



Sitel Group 2017 Corporate Social Responsibility Report



sitel
group

Empower humans. Enhance brands.

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A message from our CEO

Dear Stakeholders,

It is my pleasure to present you with Sitel Group's 2017 Corporate Social Responsibility (CSR) and United Nations Global Compact Communication on Progress (COP) report.

We are excited to confirm that this is the first time we are reporting as Sitel Group. Since the acquisition of Sitel by Groupe Actical in 2015, both companies have reported independently. This year, we consolidated our CSR programs and this report documents the successful work of the entire Sitel Group.

Sitel Group is comprised of several operating businesses and ventures, including Sitel, TSC, Learning Tribes, Novagile and Extens Consulting. We aim to be a global, innovative and socially engaged operator, delivering the best Customer Experiences possible. Everything we do to execute our strategy comes to life through our thousands of associates who are the driving force behind everything we do at Sitel Group. We are focused on attracting, retaining and providing a healthy and nurturing environment for talented people to build a truly global company that represents and understands all the uniqueness around the world.

As a company, we have a responsibility to improve the way the world works and lives. We make use of our vast global footprint and solid capabilities to have a positive impact on our associates, our clients and our local communities. Being

involved with the local communities in which we operate has always been a part of Sitel Group's culture and many of our community engagement projects depend on our associates' passion, time and energy.

The 10 principles of the United Nations Global Compact continue to be at the core of Sitel Group's approach to business. In the past year, we have continued to bring these principles to life. The most significant component of how we implement the Global Compact is our associates' development. We launched GOS 2.0, an operational framework providing associates at every level with an opportunity to learn, contribute, develop and improve their performance. We have also launched our new corporate learning tool, My Academy, a dynamic and fresh learning platform serving as a hub for training and development initiatives within Sitel Group, helping us to build a strong foundation to allow our associates to grow their skillsets and evolve as people.

CSR continues to be at the heart of Sitel Group, whether by providing exceptional customer experiences for our clients and their customers, by being mindful of how our operations impact the surrounding environment, by developing our associates and treating them fairly and by creating new jobs or by giving back to the communities in which we operate. As we move forward in 2018, we look to a bright future and are proud of all we accomplished in 2017.

Laurent Uberti
President & CEO, Sitel group

About Sitel Group

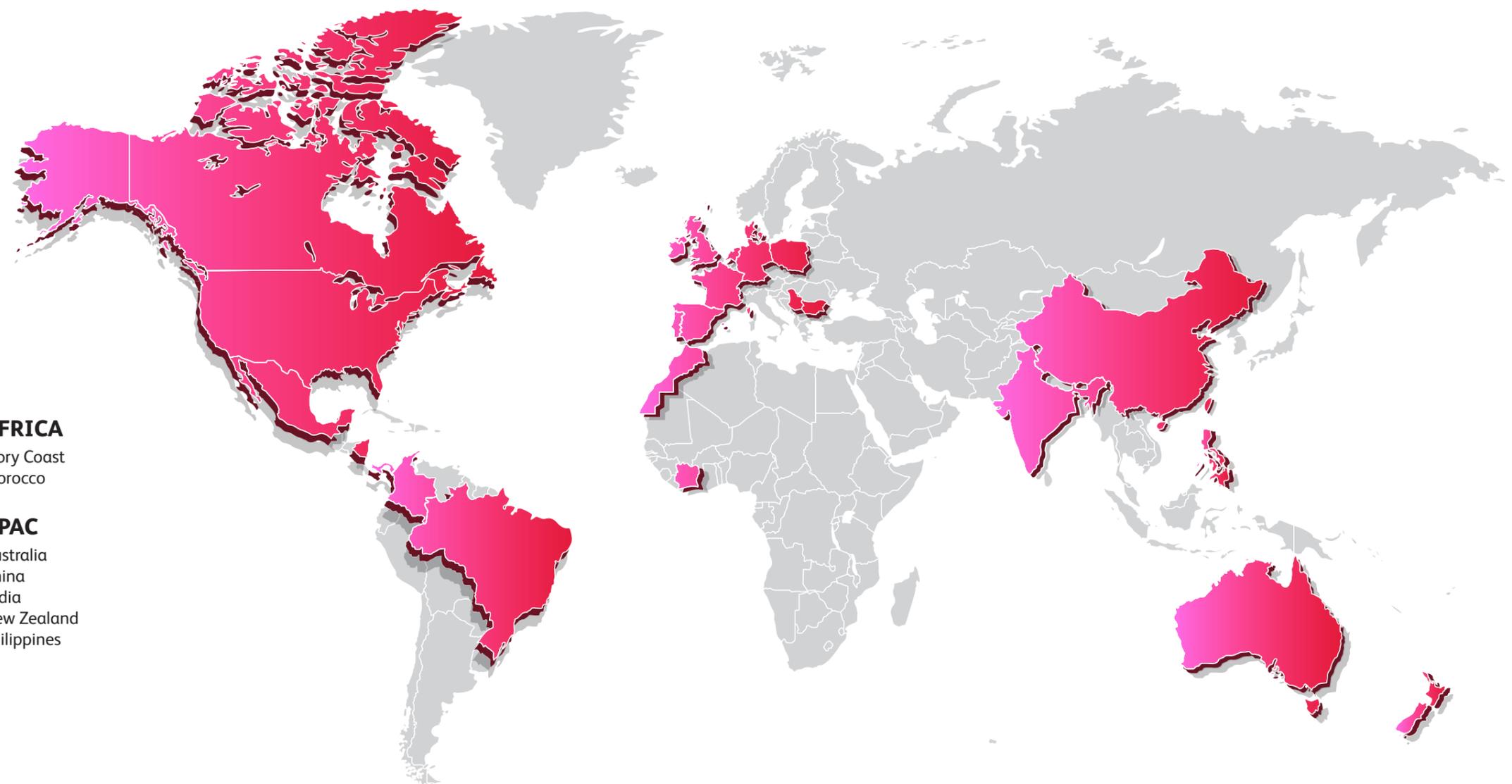
Sitel Group is one of the largest customer experience companies in the world. The Group is comprised of industry-leading firms providing business process outsourcing, digital marketing, training and talent management, technology and innovation, consulting and analytics solutions.

With subsidiaries such as Sitel, TSC, Learning Tribes, Extens Consulting, Sitel Insights and Novagile, the Group's services are leveraged across geographies, verticals and all stages of the end-to-end customer journey, helping clients effectively harness the industry's explosive digital transformation and consistently deliver outstanding customer experiences.

With over 30 years of industry-leading experience, Sitel Group's 75,000 service over 400 clients – Fortune Global 500 companies as well as local businesses – through its network of more than 150 offices in 25 countries.

75 000 Associates	Located in 25 Countries	Serving 70 Countries
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Founded in 1985	400+ Clients	150+ Offices	48 Languages	\$1.7B Revenue
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AMERICAS

- Brazil
- Canada
- Colombia
- Mexico
- Nicaragua
- Panama
- United States

EUROPE

- Bulgaria
- Denmark
- France
- Germany
- Ireland
- Netherlands
- Poland
- Portugal
- Serbia
- Spain
- United Kingdom

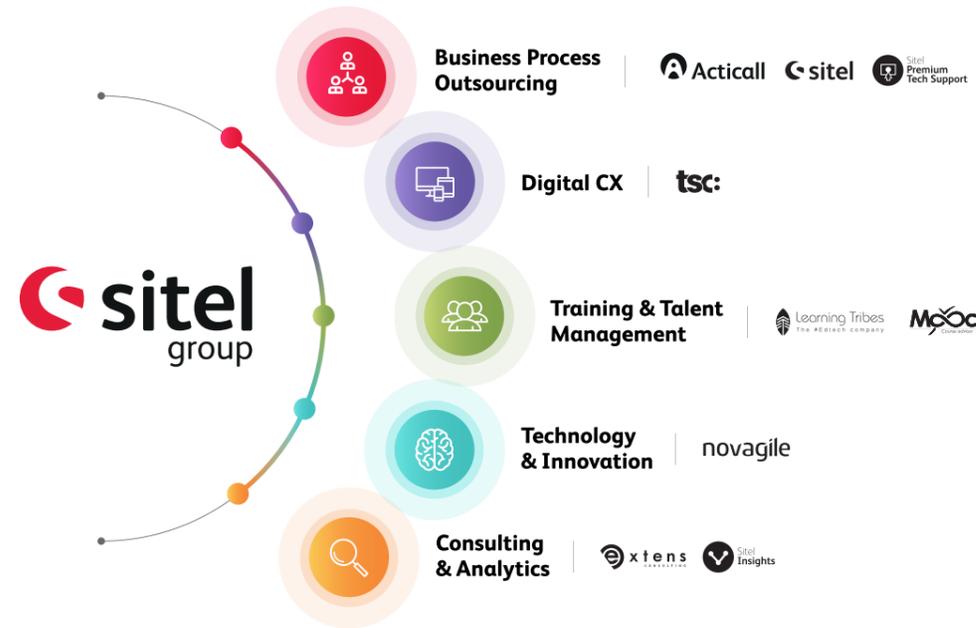
AFRICA

- Ivory Coast
- Morocco

APAC

- Australia
- China
- India
- New Zealand
- Philippines

Global platform of Customer Experience Services



Sitel

A leading global outsourcing provider of customer experience management. Sitel offers tailored customer care solutions to a diversified client base across all stages of the customer journey.

TSC

As an agile and innovative agency, TSC offers start-to-finish solutions for all digital customer experience management needs including brand community development, social media research and insights, strategic social media business plans and omnichannel UX design and development.

Learning Tribes

Learning Tribes is a global learning and development organization with the mission of empowering teams to deliver the best possible customer experience through customized and innovative learning solutions for greater engagement and development.

Novagile

Novagile specializes in creating technological solutions to help clients efficiently and effectively manage their customer care, including consulting, IT services, e-commerce, customer service and self-care. Novagile assists clients in both their digital and mobile CRM IT projects.

Extens Consulting

Extens Consulting is the customer experience consulting firm of Sitel Group. Specializing in analysis, consulting and transforming customer journeys, Extens also provides delegation of support and management functions. Extens assists brands in the creation of value and enriching the global offerings of integrated services for improved customer experiences.





About this report

United Nations Global Compact Communication on Progress

This annual CSR report serves as Sitel Group's Communication on Progress to the United Nations Global Compact.

Since Sitel's acquisition by Groupe Acticall, both companies have been reporting separately. This year, we have taken a decision to report jointly, as a Group. Acticall France S. A. S. was the first affiliate company to join the United Nations Global Compact in 2011, followed by Sitel Ibérica Teleservices S.A. in 2012. Sitel Worldwide Corporation, as a global organization, joined the initiative in 2015.

The Global Compact principles are primarily addressed on the following pages, but also in other parts throughout this CSR Annual Report.

- HUMAN RIGHTS Principles 1 and 2: pages 16-26, 28, 29
- LABOR Principles 3, 4, 5 and 6 pages 22-25
- ENVIRONMENT Principles 7,8 and 9: pages 32-34
- ANTI-CORRUPTION Principle 10: pages 30, 31

Several other issues of importance are also described in our corporate policies.

Scope of this report

This report relates to our global operations including locations where we operate our own sites, where we operate from client locations and the 70+ countries to which we provide services.

Stakeholders Engagement

Fostering a dialogue with key stakeholders is an important part of our reporting process. It helps us understand and communicate which topics are most important to our stakeholders and to manage our business.

We regularly engage with our core stakeholders in discussions regarding our objectives, our progress and our performance. Sitel Group identifies its stakeholders as clients, associates, investors, suppliers and the communities in which we operate.

STAKEHOLDER GROUP	EXAMPLE OF ENGAGEMENT
Clients	Satisfaction surveys, client account leads, quality assurance, conferences and events
Associates	Surveys, internal communication channels, website, social media and incidents and ethics reporting process
Investors	Regular meetings
Suppliers	Supplier Code of Conduct and Ethics, incidents and ethics reporting process and procurement management program
Communities	Website, social media, incidents and ethics reporting process

Our Company

An extension of our client

To our clients, we are not just another service provider, but also an integral part of their organization - an extension of their operations. This reflects our commitment and efforts towards creating long-term relationships with our clients.

We focus on making our clients successful by clearly understanding their needs and documenting an account plan for continued improvement that is actively supported by all parties on a daily basis.

Our Account Management structure ensures clients have a senior-level professional dedicated to driving the Account plan, ensuring it advances the clients' strategy while meeting its day-to-day business priorities. As part of this approach, we collect client feedback at minimum once a year, and discuss the account plan and how it is supporting the client's strategy at minimum 4 times a year in our Quarterly Strategic business reviews.

Our expertise in listening and responding to the Voice of the Customer means we know the right way to apply tools and process to do the same for our clients. Our processes drive a high level of customer focus throughout our organization – inclusive of our operations management, coaches and agents – thereby creating a culture of care that translates into every single interaction we have with our client's customers.

Quality Throughout

Continuous improvement is a part of our delivery model. Sitel Group follows a Lean Sigma continuous improvement approach and core staffs green belt and black belt trained professionals within our site and regional support structure. Additionally, all of our defined processes are closed-loop – ensuring a continual feedback process to drive improvement across all processes – from recruiting and selection to ongoing performance management.

A quality assurance program built on processes that drive continuous improvement is vital to our goal of providing world-class customer support. We incorporate a closed-loop quality approach, comprised of multiple processes and tools, to meet and exceed quality expectations. Our philosophy is predicated upon a teaching and counseling approach rather than one of enforcement. This approach is critical to maintaining high morale and realizing continued quality improvement.

We provide Quality Assurance Representative roles in our operating structure whose primary role is to ensure process compliance and support the coach roles in providing continuous feedback to the agents to aid improvement. This is supported by HR policies and fed into a skills and knowledge enhancement planning process.

In 2017, nine sites in Portugal, Spain and the UK maintained ISO 9001:2008 certification.



Sitel
GOS
Global Operating Standards

Global Operating System (GOS)

GOS 2.0 is a set of 10 empowering principles that help us speak a common language and bring together best practices. These new quality guidelines provide our associates and managers at every level with an opportunity to share what they think, to contribute and to enjoy working together on a daily basis. The 10 GOS 2.0 principles are driven by a collective dynamic where everyone has a role to play, and by a strong desire to be as simple and as coherent as possible.

The 10 principles are:



Client engagement:

We foster real proximity with our clients to understand what they need so that we can adapt and respond to them in the most effective way possible.



Training:

Training is evolving to focus more closely on our associates' learning experience as well as to mirror the spirit of our brand, with a much less vertical configuration.



Operational review:

Reporting accuracy is crucial and the reports need to be detailed and frequently updated and analyzed.



Coaching:

We seek to build a team spirit that is founded upon proximity and ongoing support.



Fun management

This aims to make the overall work environment pleasant and fun.



Hiring:

Getting the right person for the right job is key.



Onboarding:

The challenge involves encouraging exchanges and practical exercises to make team integration easier.



People performance:

This involves breaking down overall performance by individual performance.



Walking management:

We want to be close to our operations so as to include the reality of on-site experiences into our processes.



Retain:

This comprises all people-first initiatives that we seek to deploy in order to foster employee loyalty.

Awards - Customer

Leader in the Gartner Magic Quadrant™ for 7 consecutive years:

Gartner's Magic Quadrant for customer management business process outsourcing services evaluates key service providers in an evolving growth market.

Leader in the Everest Peak Matrix™ for 5 consecutive years:

Everest Group PEAK Matrix evaluations are a valuable resource for BPO & Contact Center services buyers to evaluate, compare, and contrast key service providers in the global services space.

IAOP Global Outsourcing 100 for 13 consecutive years:

The Global Outsourcing 100 is an annual ranking by IAOP of the world's best outsourcing service providers, which demonstrated their global excellence judged on five aspects: size and growth, customer references, awards and certifications, programs for innovation and Corporate Social Responsibility.

CCW Excellence Awards:

The CCW Excellence Awards honor, recognize and promote the most innovative call center solutions and individuals over the past year.

European Contact Centre and Customer Service Awards 2017:

The European Contact Centre and Customer Service Awards (ECCCSAs) are the largest and longest-running awards in the customer contact industry. Sitel Group was honored with three accolades at the ceremony in November 2017.

Sitel Spain awarded with two CRC for Inbound Sales Service & Help Desk Service:

This award recognizes the excellence of companies through a comprehensive audit which includes strategy and vision of each company, people management and management of each operation and the technology implemented.

Sitel Group Portugal awarded by APCC for IT and Consumer Electronics Campaigns:

Sitel Group Portugal was recognized with the Silver and Bronze Awards for two client campaigns in the category of IT and Electronics of the APCC (Portuguese Contact Center Association) Best Contact Center Awards 2017.

Customer Care Palmes 2017 Award:

The French Customer Relations Association (AFRC) presented The Social Client with the Customer Care Palmes 2017 award.

What If Artificial Intelligence Could Make Us More Human?

Arnaud de Lacoste, Chief Marketing & Innovations Officer, Sitel Group, was awarded the 'Digital Essay of 2017 Award' at the annual Hub Awards' ceremony.

Awards - Associate

Asia's Best Employer Brand Awards 2017:

The World HRD Congress presented Sitel Group India with Asia's Best Employer Brand Awards 2017.

Training Top 125:

Training magazine's Training Top 125 Award winners are the organizations with the most successful learning and development programs in the world. It is the only report that ranks companies unsurpassed in harnessing human capital.

PMAP People Manager of the Year:

The People Management Association of the Philippines (PMAP) awarded Haidee Enriquez, VP, Operations, Sitel Group Philippines, the People Manager of the Year award for 2017.

CEO of the Year Award:

conferred to Ravi Iyengar (CEO, Sitel Group India) by World HRD Congress in Asia Best Employer Brand Awards 2017.

Best Organizational Development Programme:

Sitel Group India awarded with "Best Organizational Development Programme" award by World HRD Congress.

People First HR Excellence Award:

Sitel Group India was second runner-up at People First HR Excellence Award for Leading Practices in Talent Management.

CHRO of the Year Award:

Kalpakk Huddar (HR Leader - India, Philippines, ANZ) awarded at People First HR Excellence Awards.

Best Team Leaders 2016 Award:

Benedita Miranda (Country Manager, Sitel Group Portugal) was awarded first place at Team Leaders Award, in the 10-19 team category.

Awards - Community

IDF Award for Partnership in CSR Activities:

Sitel Group Mumbai and Hyderabad awarded by IDF (Indian Development Foundation) for their partnership and contribution towards CSR activities.

Contact Center World - Best Community Spirit 2016 Award:

Sitel Group US was awarded Bronze Medal for the best community spirit.

Talent Match North East's (TMNE) Star Employer:

Sitel Newcastle, in particular John McLauchlin, Sitel Recruiter, was awarded by TMNE for the way they support young people into employment.



Our CSR Program

In 2014, the organization launched a global Corporate Social Responsibility Program to facilitate improvement of its business practices in the social and environmental arena.

While we acknowledge the standards underlying CSR should be part of normal business practice, by formalizing this in a global program, we have made CSR an important element of our corporate identity.

Sitel Group's CSR program is based on four main Pillars:

- **Associates:** Ensuring the human rights of our associates by providing a fair, safe and healthy work environment and promoting a people-first culture, which supports, among other things, professional

Our CSR program covers the following provisions:

Human Rights and Labor:

- Working hours
- Wages and benefits
- Humane treatment
- Non-discrimination
- Freely chosen employment
- Child labor avoidance
- Freedom of association

Ethics:

- Business integrity
- No Improper advantage
- Disclosure of information
- Intellectual property
- Fair business, advertising and competition
- Protection of identity

Health & Safety:

- Occupational risk management
- Emergency preparedness
- Occupational injury and illness

Environment:

- Environmental risk management
- Pollution prevention and resource reduction
- Waste disposal and recycling

development, wellbeing, diversity and inclusion.

- **Business Ethics:** Cultivating an ethical corporate culture by defining proper business policies and practices on potentially controversial issues that might arise in a business environment, such as anti-corruption and governance policies;
- **Environment:** Managing our impact on the environment through sound environmental practices and decisions, such as reducing the pollution and the use of non-renewable resources; and
- **Community:** Supporting social transformation by developing strategic partnerships in local communities to make a positive impact on society while engaging employees in causes they find meaningful.

Our CSR Structure

Each country has implemented a CSR program based on an adaptation of our global framework considering the local context. Each location runs the CSR program with the support of a champion, the CSR Lead. The global CSR team is responsible for supervision and oversight of the overall CSR program. Management and execution of our CSR activities are also taken care of locally through this structure. Local best practices are shared on regular calls with all the CSR Leads. Our CSR program engages employees across the organization, including our senior leadership, which is key to the success of our CSR efforts.

CSR Policies

Sitel Group invests significant effort to promote policies that are consistent with our goals. Sitel Group has adopted a Global Code of Conduct and Ethics, which defines the ethical standards by which Sitel Group conducts its business and a Supplier Code of Conduct, which sets out the standards we expect of our suppliers. As a complement to the Global Code of Conduct, Sitel Group has adopted a Corporate Social Responsibility Policy to document Sitel Group's commitment to best practices in the area of CSR.

Our commitments to human rights are embedded within the company's policies, including the Sitel Group Global Code of Conduct and Ethics, the Sitel Group Supplier Code of Conduct and Ethics, the Sitel Group Global Corporate Social Responsibility Policy, the Sitel Group Anti-Modern Slavery and Child Labor Policy. All Sitel Group policies are accessible to the associates and available in the company's intranet.

Sitel Group's global ethics and anti-corruption policies include the Anti-Bribery and Corruption, Anti-Money Laundering, Risk Management, Fraud Management and Security and Ethics Incident Management.

Sitel Group's Global Environmental Policy outlines the Group's responsibilities in support of its commitment to environmental protection and stewardship.

Sitel Group has also published a Corporate Social Responsibility Statement, endorsed by the Group's CEO, to stress our commitment with social responsibility by providing safe working conditions and treating our associates and others with respect and according to the standards of the UN Global Compact. Copies of the CSR Statement are available in all Sitel Group premises around the globe and electronic copies are available both internally in the Sitel Group intranet, and externally in the Sitel Group corporate website.

UN Sustainable Development Agenda

With our global capabilities and experience, we focus on creating economic growth, tackling social challenges and promoting development of our communities together with our associates, clients and partners. Further, by providing decent work and economic growth, reducing skill gaps, inequality and climate change, we are addressing the United Nations' Global Goals and contributing to the new Sustainable Development agenda.



Associates

Building value through our associates

Sitel Group associates are the core of our business and we conduct our business with respect for and adherence to principles of diversity and equal employment opportunity. Sitel Group is further committed to providing a safe and healthy work environment that minimizes the incidence of work related injury and is free from harassment, discrimination, harsh treatment and acts or threats of violence.

It is our goal to promote an environment that encourages open communication, promotes mutual respect and teamwork, and stimulates individuals to develop and learn.

During 2016 and 2017, we successfully merged Acticall Group and Sitel Group, which facilitated greater growth in our business, but also necessitated change and adjustment for our associates. Throughout this process, our associates have demonstrated their significant professionalism in making this a smooth transition, from both a people and business perspective, ensuring moments of uncertainty were supported with care.

Everything we do to execute our strategy and deliver our vision comes to life through our thousands of associates who are the driving force behind everything we do at Sitel Group. Our associates are one of our unique strengths and are instrumental in Sitel Group's success.

Our ability to grow depends on our associates - their alignment with our vision, a sense of common purpose, and the belief that their role at Sitel Group is making a positive contribution.

Associate feedback

We encourage all associates to share ideas and work together to make Sitel Group a good place to work as we strive to achieve our common goals of personal and professional success. It is important we receive feedback on the employee experience and ensure our associates are heard.

At Sitel Group, we administer a global annual employee survey called *Sit&Tell*, for measuring the progress on our People strategy against employee engagement, and employee Net Promoter Score for all associates. We use the results to create targeted action plans that are led by Human Resources in partnership with leaders across the globe for every region and function utilizing standard process and tools.

By keeping our finger on the pulse of associate sentiment toward the company, listening to their ideas for improvement and demonstrating to them that their feedback is valued, Sitel Group is working to ensure that each and every member of our team has a role in creating value for our clients and other stakeholders.

Our leaders are accessible and are encouraged to walk the floor so that agents may easily ask questions or provide feedback. We take our *Walking Management* principle seriously - we want our leaders to be close to the associates so as to listen to what they have to say and include the reality of on-site experiences into our processes. The associates are directly impacted by the decisions we make every day. *Walking Management* maintains, develops and enhances this connection between management and associates.

If any associate wishes to discuss any matter directly with someone at a level higher than their manager, they can do so.



Local practices

Some countries adopt practices to bring local leadership closer to the associates. Sitel Group Poland has implemented an open door initiative, in which every Friday, associates can visit the Site Director in his office and discuss any topic they find relevant. At Sitel Group, the open-door approach may be used whenever job-related concerns or questions cannot be resolved directly between an associate and his or her immediate supervisor, or if the associate is simply not comfortable bringing the concerns to the supervisor.

Sitel Group Brazil and India have regular *Coffee with the Leader* sessions in which associates have an opportunity to meet the leaders, such as Site Directors or Country Managers, and provide feedback on any aspect of the company in a more casual environment. Sitel Group India also made an online tool available for associates in which they can share suggestions, appreciation and complaints about any operational aspect.

Sitel Group France has implemented *Share*, an internal feedback system in which managers can post their team members' comments, satisfaction and suggestions about working conditions, which are discussed in monthly meeting. Feedback to associates is provided directly in the system. *Share* enables site leadership to identify the main associate concerns on a regular basis and help them develop appropriate action plans. In 2017, more than a thousand items have been recorded on *Share*: 35% were questions requiring site leadership feedback, 30% were improvement suggestions and 35% were satisfactions. Half of the items are addressed in less than 15 days.

France has also assigned Social Coordinators, *Correspondants Mission Sociale*, in every site, who have the mission to listen and guide associates with personal issues, such as family, health, finance and other difficulties. In 2017, more than 100 associates sought the Social Coordinators. Accommodation issues remains the main associate concern with 30% of the requests, followed by family (20%) and health (18%) issues.

Employment

At the end of 2017, 99.8% of Sitel Group associates were employed in the BPO business and the remaining 0.2% in the other ventures.

SITEL GROUP (EMPLOYEES PER BUSINESS AT YEAR-END)	2017
Acticall	7.01 %
Sitel	92.80 %
TSC	0.07 %
Learning Tribes	0.09 %
Novagile	0.01 %
Extens	0.02 %
Sitel Group Total	100.00%

 **Global practices**



My Academy

At the heart of our commitment to our associates are the steps we take to help them progress professionally in order to grow our business.

In 2017, we improved our e-Learning platform, My Academy, Sitel Group's global learning management system, which provides all associates with a wide variety of online, self-paced, and instructor-led trainings, in multiple languages. This learning environment allows Sitel Group associates all over the world to participate in a centralized and uniform training environment that has proven to be convenient and effective, and gives Sitel Group the opportunity to report on training participation globally. It supports learning anytime, anywhere.

With more than 50 online courses on topics ranging from client-specific content to Sitel Group-specific to compliance, management, leadership, team building and professional development.

My Academy encourages associates to continue to learn and grow through the benefits of e-learning. Above all, My Academy is a symbol of the dedication Sitel Group has to its associates, with a purpose of bringing out the true potential of each individual.

Training and development

At Sitel Group, we believe that everyone has talent and that our people are critical to our sustained growth and long-term success.

Whether it is for advancing in a current role or exploring new avenues, Sitel Group offers training and development opportunities to extend our associates' knowledge and skills.

We provide learning and development opportunities to train all associates in undertaking their jobs effectively and efficiently. We also promote the continued growth and development of their careers by identifying learning needs, developing training programs and performing ongoing evaluation and monitoring of trained staff.

We offer unique opportunities for our associates to develop in their roles. There is a clearly defined career progression, either as a line manager or in a specialist role. All Sitel Group leaders are required to undergo a specific leadership training plan.

With a combination of mixed training, classroom, distance and online, Sitel Group ensures its associates the opportunity to participate in a uniform, consistent and effective learning environment and training.

In 2016, Sitel Group delivered 4,507,309 hours of online training to its associates. In 2017, at least 6,230,079 hours were delivered. Examples of training courses organized during 2017 include soft skill trainings, conflict management, communication skills, sales training, leadership training, and privacy and security awareness training.

On top of the Group's trainings offered to all associates, additional trainings are offered in the form of workshops covering different topics specifically selected to support the development of the associates.

 **Local practices**

Language skills are very important in a global organization. Many of our locations, such as Serbia, Philippines, Portugal and Poland, serve foreign languages markets in different countries. These hub-locations generally offer free language lessons for the associates, which not only helps them on the job, but also supports their professional development. Sitel Group Portugal and Poland offers their native language lessons for the many associates who are still learning the local language and culture.

Sitel Group Nicaragua offers free language improvement training to community members who already have some previous language knowledge. The training takes 3 months and, at the end of the third month, the students have the option to apply for a job at Sitel Group. Since 2014, almost 900 candidates have enrolled in our FLIP program (Foreign Language Improvement Program).

Sitel Group Serbia offers free 6-week language courses, which provide suitable candidates with sufficient language skills for an agent positions at Sitel Group. Applicants who pass final exam are offered jobs at our company. In 2017, Serbia successfully organized trainings for German, French and Italian.

Ten years ago, Sitel Group Philippines launched Sitel Academy to provide call center training to applicants who fail the assessments initially. It provides them an opportunity to increase their chances of successfully landing a job by receiving remedial training. After the initial implementation of Sitel Academy, the Sitel Group saw the benefit of providing skills training to younger potential BPO professionals. In line with this, Sitel Group Philippines partnered with select universities to institute a *Service Management Program* course to help meet the demands of the industry. The program primarily included Sitel Group professionals acting as resources in training college professors and instructors to better prepare and equip their students with the necessary skills and knowledge to be successful in the contact center industry. Sitel Group's Learning and Development teams maintain close collaboration with partner universities on training and upskilling to continuously improve the *Service Management Programs* and to ensure that they are up-to-date with the changing trends and demands in the industry.





Local practices

In many markets, Sitel Group provides a platform for career development for young people and new graduates. Sitel Group is the first employment of at least 50% of all Sitel Group Poland associates. Our associates learn valuable skills for their future careers. Besides offering a stimulating working experience, competitive compensation and robust training, the opportunity for career development is one of the key factors that attract new talents to Sitel Group. Programs for continuously upgrading our associates' skills are an important part of people development at Sitel Group. At Sitel Group France, an attractive apprenticeship program recruited more than 200 apprentices for the French sites.

Talent management and career opportunities

Skilled and motivated people are the key ingredient in providing excellent customer experience and it is therefore critical that we have a process to support high performance as well as the ability to attract new associates and retain our talent.

Sitel Group is committed to focusing on recruiting and retaining our associates by creating an environment that is positive, nurturing and filled with opportunities. Career advancement based on individual strengths is strongly encouraged at Sitel Group. The ability to move up within the organization makes Sitel Group more than just a stopping point in an associates' career.

Sitel Group fills open positions by promoting associates from within the Group whenever possible, enabling our clients to benefit from trained, experienced personnel. Internal job openings are posted on our corporate intranet and within each site where associates can submit an application for any posted position.

A formal talent management and succession-planning program helps to identify future leaders based on knowledge, skills, abilities, work ethic, performance, leadership abilities, key competencies and behavioral characteristics.

We invest in internal training programs to prepare associates for advancement. Examples include our *Track Training* programs, designed to prepare associates to become managers. Individual e-training courses are available through our learning management system, *My Academy*.

The number of internal promotions are consistently increasing over the years. In 2017, more than 2,000 associates were promoted internally to higher positions. In 2016, there were 1,891 internal promotions.



Global practices

Sitel Group Track Training
Sitel Group believes in preparing its associates for taking up challenges that will allow them to successfully launch a career. Sitel Group has developed *Coach Track Training* and the *Operations Manager Track Training* programs that aim to improve the continuity of our leadership by building a pool of trained coaches and senior-level coaches ready to be promoted as opportunities occur. The apprentice program includes a multi-step process that rewards participants as they achieve designated milestones. The timeline for each candidate is flexible and the program tailored to the candidate's needs, competencies and ambitions.



Local practices

Sitel Group India's *Career Compass* program identifies the top 10% of the agent population and put them through planned sessions to help them develop their skills and give them an opportunity to grow within the organization. Middle management participates in workshops that enable coaches to improve their skills to achieve efficiency, effectiveness and sense of belonging in their day-to-day work. Senior management are offered a specific training, with the opportunity for a certification course from a top educational institution.



Global practices

Performance and talent management

Providing meaningful and regular feedback to associates is at the heart of our people-First commitments. Sitel Group relies on value-driven, high-performing people with the right skills to provide value to our clients. Our *Performance Management* program is very important in this context. This global annual process enables an open, transparent and integrated system for managing people. The *Performance Management* program is an important part of our succession planning because it supports the identification of potential future leaders at all levels. The program enables Sitel Group to attract and retain the most talented people, while quickly identifying available talent when job opportunities arise, and also to define objectives and goals for each associate, creating a results-orientated culture in our company.



Local practices

Sitel Group Nicaragua has a special program to develop high-performing associates and prepare them for internal job openings. Sitel Group Philippines has launched the *Agent Accelerate Leadership Courses*, which are open courses for all associates, and the *Voyagers Training* for senior manager level and up. Sitel Group Bulgaria has the *Trainer for a Day* and the *Recruiter for a Day* programs, which allow associates to experience a day working in an aspired position.



Local practices

All countries have associate recognition programs to recognize top performers, such as *Bulgaria Best Employee of the Year* and *India Star Awards*. To recognize its associates, Sitel Group Colombia created the *Excellence Club*, a group consisting of the top performers. Every month, the group participates in a VIP lunch with the country and regional board of directors and receives prizes. Top performing associates are always proud to be part of the group and the fact that they are able to have a closer contact and speak openly with the board of directors is a great incentive to drive their careers forward.

Sitel Group European operations have launched a *Reward & Recognition Program* with three award categories: *Peer on the Spot Award* to recognize associates demonstrating driving behaviors for success, *Outstanding Partnership Award* to recognize success as a team or in a specific partnership situation and the *People First Award*, which is about achieving shared excellence.



Global practices

Customer Service Week

Customer Service Week is an annual international event devoted to recognizing the importance of customer service and honoring the people who serve and support customers each and every day – around the globe.

This year's global theme was *Building Trust*. Sitel Group encouraged the leaders to take time celebrate our associates by showing our appreciation for their unwavering commitment to providing exceptional customer service to our clients – and our clients' customers – on a daily basis.

- The five core goals of *Customer Service Week* are to:
- Boost morale, motivation and teamwork
 - Reward frontline associates for the important work they do all year long
 - Raise company-wide awareness of the importance of customer service
 - Thank other team members/departments for their support
 - Remind customers of our commitment to customer satisfaction

Local practices

Sitel Group France has made a commitment to prevent harassment and raise awareness among associates on how to prevent internal harassment and incivility, about measures taken by the company regarding the subject, the person to contact in this kind of situation and general tips about the good behavior. In addition to internal harassment, customer harassment has also been addressed. A pilot procedure has been established to directly inform the client in case an agent is victim of harassment or incivilities by customers. The client is in charge to remind the customer to behave correctly. Managers and agents are also receiving trainings to learn how to manage such situations. In 2017, more than 450 agents were trained to manage difficult calls.

Local practices

In 2017, Sitel Group Germany has signed the *Charta der Vielfalt*, or *Diversity Charter*, which outlines the measures the company will undertake to promote diversity and equal opportunities in the workplace and recognize, understand and value people's similarities and differences. Sitel Group France has offered training specifically to recruiters and manager in order to raise awareness about diversity.

Global practices

On the World Day for Cultural Diversity for Dialogue and Development, our sites around the world celebrated diversity. It was an occasion to promote culture and highlight the significance of diversity as an agent of inclusion and positive change. All the 22 countries participated by celebrating the different cultural expressions.

Professionalism and harassment

Sitel Group associates are expected to be respectful of others' customs and traditions. We treat each other, our clients and their customers with respect, courtesy and dignity.

Each Sitel Group associate throughout the world is entitled to work in a professional atmosphere, free from all forms of harassment. Sitel Group seeks to provide a work environment without harsh and inhumane treatment, including any sexual harassment, sexual abuse, corporal punishment, mental or physical coercion or verbal abuse of associates or threat of any such treatment.

Sitel Group supports associates in reporting any inhumane treatment without fear of reprisal or intimidation. Sitel Group makes available an Ethics hotline, *EthicsPoint*, which enables associates to report any concerns anonymously, where permitted by law. Sitel Group strongly encourages its associates to report any harassment to appropriate company officials and prohibits retaliation against anyone who reports issues or who participates in an investigation of such reports.

Refreshers are regularly conducted for our coach and above population on the Group's anti-harassment policies and practices.

Inclusion, Diversity and Equal Opportunities

Sitel Group associates represent a wide variety of cultures, ethnicities, religious beliefs and languages. This rich diversity makes our company smarter and more competitive, which helps us better serve our clients and our communities. Furthermore, we recognize that the best solutions are generated through collaboration between people who think differently from one another and welcome a variety of ideas and viewpoints. We strive to hire associates with backgrounds and perspectives that can reflect the diversity of our markets and customers, fueling innovation and insight across our business.

We believe that being an employer that provides opportunities to all is an important key to our success. It is our associates' skills, knowledge and attitudes that matter. We have zero tolerance for discrimination. All individuals should be treated fairly and respectfully and enjoy an inclusive culture where every individual has an equal opportunity to contribute, develop and grow.



Gender equality

It has always been our endeavor to promote gender diversity across the organization. In 2016, more than half (52.3%) of Sitel Group's total workforce was composed of female associates. In 2017, we were able to increase the proportion of female associates to 54.7%. Female associates in leadership position - managers and above - represented 41.5% in the same period.

Local practices

Since 2013, Sitel Group Spain has maintained an *Equality Plan*, by which it commits to ensure effective equality of opportunities to both male and female associates, to implement practices to avoid gender discrimination, to provide better conditions to reduce inequality and to promote awareness of the cause. Sitel Group India truly believes that empowering women is key to improve gender equality. Empowered women contribute to the health and productivity of whole families and communities, and they improve prospects for the next generation. India regularly offers empowerment sessions to female associates, which helps them realize their potential and to offers key information for their personal development.

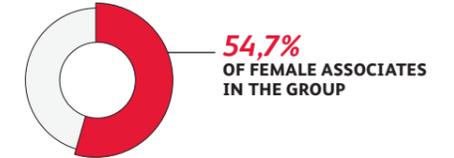
Sitel Group France has committed to promote equality men and women. Women represent more than two thirds of our French associates.

Discrimination

We employ a diverse workforce and do not tolerate unlawful discrimination. We seek to provide a work environment free of unlawful discrimination based on race, color, age, gender, sexual orientation, ethnicity, disability, pregnancy, religion, political affiliation, or marital status.

Sitel Group endeavors to address non-discrimination by fostering an environment in which everyone is treated equally and given the same opportunities. We are committed to ensuring we eliminate discrimination in all forms in our employment. We do so by:

- Evaluating and compensating associates based on their qualifications, demonstrated skills, and achievements, striving to avoid any unconscious bias. All employment decisions - such as hiring, discipline, terminations, promotions, and job assignments - are based on Sitel Group's needs and on associate performance and potential. These decisions are made without regard to a person's cultural background, ethnicity, personal beliefs, or any other characteristic protected by applicable law;
- Facilitating the ability of associates to raise issues regarding discrimination (or other matters such as bullying and harassment) through accessible reporting channels (e.g. ethics hotline);
- Encouraging participation in the annual survey in which associates are asked to express their views on workplace issues anonymously;
- Providing annual conduct and ethics trainings to key positions in the company which focus, among other things, on issues around diversity and respect; and a robust whistleblower procedure.



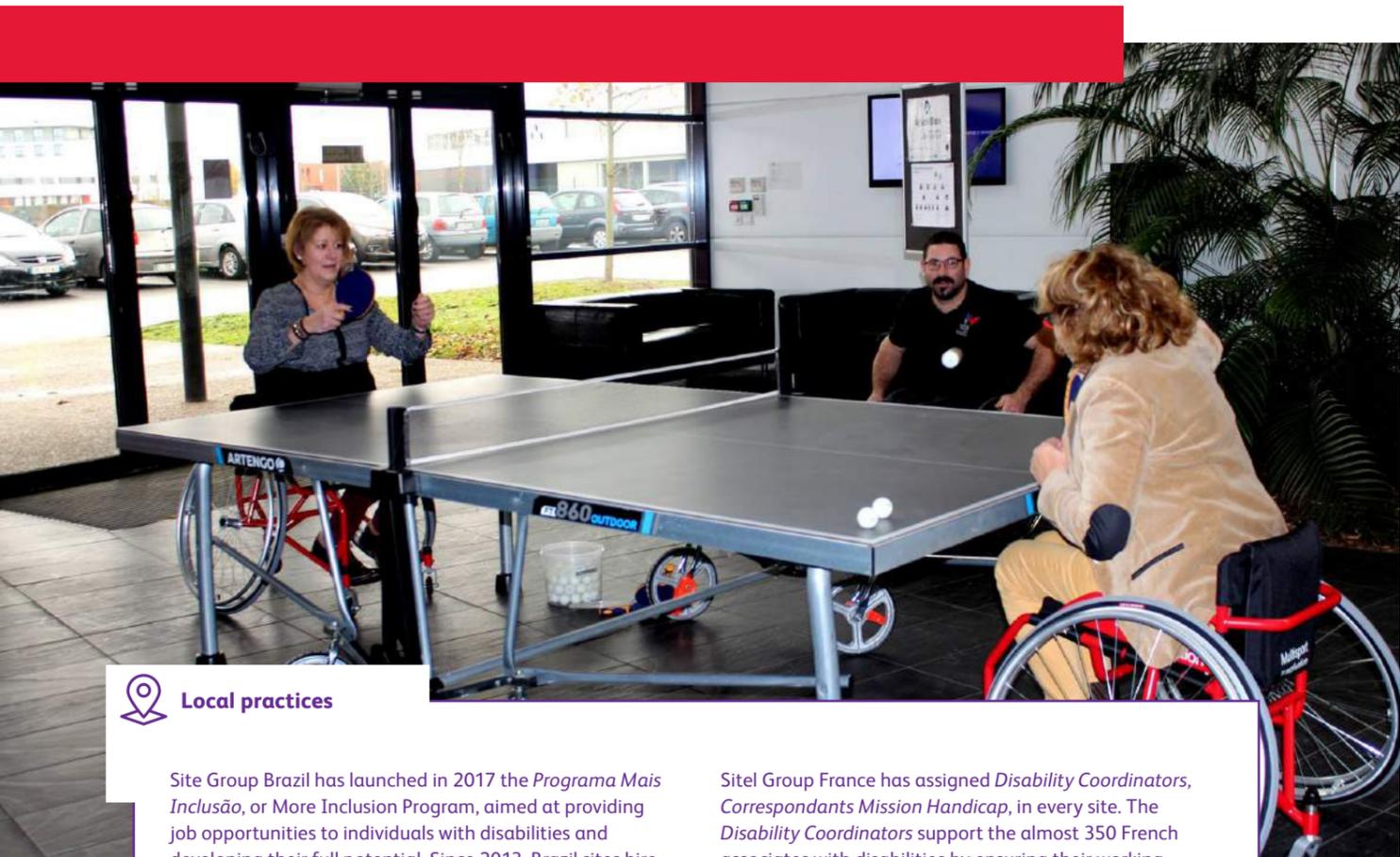
Global practices

In the period covered by this report, the following number of issues were raised in Sitel Group's ethics procedure with respect to discrimination and harassment, which were all investigated appropriately:

NA	102
Nearshore	00
Brazil	08
EMEA	03
Philippines	22
ANZ	00
India	00

Inclusion

We welcome people with different abilities, perspectives and experiences because we believe that this diversity invites new ideas and approaches to business challenges. We also look for ways to remove barriers to employment for persons with disabilities outside Sitel Group by working with organizations that empower persons with disabilities with job and skills training and by promoting initiatives to recruit persons with disabilities at many of our offices around the world.



Local practices

Sitel Group Brazil has launched in 2017 the *Programa Mais Inclusão*, or More Inclusion Program, aimed at providing job opportunities to individuals with disabilities and developing their full potential. Since 2013, Brazil sites hire disabled massage therapists to offer free massage for the associates at their desks. It started with a small team of therapists aimed at providing job opportunity for persons with disabilities and as a way to improve the associates' wellbeing. It proved so successful, that at the end of 2015, Sitel Group Brazil had already 26 massage therapists as part of their workforce. Now, two years later, there are almost 50 disabled therapists working in Brazil.

Our US sites participate in the *Department of Defense Military Spouse Employment Partnership*. This is part of an employment and career partnership between Sitel Group and military spouses as the company works to recruit, hire, promote and retain these valuable associates.

Sitel Group France has assigned *Disability Coordinators*, *Correspondants Mission Handicap*, in every site. The *Disability Coordinators* support the almost 350 French associates with disabilities by ensuring their working conditions, such as workstation and facility adaptation and by providing specific equipment for the disability. The French sites organized a *Disability Week*, which included job dating, workshops for sign languages and braille, and several activities to raise awareness on how it's like to walk in someone else's shoes.

In December, Sitel Group celebrated the *United Nations International Day of Persons with Disabilities*, which aims to promote the rights and well-being of persons with disabilities in all spheres of society and development, and to increase awareness of on the situation of persons with disabilities in every aspect of political, social, economic and cultural life. All the countries were invited to share experiences with the inclusion of persons with disabilities and to organize activities to celebrate the day.

Child, forced and compulsory labor

Sitel Group does not support child labor in any manner or form. Only the use of legitimate workplace apprenticeship programs, which comply with all laws and regulations, is supported. Sitel Group does not expose children to any situations - in or outside of the workplace - that are hazardous or unsafe to their development.

We also condemn all forms of compulsory labor and do not condone the use of forced, bonded or indentured labor, involuntary prison labor or the trafficking of persons. We uphold an environment where work is voluntary and associates are free to terminate their employment.

Sitel Group's *Anti-Modern Slavery and Child Labor* policy contains guidelines, standards, and procedures intended to ensure that Sitel Group and those acting on its behalf understand and abide by the applicable anti-child labor, anti-human trafficking and anti-modern-day slavery laws, rules, and regulations.

As a matter of fact, forced and child labor are not an issue in our operations.

Freedom of association

Sitel Group upholds its associates' rights to join or refrain from joining worker associations in accordance with the law. Where worker organizations are legally recognized, Sitel Group recognizes those rights provided by law.

Sitel Group seeks to ensure that representatives of associates and any personnel engaged thereby, are not subjected to discrimination, harassment, intimidation, or retaliation for reason of their being members of a union or participating in trade union activities, and that such representatives are afforded their rights under the law.

In many countries where we operate, our associates are represented by an independent trade union or are covered by collective agreements that entitle them to healthcare and retirement benefits.

Work and personal life balance

At Sitel Group, as part of our people-oriented culture, we believe that maintaining a professional/personal life balance and creating a family culture within our facilities is critical to associate satisfaction and success. All sites promote regular activities to create a light and fun atmosphere for the associates, such as sports competitions, holiday celebrations, fun Fridays and many other activities.

We seek to promote local ways of working so that associates can have more flexibility and are able to balance their personal lives with their career. In fact, one of our businesses is *Work@Home*, where our agents are able to work directly from their homes. To make it happen, we invested in technology so that we can connect with each other no matter where we are located.

Our 2017 associate engagement survey showed a 2.5 percentage point increase, when compared to the previous year, in the question regarding work-life balance for all participating associates. In addition, an increase of 7.4 percentage points was observed in the question regarding the associates' satisfaction with their work schedule.

We believe we can continue to make progress as we support flexible working opportunities for our associates.

Local practices

In 2017, our UK operations published the first statement pursuant to the requirements of the *UK Modern Slavery Act 2015*. This includes how we address the risk of child or slave labor being used in our business. View our statement at: <https://www.sitel.com/en-uk/>



Local practices

Some of our countries, such as Bulgaria, France, Nicaragua, Panama, Poland, Serbia and US are able to provide flexible work schedules to their associates to accommodate personal needs and allowing them to balance their everyday commitments with work. Pregnancy arrangements for the new mothers are also a common practice in France, Nicaragua, Morocco, Serbia and Bulgaria among other locations.

Local practices

Sitel Group India counts on gym facilities in the office building premises to encourage associates to exercise and stay healthy. Bulgaria, Nicaragua, Panama, Poland and UK offer a sport pass or discounts to local gyms to the associates. Poland associates are encouraged to be healthier by switching from cars to bicycles, or by promoting calorie-burning competitions. France offers a EUR 150 incentive for associates who come to work by bicycle.

Our sites in Bulgaria and Serbia regularly offer fruits to ensure healthy snacks are available to all associates. Sitel Group Brazil, Bulgaria, Colombia and Portugal associates are offered massage to relieve the stress of the day-to-day work.

Sites all over the world hold regular health related events and health weeks, offering on-site health checkups and inviting specialists to provide information to prevent lifestyle-related diseases. Sitel Group Bulgaria, Germany, Mexico, Morocco, Nicaragua, Panama and Poland offers flu vaccinations to associates who want to protect themselves against seasonal diseases.

Sitel Group Brazil, Bulgaria, Nicaragua, Poland and Spain have established a committee to develop preventative solutions and corrective measures for any occupational health and safety issues. The committee members meet regularly and develop risk assessments and plans to reduce accidents, provide training, and other programs related to health and safety in the workplace.

Sitel Group Nicaragua's committee holds semi-annual trainings to all associates covering points such as first aid, evacuation procedures, among other critical point, as well as bi-monthly seminars in order to bring awareness to associates about having a safe and healthy work environment.

Sitel Group Spanish facilities are OHSAS 18001:2007 certified.

Associate Health, Safety and Wellbeing

Sitel Group is committed to providing a safe and healthy environment for our associates, clients, and visitors.

Sitel Group makes every reasonable effort to promote, create, and maintain a safe and healthy workplace by providing safeguards against injury or hazards through maintaining proper equipment, materials, facilities and associate training. Our sites comply with applicable health, safety and environmental laws and all related policies.

Sitel Group recognizes that, in addition to minimizing the incidence of work-related injury and illness, a safe and healthy work environment enhances associate retention and morale. We are aware that to successfully create a safe and healthy environment we must ensure our associates understand the risks to their health & safety and work together with us to avoid them.

In line with our people-first culture, safety of our people is the first priority and is addressed prior to any consideration regarding Sitel Group's or clients' business requirements. Therefore, it is essential that our associates know how to react during an emergency situation.

Sitel Group has implemented a *Global Business Continuity Management* policy to set, deploy, test, monitor and report on the required standards for emergency preparedness in all sites and has assigned a dedicated resource, the *Director of Business Continuity Management*, to manage the program and ensure its ongoing effectiveness and continuous improvement.

During 2017, we have undertaken a review and upgrade of our BCM methodology, tools and procedures to reflect the recent changes in our business and the increased focus on business continuity planning due to world events.

We have also introduced an annual self-attestation exercise to ensure that our plans are up-to-date and meeting the needs of our business and those of our clients, and that senior management is aware of any risks facing the business. Sitel Group is committed to an open communication with all associates on workplace health and safety, encouraging associate input and continual education to identify and solve health and safety issues, or other concerns relating to working conditions without fear of reprisal or intimidation.

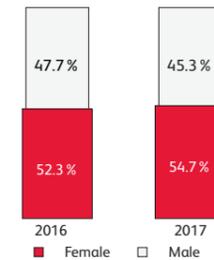
All Sitel Group associates take a training in which they learn about Sitel Group security and safety policies among other relevant topics. They also learn to identify situations that pose a risk to the company's and their own security. This training requires annual recertification to ensure all associates are aware of the main elements and any changes that may have been made to our policies and standards.

In some locations, Sitel Group also engages newly hired associates with a basic *New Hire Security Training* program, which introduces them to basic security policies and standards both related to health and safety and data protection issues. In addition, Sitel Group constantly reviews emerging physical security threats that may affect their employees and develops programs to mitigate the same. As an example, Sitel Group has developed an *Active Shooter Training Program* for sites that may feel susceptible to those types of incidents within their geographic area.

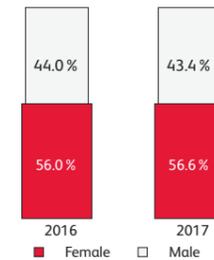
Sitel Group is positive that associate wellbeing is an important factor for a healthy environment. Our associates count on leisure areas, anti-stress programs and regular activities to minimize the stress and cultivate the feeling of belonging among our associates.

The charts below show Sitel Group workforce by several key metrics¹.

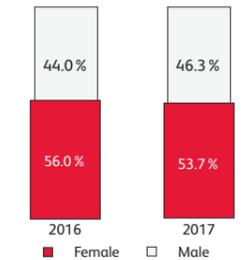
Employees by Gender (worldwide)



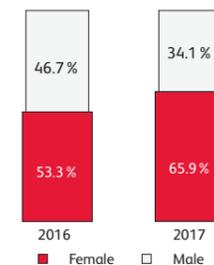
New Employee Hires by Gender (worldwide)



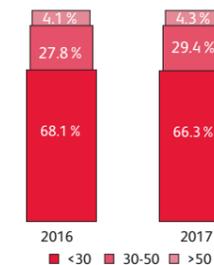
Employee Turnover by Gender (worldwide)



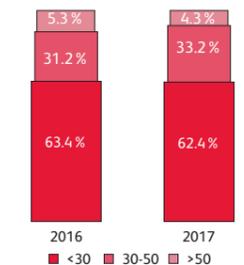
Full-time and Part-time Employees by Gender (worldwide)



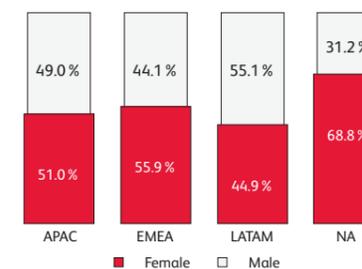
New Employee Hires by Age Group (worldwide)



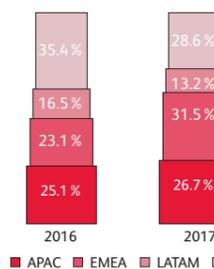
Employee Turnover by Age Group (worldwide)



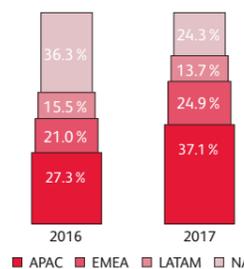
Employees by Gender and Region (worldwide, 2017)



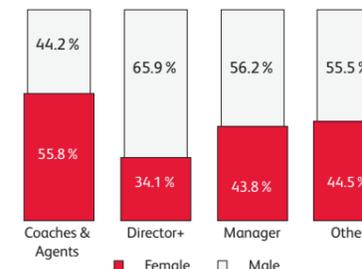
New Employee Hires by Region (worldwide)



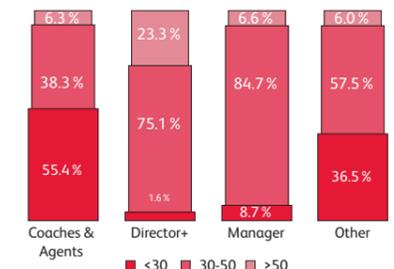
Employee Turnover by Region (worldwide)



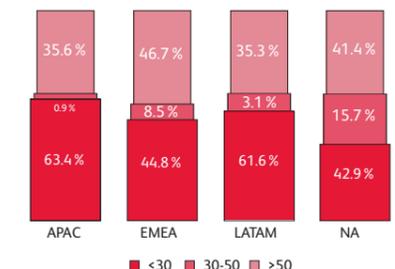
Employees by Job Category and Gender (worldwide, 2017)



Employees by Job Category and Age (worldwide, 2017)



Employees by Age and Region (worldwide, 2017)



¹ Estimated based on existing database platform. Report was extracted on 31-Dec 2017 and reflects workforce on that specific moment. Charts do not include data from Sitel Group ventures, which represent only 0.2% of employees.

Ethics

Upholding the highest ethical standards

At Sitel Group, we do everything we can to safeguard our values and the reputation of the clients that trust us and choose to work with us. Sitel Group's strong ethical foundation has been at the core of our operations. Our leaders set the tone, but every person plays a role in keeping our ethical beliefs firmly in place.

Human rights

We support and respect internationally recognized human rights within our organization and wherever we do business. Internationally recognized human rights are those expressed in the *International Bill of Human Rights* and the *International Labor Organization's Declaration on Fundamental Principles and Rights at Work*.

Sitel Group knows that a fundamental component of ethical business conduct is supporting and respecting human rights within our company, our supply chain and the communities where we live and work. Our commitment is anchored in our global policies, including those that address associate conduct, privacy and anticorruption.

As a global customer experience company, the topic of human rights focuses on areas that are most relevant to our business and operations. These include, among other things, ensuring a fair and respectful work-environment for our associates, eliminating discrimination, ensuring their health, safety and security, protecting privacy and security of personal data and working against corruption.

Reinforcing our company ethics

One of our most important written standards is our *Global Code of Conduct and Ethics*. It builds on our core values by providing details about expected behaviors and outlining the high standards of honesty, integrity and ethical conduct. Our Code reaffirms that we have zero tolerance for unethical behavior and corruption in any form and it applies to all Sitel Group associates - directors, officers and employees in every country - in every venture.

An introduction to the Code of Conduct and Ethics is part of the each associate's induction. All associates are required to review and certify their understanding of and compliance with the Sitel Group *Global Code of Conduct and Ethics* upon joining Sitel Group. Translations of the text are available in 10 languages, allowing almost every employee to read the Code of Conduct in their native language.

Relevant Sitel Group associates undergo code of conduct and ethics training and annual refreshers. The code of conduct training takes associates through the major components of the Sitel Group *Global Code of Conduct & Ethics* and educates on how it can be used to guide decisions and actions in potentially controversial situations, and what actions are appropriate to take when a violation of the Code of Conduct is suspected. This online training also serves to increase our associates' awareness of how to deal with everyday situations that challenge their ability to demonstrate respect and inclusion.

Reporting

Concerns about human rights or other issues can be brought to our attention via *EthicsPoint*, which is a confidential, integrated toll-free telephone and web-based hotline.

Any conduct that may be unethical, illegal, in violation of professional standards, or otherwise inconsistent with Sitel Group's policies, as well as anything that may affect the moral or physical integrity of its associates, may be reported.

EthicsPoint is staffed by an independent third party that is available 24 hours a day, seven days a week, with interpreters available for language assistance.

Country-specific guidance is also available through Sitel Group intranet. Reporting procedure and contact information for *EthicsPoint* is also available on posters on notice boards in all sites, in the Sitel Group Code of Conduct and Ethics and in other relevant policies.

Reports may be submitted anonymously where permitted by law and Sitel Group's *Global Code of Conduct and Ethics* strictly prohibits retaliation against any person for making a report in good faith or cooperating in an investigation.

Privacy and Data Protection

In an environment with new and continually changing security threats, technologies and legislation, protecting privacy and the security of data is essential to maintain the trust of our associates and our clients.

Our clients trust us with access to information about their key asset, their customers. We also store and process personal data related to our associates in the normal course of business. It is

a core element of our commitments to uphold human rights - among them, the right to data privacy. Therefore, we work closely with our clients and associates to ensure that we manage personal information in a manner that respects the rights of individuals and have invested in organizational and technical measures to ensure the information entrusted to us is suitably protected at all times.

With security and data privacy deeply embedded in our operations, we seek to maintain robust protection and comply with globally recognized privacy principles. Some of the privacy and security requirements Sitel Group complies with include:

- European Union General Data Protection Regulation (GDPR)
- Country and EU Member State Privacy Laws;
- PCI DSS (Payment Card Industry Data Security Standard);
- ISO/IEC 27001:2013;
- SSAE 16/18 SOC1 and SOC2 (Service Organization Controls 1 and Service Organization Controls 2);
- HIPAA (Health Insurance Portability and Accountability Act); and
- Client Specific Privacy Requirements and many others.

Our *Global Code of Conduct and Ethics*, *Global Security Policy*, *Privacy Policy*, *Risk Management*, *Fraud Management*, *Security and Ethics Incident Management*, *Information Classification*, *User Access & Approval*, along with other security awareness and usage policies provide a robust framework for the protection of confidential, sensitive and personally identifiable information. We have implemented various measures to handle and safeguard data appropriately, including information security controls (e.g. virus and malware protection, access and password controls etc.) and physical controls (e.g. restricting physical access, clean desk policy and paperless environment, etc.).

We also provide periodic *Privacy and Information Security Awareness* training sessions to all our associates that reinforce, among other things:

- Creating security awareness;
- Protecting and ensuring the security of an individual's personal information;
- Security incidents that may arise;
- Preventive controls, i.e. identifying and preventing incidents from happening; and
- Reporting incidents and risks.

Anti-Corruption

At Sitel Group, we value integrity and ethical behavior in the conduct of our business. Sitel Group is committed to complying with anti-corruption and anti-bribery laws in the countries in which it does business.

Sitel Group does business in many countries and regions around the world. At each location, associates at every level have the responsibility to know and follow laws and regulations that apply to our business. Sitel Group associates are expected to conduct business ethically and Sitel Group does not allow any associate or anyone acting on Sitel Group's behalf to give, pay, offer, promise to pay, or authorize the giving or payment of money or any other thing of value to any foreign government official or Sitel Group client, vendor or other business partner for any improper purpose or in violation of applicable law, including the local laws of any relevant country.

Sitel Group has a Compliance and Ethics organization reporting directly to the company's Chief Legal Officer. Designated compliance contact persons assist with the implementation of Sitel Group's ethics and compliance program. The Legal Department and Sitel Group's Ethics and Compliance Team are responsible for setting enterprise-wide standards with respect to anti-corruption laws and interactions with clients and government officials. We have achieved compliance with key industry standards which provide all associates with a consistent management framework to apply to ethical behavior.

Sitel Group's global policies include the Code of Conduct and Ethics, Supplier Code of Conduct and Ethics, Anti-Bribery and Corruption, Anti-Money Laundering, Risk Management, Fraud Management, Security and Ethics Incident Management and other policies.

Operational adherence is managed through a management system that is aligned to the ISO 27001:2013 standard to ensure that controls for the secure management of all data required to deliver the services are in place and are assessed on an ongoing basis for

effectiveness with a view to continual improvement. Relevant management information and reporting are shared with clients as part of established escalation management and periodic business review processes.

Sitel Group Global Privacy and Security training is mandatory for all of Sitel Group associates to ensure they are aware of and understand Sitel Group's Privacy and Security standards and to ensure that actual and potential incidents of fraud and corruption are identified and managed appropriately. All Sitel Group associates and, where appropriate, third party contractors or vendors, are required to report all fraud, security and ethically related incidents. The mandatory reporting of suspected or actual fraud or ethical conduct matters is managed through Sitel Group's existing global incident reporting procedures, with training developed to maintain awareness of the incident reporting obligations.

For greater awareness of the Sitel Group's ethics hotline, EthicsPoint, among associates, the company distributed EthicsPoint posters to all locations - for prominent display - promoting the reporting of concerns via a 24-hour hotline. In addition to the posters, a brief tutorial reminded all associates about the EthicsPoint.

Sitel Group's Finance and Accounting organization is responsible for maintaining adequate accounting books and records and appropriate controls at all levels of the organization that ensure accuracy of our financial reporting, including the investigation of potential fraudulent financial activity or results. Such controls provide reasonable assurances that, among other things, transactions have been executed in accordance with applicable accounting principles.

Sitel Group's Internal Audit team is responsible for evaluating and testing accounting control systems on an ongoing basis to ensure, as reasonably possible, that the controls in place continue to be appropriate and function properly. As of January 1, 2017, Sitel Group's Internal Audit department conducted and reported 40 financial control and compliance audits covering

processes that are potentially subject to ethical deviations, such as bribery and frauds. Generally speaking, all sites are audited on a 4 to 7 year cycle, depending on the risk profile of that particular site. Sitel Group policies require anti-corruption training for all managers and above. In 2017, Sitel Group trained more than 1,132 applicable associates worldwide, or 78% of the applicable associates, and more associates will be trained until the end of the training year. Our Code of Conduct requires that all associates comply with all laws and regulations governing our company's behavior. When this is not the case, information is reported internally within the organization to senior management and, as appropriate, also shared with the Executive Board and the internal auditors.

Sitel Group Anti-Corruption Program

Sitel Group's anti-corruption program is largely based on the U.S. Foreign Corrupt Practices Act - FCPA and sets a clear global standard for its approach to honest and fair dealing, which meets the legislation in all its countries of operation - such as UK Anti Bribery Act and the Brazilian Anti-Corruption Act. The program has 6 key principles:

Tone at the top:

Management's "tone at the top" is vital for establishing a transparent and company-wide culture against corruption.

The top-level management of Sitel Group is committed to preventing bribery by persons associated with Sitel Group. They foster an anti-corruption culture within the organization and send clear messages to all associates and business partners that corruption and bribery is unacceptable.

Proportionate procedures:

Our procedures to prevent bribery proportionate to the bribery risks we face and to the nature, scale and complexity of our activities.

Management directives define and clarify the desired behavior of our associates. The outputs of these control procedures provide the basis for mitigating business risks according

to their potential impact. Examples of activities that support these controls in Sitel Group include:

- EthicsPoint, where associates may report any concerns to the Sitel Group compliance, ethics and whistleblowing hotline;
- Background checks in accordance with policy and where permitted by country specific law;
- Associate handbooks defining fraud and action to be taken;
- Anti-corruption Policy; and
- Code of Conduct Policy published on the Sitel Group intranet to associates and incorporated as part of Sitel Group's vendor registration procedure.

Risk assessment:

Sitel Group assesses the nature and extent of its exposure to potential external and internal risks of bribery on its behalf by persons associated with it.

Sitel Group performs comprehensive risk assessment activities that identify and weigh risks that help define priorities including:

- Risk Management Questionnaire reviewed annually by Sitel Group's Finance team and results discussed with Audit Committee;
- Internal Audit reports;
- Internal Audit annual Enterprise Risk Assessment to identify potential risk areas and collating conclusions; and
- Site Compliance Questionnaire to identify key risk areas.

Due diligence:

Sitel Group applies due diligence procedures, taking a proportionate and risk-based approach, in respect of persons who perform or will perform services for or on behalf of Sitel Group, in order to mitigate identified bribery risks.

Sitel Group has implemented mandatory requirements for screening and conducting integrity due diligence assessments of our business partners.

Additionally, due diligence procedures in the recruitment process enables Sitel Group to hire the best candidates. Poor hiring decisions can hurt Sitel Group in a variety of ways - increased turnover, increased burdens on co-workers, compliance problems, and even business ethics issues.

Communication and trainings

Sitel Group seeks to ensure that its bribery prevention policies and procedures are embedded and understood throughout the organization through internal and external communication, including training that is proportionate to the risks it faces.

A key element in the Anti-Corruption Program is capacity-building and regular training of associates. Our training ranges from online courses, dilemma-training modules and other Sitel Group awareness activities. Sitel Group strives to constantly improve and tailor the training program in order to ensure that our commitment against corruption is known throughout the organization.

All associates are required to review and certify their understanding of and compliance with the Sitel Group Global Code of Conduct and Ethics. Additionally, Sitel Group requires key associates to undergo annual code of conduct and ethics training, in which they learn about the major components of the Sitel Group Global Code of Conduct and Ethics. The certification process is completed via a web-based training and certification program. This web-based training covers anti-corruption and anti-bribery, among other subjects. This online training is provided in the associate's local language, is available around the clock, and provides participants with a comprehensive understanding of what is, and is not, permissible as they undertake their responsibilities each day as Sitel Group associate. In addition to the online curriculum, Sitel Group's Legal Department provides support for associates should they have questions.

Monitoring and review

Sitel Group monitors and reviews procedures designed to prevent bribery by persons associated with it, and makes improvements where necessary. Anti-bribery and anti-corruption policies

are dynamic and require Sitel Group to perform ongoing monitoring of its compliance programs and adapting to changing business environment in order to remain effective.

Sitel Group has established internal checks needed to monitor and review anti-bribery policies that include financial monitoring, bribery reporting, incident investigations, reporting from the Risk and the Audit Committee:

- Compliance Working Group: annual review of Sitel Group anti-corruption policies;
- Audit Committee: report on enterprise level risks; and
- Compliance Working Group: review of current EthicsPoint hotline cases.

Environment

We strive to comply with applicable environmental laws and regulations in the operation of our business and are committed to reducing pollutants associated with our business, which may have adverse effect on the environment. We expect our associates to be respectful of the environment within which we operate.

While Sitel Group's operations have a limited environmental impact, we believe in being a responsible, environmentally aware company, minimizing, wherever possible, negative effects on the community, environment and natural resources.

Our environmental efforts are towards increasing associate environmental awareness, reducing e-waste, limiting business travel and decreasing energy consumption in our facilities. We support local initiatives with our associates in order to encourage greater environmental responsibility in our workplaces. Our associates are committed to minimizing the impact and to working together to contribute to a better environment.

Our environmental policy outlines Sitel Group's responsibilities in support of its commitment to environmental protection and stewardship and guides us in complying with environmental regulations, advancing environmental awareness, minimizing environmental risks, reducing emissions and waste and conserving energy and water consumption. Sitel Group supports a precautionary approach to environmental challenges and manages risks of negative social and environmental impact in accordance with international guidelines.

Carbon footprint and use of resources

As a leading customer experience services company, Sitel Group's environmental footprint consists primarily of carbon emissions generated from employee travel and the use of electricity. We are committed to encouraging, educating and promoting a business model that keeps environmental impact at a minimum and reduces the carbon emissions. We constantly explore new ways to make our operations even more efficient, in particular with the use digital tools.

Smart travel saves money and reduces greenhouse gas emissions. Where and whenever possible, we promote the use of virtual collaboration tools and videoconferencing. This avoids unnecessary travel, is more efficient for us, and is better for the environment. Our efforts to encourage the adoption of available communication technologies continue to help us manage business travel.

When looking for new locations, we prioritize areas with good public transportation, since employee commuting is also a large contributor to our footprint. In fact, one of our businesses is Work@Home, in which our associates are able to work directly from their home, dramatically reducing the need for travel and, consequently, these associates' carbon emissions.

Local initiatives to reduce emissions have been implemented by some of our countries. For example, Sitel Group Poland encourages associates to move from cars to bicycles, promoting a healthier alternative for both the environment and the associates.

In 2017, Sitel Group performed a greenhouse gas (GHG) emissions assessment that quantified the total greenhouse gases produced directly and indirectly from a business or organization's activities. Also known as a carbon footprint, it is an essential tool, providing your business with a basis for understanding and managing its climate change impacts.

The assessment included 2016 data from select locations in North America, Latin America, Europe and Asia. The total emissions were 16,312 tCO2e, or 1.43 tCO2e/FTE.

GREENHOUSE GAS (GHG) EMISSIONS¹

SUMMARY BY WBCSD/WRI SCOPE (LOCATION-BASED, TCO2E)

SCOPE	TCO2E/YEAR	%
Scope 1 (combustion of fuels)	160	0.98
Scope 2 (purchased electricity)	7,908	48.48
Scope 3 (Electricity t&d losses, landfilled waste)	8,244	50.54
Total	16,312	100

¹ The GHG assessment has been carried out in accordance with the World Business Council for Sustainable Development and World Resources Institute's (WBCSD/WRI) Greenhouse Gas Protocol; a Corporate Accounting and Reporting Standard, including the GHG Protocol Scope 2 Guidance. The organizational scope of this assessment includes 22 sites in 13 countries: Brazil, Canada, France, Germany, Mexico, Netherlands, Panama, Philippines, Portugal, Spain, Poland and US. These sites were selected to conform to CDP supplier requests that Sitel Group received. The operational scope of this assessment included as mandatory all Scope 1 and Scope 2 emission sources. Where available, Scope 3 data - such as waste and water supply - has been included. Data quality: 96.9% of the data are based on actual data. The remaining 3.14% were estimated.

We are constantly looking for new opportunities to reduce demand and to be more efficient. This includes energy retrofit projects such as LED lighting upgrades and building management system improvements.

Additionally, waste prevention and recycling are powerful ways to use less energy, reduce greenhouse gas emissions and contribute to a healthy climate. Our sites have recycling programs in place to minimize landfill impact and the release of harmful gases due to its production and disposal process.

Whenever possible, we also promote environmentally friendly technologies and equipment. Sitel Group manages and disposes of electronic and electrical equipment in an environmentally friendly manner. We also try to minimize the generation of e-waste by extending the useful life of computers. Most of our country organizations already dispose of e-waste via specialized e-waste management companies.

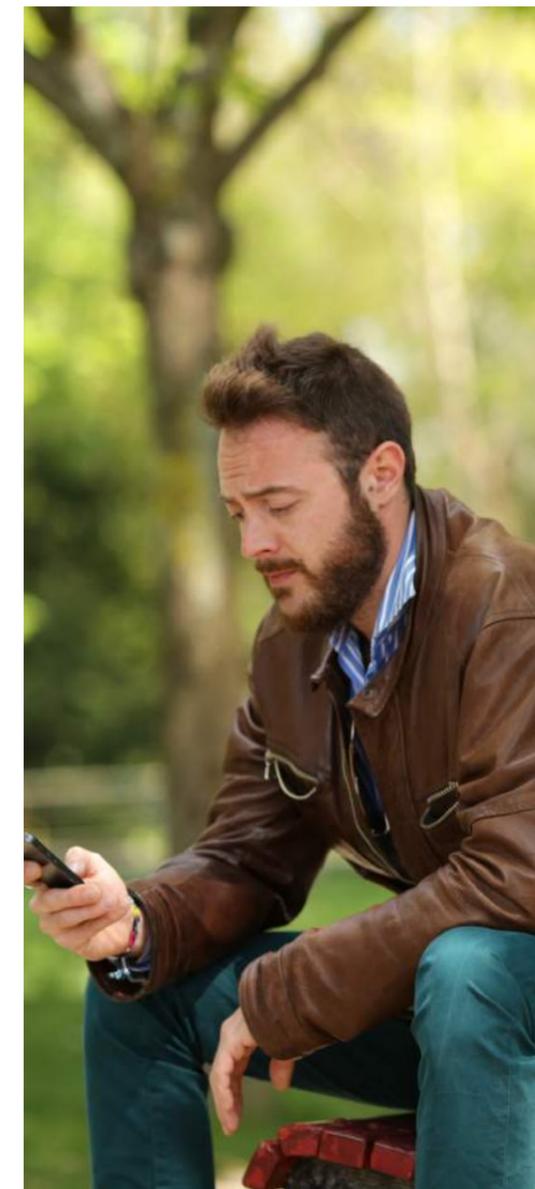
Local practices

At our Chennai site, India, site electricity consumption was reduced by controlled and scheduled use of LED lights and of the air conditioning system. This has resulted in a reduction of 6% in the electricity use. In fact, our Chennai site operates from a Green Building certified facility (SEZ facility).

Sitel Group sites in Nicaragua and the Philippines are replacing all fluorescent tubes with low energy LED lighting which, in addition to being more efficient, also reduces the need of constant replacing of the lighting, thus reducing hazardous waste disposal and the environmental impact.

Our Belgrade site in Serbia and Almelo site in the Netherlands operate from certified green buildings. These buildings have received the BREEAM certification that sets the standard for best practice in sustainable building design, construction and operation and is one of the most comprehensive and widely recognized measures of a building's environmental performance. BREEAM includes aspects related to energy and water use, the internal environment (health and well-being), pollution, transport, materials, waste, ecology and management processes.

In celebration of World Environment Day, we encouraged Sitel Group associates to embrace environmental stewardship and adopt smart work practices. We shared practical tips that our associates could be used both in the workplace and at home.





Environmental Activities

Most of the Sitel Group sites promote regular environmental activities involving associates, such as beach and park clean-up drives and tree planting events.

Highlights of country environmental activities:

COLOMBIA: A group of Sitel Colombia associates volunteered to help clean up the *Neusa Park*, a dam forest park that has been neglected through the years by thousands of visitors who have left a big garbage footprint. After cleaning up, the associates planted trees to help with the reforestation.

BULGARIA: Sitel Group associates took part in one of the largest volunteer initiatives in Bulgaria, *Let's Clean Bulgaria Together*. Our volunteer associates and their families cleaned the area around the river in *Loven Park*.

PANAMA: Associates participated in a local beach cleanup to celebrate the Month of the Oceans. According to the authority of cleaning in Panama, only on the beach of *Costa del Este*, where our volunteers did the cleanup, is estimated a collection of 30 tons of waste.

PANAMA: Associates participated in the *National Reforestations Day* on the *National Park Of Camino de Cruces*. The associates supported the "Alliance for One Million", a national project involving Panama's reforestation associations and companies plant trees and achieve their goal of one million trees planted within the next 20 years.

PHILIPPINES: Associates planted indigenous trees for the *Pista Y Ang Cagueban* (Feast of the Forest), a festive reforestation activity of Puerto Princesa city's watershed area, which is the source of potable water for the whole city.

INDIA: As a part of the World Environment Week, Site Group Chennai site partnered with the *Indian Development Foundation* to hold a beach cleanup drive. 65 associates and 25 scouts from a local school worked together to clean *Elliot's Beach*. Approximately about 500 kg of waste were collected from the beach.

MOROCCO: Casablanca sites held a beach cleanup drive that aimed not only at having our volunteer associates cleaning up the beaches, but also donating money to an environmental organization and promoting the interaction of our associates, their families and children from disadvantages areas of Casablanca. A brunch was offered to all participants to celebrate the month of *Ramadan*. More than 300 people participated in the activity.

UK: Stratford site associates participate in the *Rubbish Friends*, a local community group, which keeps the city clean by going out and litter picking.

US: Knoxville celebrated Earth Day by encouraging recycling and shared planting flowers with a local school.



Supply chain

A sustainable supply chain

As an extension of our operations, our supply chain is a reflection of our company, giving due consideration to our ethical, environmental and social obligations as we pursue business excellence.

We expect the same commitment from our suppliers as we do for ourselves. This is why we have established a Sitel Group Supplier Code of Conduct and Ethics. Our Supplier Code reflects our ethical principles and our commitment to doing responsible business. In particular, it specifies the ethical and labor standards to which our external suppliers must adhere.

The Supplier Code has been published in 8 main languages, requires compliance with all applicable laws and regulations, supplements our Global Code of Conduct and Ethics and reflects our commitment to CSR and the 10 Principles of the UN Global Compact. In order to do business with Sitel Group, suppliers are required to review and acknowledge their conformance with Sitel Group policy.

As with all aspects of our business, Sitel Group conducts its procurement using the highest ethical standards and considerations. Our procurement decisions take into account not only price, quality and reliability of service, but also how potential suppliers treat the people, communities, and environment in their sphere of influence.

Sitel Group's supply chain consists of suppliers in three main categories: facilities-related suppliers, IT & Telecom and temporary staff and recruitment agencies. We have assessed the inherent overall CSR risks at a low level from a supply chain perspective.

Sitel Group suppliers must comply with all requirements passed through by Sitel Group clients and with any CSR requirements or policies from time to time adopted and communicated. We expect our suppliers to comply with our Code, and apply those principles to their own suppliers in the delivery of goods and services for Sitel Group. These practices align us with our clients' expectations in terms of social responsibility, reflect our operating philosophies and core values and establish steady support of integrity in all procurement activities.

Community

Our commitment to the society

At Sitel Group, we believe it is our responsibility to build a truly human environment where our associates are enabled to be their best, professionally and personally. We continually strive to create a culture that cares about all aspects of our people, including their own communities

As a company of more than 75,000 people, associate contributions are the foundation of our community programs. Many of our community engagement activities depend on our associates' passion to contribute their time and energy. In 2017, our associates engaged in their local communities through philanthropic projects and contributed to numerous charitable causes organized and facilitated by Sitel Group in all of our 23 countries.

Sitel Group associates get involved in activities such as teaching and mentoring children, planting trees, volunteering in orphanages and old age homes, beach and park cleanup drives, etc.

Health campaigns

Highlights of health-related campaigns from around the world:



CANADA: Associates participated in the big bike ride, an annual fundraising event in support of the Heart and Stroke Foundation.



USA: In November 2017, the US sites celebrated men's health by organizing awareness and fundraising activities.



UK: January 2017 several fundraising activities £4928 for *Daft as a Brush*, a cancer patient care organization offers staffed custom-made vehicles to transport outpatients, free of charge, to and from Hospital who are undergoing cancer treatment.

NICARAGUA: Sitel Nicaragua associates volunteered to help *Operacion Sonrisa*, which supports children with cleft lip by offering free surgery. Volunteers helped with the communication between patients and doctors, by translating what the doctors said to the families, and completing paperwork for the patient, whose family come from poor regions and may not know how to read or write.



PHILIPPINES: A group of volunteers organized visits to orphanages around Metro Manila and sponsored meals and fun entertainment. Additionally, they donated basic supplies, such as food, clothing and bedding and interacted with the kids during meals and playtime. At least 50 children were benefited.

DENMARK: Associates voluntarily worked as supervisors of the donations made by phone during a live fundraising television show, *Knæk Cancer* (Beat Cancer), to support the Danish Cancer Society. Associates also donated money to support the cause.



French sites mobilized for cystic fibrosis

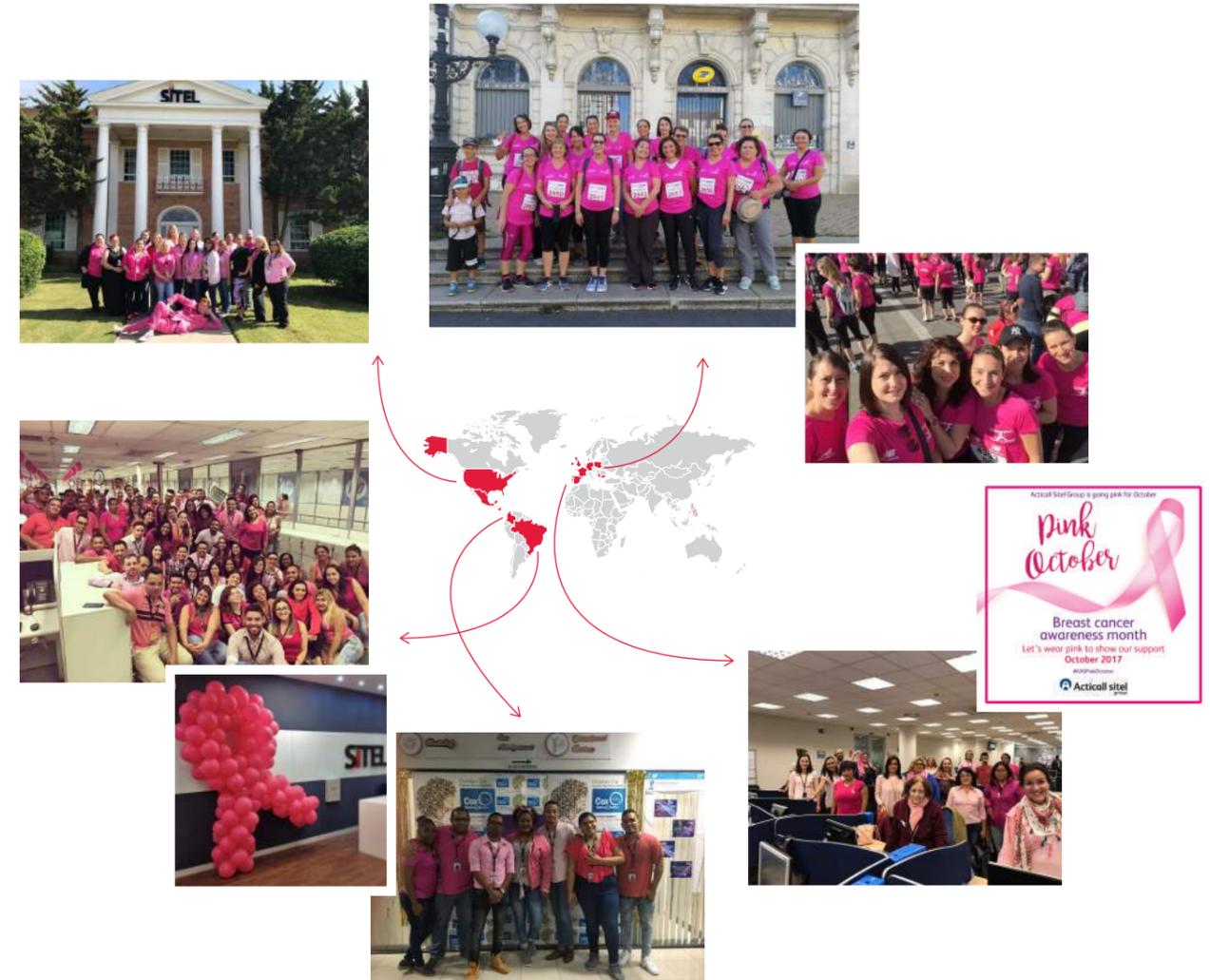
Grégory Lemarchal Association supports cystic fibrosis research and helps patients who suffer from this disease. Grégory Lemarchal was a French singer who died of cystic fibrosis and 2017 was his 10th death anniversary. For this occasion, a tribute was broadcasted live on TV to collect money to build a house for patients.

800 French associates volunteered to answer calls	13 sites mobilized in France	28,123 calls received from donors	€2.3 million collected
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Global: Pink October

In October 2017, countries around the globe celebrated Pink October in support of breast cancer awareness. Sitel Group went pink to bring awareness to associates and highlight the importance of education and early detection. Many of the Group's sites took the pink initiative a step further and organized events to raise funds for the cause.



Blood Drives

Sitel associates worldwide participate in local blood drives contributing for a healthy and reliable blood supply. In 2017, more than 20 blood drives were organized in Colombia, Germany, India, Nicaragua, Philippines, Portugal, Spain and US. Each donation has the potential to help 3 people.

Highlights of blood drives from around the world:



COLOMBIA:
In the most recent blood drive, 135 associates donated blood, which means 405 people can be saved.



NICARAGUA:
290 Nicaragua associates donated blood in 2017, saving 870 lives.

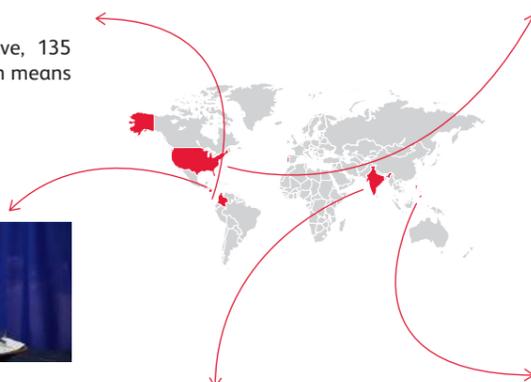
INDIA:
459 India associates donated blood in 2017, potentially helping 1,377 people.



USA:
Sites across US regularly holds blood drives to help ensure supply for patients in local communities.



PHILIPPINES:
In December 2017, Philippines was awarded the *Dugong Bayani Award* given by the Department of Health for Sitel Group's significant participation in the Blood Donation Drive.



Education

Highlights of education-related campaigns from around the world:



INDIA:
With donations from associates, Sitel Group India recently donated backpacks with school supplies for more than 500 unprivileged children of Mumbai and Hyderabad. In India, many children in low economic situations do not have easy access to education. Often, their families are not able to afford basic school supplies for their kids – making back to school a real struggle.

COLOMBIA:
Associates donated over 500 school supply items for back-to-school. The items were donated to the kids of a children's hospital.

USA:
Every year, many of Sitel Group's U.S. sites also mobilize to give back to the community through back-to-school programs. This year, our sites in Amarillo, Bartlesville, Norman and Knoxville helped more than 500 kids with school supplies. One of the organizations supported is *Maverick Boys and Girls Club*, which provides child care to low-income families in the community. Sitel Group Amarillo has a long-standing relationship with the *Maverick* – for the last three years, they have volunteered every other Friday during the summer. For this year's school supply giveaway, more than 300 children received a substantial amount of school supplies.



INDIA:
A group of associates volunteered to help deliver the more than 230 computers (used but in good conditions) to the *Indian Development Foundation (IDF)*, which distributed the computers to be used in their projects, such as *Bal Gurukuls* (schools set up for poor kids who cannot afford tuition) and rehabilitation centers.

MOROCCO:
Funds were raised by associates which were matched by Sitel Group to purchase backpacks filled with books and school supplies. These were donated to 200 children of a local school in a partnership with *Enfance Magreb Avenir (EMA)*. EMA intervenes in public institutions to improve the conditions of schools and provide children with a healthy, clean and beautiful school environment which encourages them to complete their studies.

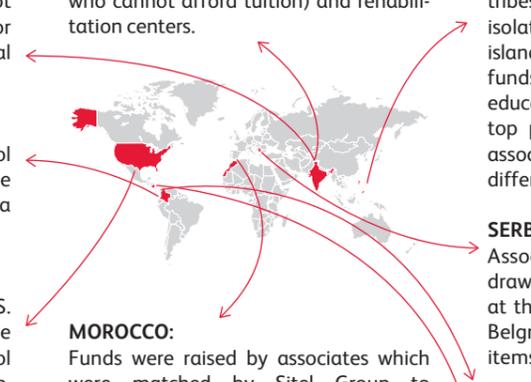


PHILIPPINES:
Sitel Group Philippines supplied the school needs of 100 children of Aeta's *Children Home (ACH)* through *Project Tenfold Circle*, a non-profit organization founded by Sitel Group associates back in 2009. ACH houses and provides education for 150 kids from the Aeta tribes, indigenous people who live in isolated mountainous parts of the island of Luzon, in the Philippines. ACH's funds prioritize food and health, so education needs are not always their top priority. This is where Sitel Group associates' donations make a huge difference.

SERBIA:
Associates donated learning and drawing materials for 200 youngsters at the age 3-6 with special needs from Belgrade kindergartens. More than 600 items were donated.

PANAMA:
Associates donated school supplies that were provide to lower incomes children in remote areas of the country.

NICARAGUA:
Sitel Nicaragua regularly supports *Padre Fabretto*, an organization that empowers underserved children and their families in Nicaragua through education. Associates donated money and time to ensure these children reach their full potential.





Global: Sitel Group celebrates Literacy Day

Sitel Group Celebrates International Literacy Day Around the Globe and Expands Access to Technologies In 1966, September 8 was declared International Literacy Day to actively mobilize the international community and promote literacy as an instrument to empower individuals, communities and societies. According to UNESCO, at least 750 million youth and adults globally still cannot read and write and 250 million children are failing to acquire basic literacy skills. This results in exclusion of low-literate youth and adults from fully participating in their communities.

This year's International Literacy Day theme is Literacy in a Digital World. Digital technologies continue to change the way people live, work, learn and socialize. New technologies also open new opportunities to improve our lives and connect globally; however, they can marginalize those who lack the essential skills, such as literacy, needed to navigate them.

At Sitel Group, we are setting new standards for customer experience management. As we navigate this new, digital world, we leverage digital transformation through next-generation technologies (chatbots, artificial intelligence, digital learning, etc.) that are innovative, accessible and inclusive. Expanding access to such technologies is paramount and through our unparalleled digital expertise, we can help bolster access to learning and improve its quality. Innovation and digital vision is in our DNA. We have the opportunity to be at the forefront of our industry by helping people navigate in this new digital world and improve their lives.

BOOK DRIVE & SPELLING BEE

To celebrate this day, many of our regions held book drives which were donated to charitable organizations that help improve literacy among people who otherwise have no access to books or proper education. More than 5,000 books were collected and donated as part of the activity. We aim for others to acquire the skills to fully participate in this new digital world!

Additionally, many countries participated in a digital spelling bee. An outstanding mobilization was seen in the French and African sites (Ivory Coast and Morocco), where at least 190 associates participated in a digital dictation challenge.



Drives

Most of the countries held food, clothing, toy and other drives to support local charitable organizations.

- Books: Brazil, Colombia, Panama, France and UK held book drives.
- Clothing: Canada, Colombia, Mexico, Portugal and US collected gently used clothes.
- Food: Brazil, Canada, Netherlands, Spain and US associates brought in food items.
- Relief supplies: Canada, Colombia, India, Mexico, Nicaragua, Panama, Poland, Portugal, Serbia and US held drives to collect supplies such as toiletries, first aid kits, cleaning products and bedding to support charitable organizations and natural disaster relief efforts.
- School supplies: Colombia, India, Panama, Serbia and US collected school supplies for the back-to-school period.
- Pet food: Colombia, India and Warsaw associates donated pet food.

Highlights of different drives from around the world:



BRAZIL:
Every year, Sitel Group Brazil holds a coat drive for the winter months.



SERBIA:
Associates donated cleaning supplies and toiletries to an organization that supports and gives temporary housing to children with cancer and their parents during treatment.



COLOMBIA:
Associates donated over 215 pieces of gently used clothes to low-income people. The associates shared bread and chocolate with the whole community and, at the end, they cleaned their main park, fixed their swings and planted new trees.

POLAND:
Around 150 kg of food, clothes, toiletries, towels and bed sheets were donated to the residents of the House of Mother and Child, which supports and houses victims of domestic violence. A fun party was prepared for the children to deliver the donation.

SPAIN:
Associates from 3 Spanish sites donated more than 1 ton of food items to food banks which help families at risk of social exclusion.



MEXICO:
Associates donated over 600 pieces of gently used clothes for low-income people, which were delivered to the most vulnerable hospitals in the community.



Relief support

Highlights of relief support campaigns from around the world:



COLOMBIA:
Associates were deeply touched by the tragedy and rushed to support the victims of this disaster by collecting relief supplies for the people of Mocoa, who lost all their belongings. In only 3 days almost half a ton of supplies were collected (296 kilograms of food, 85 kilograms of personal care supplies and 28 kilograms of brand new clothing items).

MEXICO:
Associates donated food items, toiletries and cleaning products for the victims of the recent earthquake in Mexico.

PHILIPPINES:
Associates contributed and helped to the donation of the people of Barangay San Juan, Aborlan, Palawan who were affected by the heavy rains and flooding.

INDIA:
The Sitel employees donated and collected house hold goods, school kits and emergency items for families affected by the flood in Chennai.



UK:
Kingston site associates donated made donations to all those affected by Grenfell Tower Fire in London.



NICARAGUA:
Sitel Nicaragua started a campaign called *Juntos por Nicaragua*, or Together for Nicaragua, after tropical Storm Nate passed the country, leaving communities in the countryside homeless and without the essential things like cloth, and other goods to go to their normal activities. Nicaragua Work at Home team made a point of contributing with in-kind and cash donations that were used for buying more food items to the affected communities.

USA:
Associates donated relief suppliers for the victims of hurricane Harvey that affected Houston, Texas and surrounding areas. Oak Ridge site associates adopted a family in Texas that needed help.

PORTUGAL:
Associates rushed to donate items, such as first aid kits, clothing, towels, blankets and bedsheets to help the victims of *Pedrogão Grande* Fire, one of the biggest forest fires of the last decades in Portugal.



Active participation in the community

Highlights of community-related campaigns from around the globe:



BULGARIA:
Varna associates participated in the *I Believe and Help With Plastic Caps* campaign by collecting plastic bottle caps, giving them for recycling and donating the money obtained from the caps.

PORTUGAL:
Sitel Group Portugal organized a football tournament called *Golos Contra a Fome*, or *Goals Against Hunger*. For each Goal that all the teams scored, the Portuguese Food Bank received 1 kilogram of food.

Lisbon and Porto associates volunteered to help the Portugal Food Bank collect and organize and box all the food items donated by local supermarkets.

NICARAGUA:
Sitel Group Nicaragua support many organizations on a regular basis. Associates volunteer to visit these organizations and support them in activities such as helping pack lunches for kids, delivering clothing and basic hygiene products, spend some time with the elder community, planting trees, etc. These organizations also have the opportunity to visit the sites and sell their art crafts to raise funds.

POLAND:
Associates donated goods to *House of Mother and Child* for victims of domestic violence. Volunteers deliver the donations and organized parties for the children living in the facility. Sitel Group Poland also regularly helps animals by collecting all the paper waste in the office and converting it into a cash donation to animal shelters. In addition to that, twice a year, associates bring in pet food to be donated to an organization that rescues pets.



COLOMBIA:
Associates raised funds for a bicycle parking lot for the *Girls Without Fear* foundation, which uses bicycle and education as a tool with the aim of strengthening skills, building knowledge and transforming attitudes that make girls eradicate violence and poverty.

SERBIA:
Associates donated toys and needed supplies for an organization that hosts families with kids who have cancer, during their treatment. Associates also helped the *Čepom do Osmeha* or *Bottle Caps that Bring Smiles* organization in collecting plastic bottle caps. Funds made by selling the caps were used for purchase of medical equipment for children with special needs.

INDIA:
Sitel Group India has partnered with the *Indian Development Foundation* (IDF), a leading NGO working for health, education and development of underprivileged communities. IDF has 33 years of humanitarian service and networks with 100 health projects, 200 *Bal Gurukuls* and 12 Women Empowerment Projects spread across India. To date, associates have spent 2,286 hours on various CSR activities with IDF supporting their charitable causes. In 2017, Mumbai site was recognized by IDF for the outstanding partnership in CSR activities.

BRAZIL:
Sitel Group Brazil supported the *Projeto Mini Gentilezas*, or *Tiny Kindness Project*, that collects unused hotel and airplane toiletries and donates to homeless people. Associates donated a total of 1,500 items.

UK:
UK sites held several fundraising activities to support a number of charitable organizations. At least £25,000 were raised for charity in 2017.





USA and Canada: Sitel Charitable Giving Fund

In March 2016, Sitel North America spearheaded an expansion of *Sitel Footprints* initiatives by creating a *Charitable Giving Fund* pilot. The *Charitable Giving Fund* is aimed at allowing North American sites to apply for a share of grant. This fund's purpose is for Sitel to give back at a local level from a corporate standpoint, ensuring positive impact and showing our communities that Sitel is committed to investing in well-being and growth.

In 2017, the *Charitable Giving Fund* has granted \$59,984. Some of the 69 recipients have included Veterans organizations, schools, and other nonprofits organizations.



Telethon

Telethon is a televised fundraising event which purpose is to raise money for a charitable cause.

In 2017, at least 75% of Nicaragua associates donated one day of their accrued vacation to *Telethon*, raising almost US\$ 54,000. For the past few years, Sitel Group associates' donation has been one of the most generous donations, so our associates were invited to deliver the check and management were challenged to dance *Batchata* live on TV.

France held fundraisers to support *Telethon*. More than €3,800 were raised.





Job creation and skills development

Highlights of campaigns to create jobs and develop skills for the community:

PHILIPPINES: *Sitel Academy* aims to develop ready-to-hire talents through professional training that is aligned with global BPO trends and demands. Initially developed 10 years ago to provide second opportunities to failed job applicants, the *Sitel Academy* was further expanded to better prepare existing college students and out-of-school youths for potential careers in the BPO industry. The intensive *Sitel Academy* program is intended to be implemented for three to twelve weeks as needed, and goes beyond basic English proficiency training by providing courses on all necessary BPO skills. Other modules include technical concepts, communication skills and customer service, as well as specialized classes with specifics for different industries.

INDIA: Sitel Group India has also launched *Sitel Academy* and identifies resources and put them through free communication and call center training to build their skills and improve chances of being hired by Sitel.

NICARAGUA: Sitel Nicaragua offers free language improvement (FLIP) training to community members who already have some previous language knowledge. The training takes 3 months and at the end of the third month, the students have the option to apply for a job at Sitel. Since 2014, more than 1,900 candidates have enrolled in our FLIP program.

UK: Newcastle site Recruiter received the *Talent Match North East's* (TMNE) Star Employer Award for the support of young people into employment. Sitel Group Newcastle was recognized for the outstanding support, enthusiasm and professionalism towards young people on the Talent Match program. TMNE takes an innovative approach to tackling long-term youth unemployment, helping hundreds of 18-24 year-olds each year to transform their lives for the better.



Holiday giving

Highlights of campaigns to create jobs and develop skills for the community:



BRAZIL: In a partnership with the national Post Office, Sitel Group Brazil got some of the letters written by underprivileged kids to Santa Claus. Associates read and "adopt" letters and help them fulfill the kids' dreams, whether be it a toy, a pair of shoes or even food for their families. In 2016, approximately 700 letters have been "adopted" by the associates. In 2017, 800 kids had their wish granted by kind hearts.

CANADA: Saint Catharines site' associates supported *Community Care's Angel Tree* program as way of giving back to the community. At least 50 children, teens and elderly received Christmas gifts.

COLOMBIA: Associates donated approximately 160 toys to a charitable organization that supports survivors of the Armero tragedy, a volcano eruption that happened more than 30 years ago. The tragedy deeply affected the local economy and the community still suffers from its effects.

NETHERLANDS: Associates donated second-hand toys that were donated to the poor children who would otherwise go without them this Christmas.

GERMANY: Dessau *Wishing Tree* initiative supported the *Helping Hands Association*, which assists children from socially disadvantaged families by allowing them to join cultural, creative events or sports activities as a way of including them in the society. A Christmas tree was decorated with ornaments which represented one specific event (e.g. visit of theatre, sport event as bowling, swimming, visit of an indoor playground, cinema) and the associates could choose one event and make a cash donation. More than a €1,000 were donated and converted into tickets to lots of events in the region of Dessau.

NICARAGUA Every year, during Christmas, approximately 60% of the associates kindly contribute with the equivalent of an accrued vacation day. The money is donated to these charitable organizations. In 2016, US\$ 54,500 were donated. In 2017, the amount collected increased to US\$ 57,842.

PORTUGAL: Sitel Group Portugal donated Christmas gifts to an organization that supports children and families in need in Porto.

PHILIPPINES: *My Dream in a Shoebox* is an initiative that invites associates to create DIY shoeboxes and fill them with school supplies for the children of Marawi, Philippines, enabling them to pursue their education and inspiring them to strive for bigger dreams. Associates have donated approximately 1,000 boxes, which were matched by Sitel Group. A total of 2,000 children will receive the shoeboxes.

US: Knoxville made donations for the *Smoky Mountain Children's Home*, which provides residential care for dependent, neglected and other at-risk children and youth.





Sitel Group is one of the largest customer experience companies in the world. The group is comprised of industry-leading firms providing:

- Business Process Outsourcing
- Digital CX
- Training and Talent Management
- Consulting and Analytics Solutions

With over 30 years of industry-leading experience, Sitel Group's 75,000 associates service over 400 clients – Fortune Global 500 companies as well as local businesses – through its network of more than 150 offices in 25 countries.

For more information, visit www.sitel.com

Empower humans. Enhance brands.