="width: 100%;"></div>	100% every year
	GOVERNANCE					
Ethics and anti-corruption	Percentage of employees trained in the Code of Conduct	95%	95%	89%	<div style="width: 89%;"></div>	Over 90% each year
	Deployment of the Global Ethics Hotline at Group subsidiaries	100%	100%	100%	<div style="width: 100%;"></div>	100% every year

Legend: ■ Ahead of target ■ On target ■ More action needed

A RECOGNIZED MODEL

TP has received numerous awards for market leadership and world-class services in the industry, as well as for human capital development strategy, data security and innovation capacity, and commitment to CSR matters.



TP was recognized as a global leader in the customer experience management (CXM) sector by Everest Group in their latest ranking in 2023. In 2024, TP was recognized as a regional leader in the Americas and EMEA.



MSCI ratings agency has awarded TP an "A" rating, above the sector average



With a score of 72/100 in 2024 (up 17 points vs. 2020), the Group ranks among the most advanced companies in terms of social responsibility

VEREGO SOCIAL RESPONSIBILITY STANDARD



Enterprise-wide Social Responsibility Standard (SRS) certification obtained for the eleventh time in a row in five areas covering all facilities.



EcoVadis renewed its gold medal award to TP France.



TP was named a top 100 Global Outsourcing Service Provider and Impact Sourcing Champion by the IAOP® (International Association of Outsourcing Professionals®).



TP was recognized by Frost & Sullivan as Company of the Year for its excellent employee engagement.



ISS ESG has awarded TP a "Prime" rating, which recognizes the best performing companies.

SCORE OF B



TP maintains its B score at CDP rating, above the sector average.

The CDP is a non-profit organization that assesses performance in terms of sustainable development and measures to increase transparency with regard to environmental data.



Recognized as the 7th World's Best Workplace by Fortune and Great Place to Work®. 69 countries have obtained Great Place to Work® certification.



TP is included in the S&P Global Sustainability Yearbook 2025.



Since June 2018, TP has been included in the international FTSE4Good index, which identifies socially responsible companies that comply with environmental, social, and governance criteria.



In France, Tunisia, Madagascar, and Morocco, TP has obtained the Engagé RSE label, achieving the highest possible level (Exemplary). Based on ISO 26000 guidelines and issued by AFNOR, this label reflects TP'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 ESG 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.



TP obtained a score of 13.1 on the Sustainalytics ESG risk scale, ranking the Group among low-risk companies.

ADDITIONAL INFORMATION

This document is TP's sixth Integrated Report setting out the Group's long-term value creation model.

The report was prepared by the TP CSR Department with the support of key departments and executive management. It was presented and approved by the Board of Directors on February 27, 2025.

The report is based on ongoing dialog between Group stakeholders, including employees, clients, partners, shareholders, and local communities. The report by one of the statutory auditors on the sustainability statement included in the management report may be found in section 3.7 of the 2024 Universal Registration Document. The Group is committed to incorporating best practices by adopting the major reporting guidelines on sustainability.

The information contained in this report covers the 2024 financial year from January 1 to December 31, 2024, unless specified otherwise. The detailed reporting protocol and the CSRD/GRI cross-reference table, which provide an overview of the important sustainability information contained in the TP Integrated Report and other public documentation, may be found in section 3.6 of the 2024 Universal Registration Document (URD).

GRI

TP has prepared its sustainability statement in accordance with GRI standards for the period from January 1 to December 31, 2024.

CSRD

The sustainability information included in the Universal Registration Document was established as part of the first-time application of the legal and regulatory requirements following the transposition of the European Corporate Sustainability Reporting Directive (CSRD). TP has endeavored to apply the requirements set by the European Sustainability Reporting Standards (ESRS), as explained in section 3.1.2 of the 2024 Universal Registration Document.

TCFD

TP applies the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in the area of environmental reporting, as included in section 3.3 of the 2024 Universal Registration Document.

TP publications



2024 INTEGRATED REPORT
Presenting TP's global value creation for all stakeholders.



2024 UNIVERSAL REGISTRATION DOCUMENT
Including the financial report and sustainability statement.

The TP Communication on Progress covering the Group's implementation of the Ten Principles of the United Nations Global Compact and support for the Sustainable Development Goals may be found on the online portal of the United Nations Global Compact.



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Teleperformance SE

European company

(societas europaea)

with a share capital of €149,685,912.50

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