



2016

CSR ANNUAL REPORT





LIFECYCLE CARE
BY TELEPLAN

STATEMENT FROM CEO



We are a company that is passionate about enhancing the lifecycle of electronic products, their components and materials and keeping their highest utility and value at all times.

Through our CSR section on our website and our annual CSR report we provide a detailed look at the progress Teleplan has made in our key priorities: transition to circular business processes, environmental responsibility and ethical sourcing – in addition to areas like human rights and more. We also communicate our CSR vision for the future which includes ambitious, measurable goals for innovating services and solutions to extend product life; creating an equal opportunity, diverse and inclusive workplace; promoting and encouraging employee charity fundraising through matched funding among other important CSR targets.

We have made good progress and gains in each of these areas over the past year and I look forward to sharing these developments.

By living our values and acting with purpose we continue to evolve our CSR story.

A handwritten signature in blue ink, which appears to read 'Lacombe', written over a horizontal line.

François Lacombe
Chief Executive Officer

INTRODUCTION

2 Teleplan provides lifecycle care solutions for technology products. The company's expertise is in extending the lifecycle of electronic devices through the provision of a range of services which include customer care and reverse logistics; screening and testing; parts management; repair, refurbishment and resale. When the product lifecycle cannot be extended parts and materials are harvested and reused or disposed of responsibly.

The company has been in operation for 34 years. Headquartered in Amsterdam, the Netherlands, Teleplan supports customers in 95 countries from its service centers in Europe, the Americas and Asia Pacific and employs around 5000 people.

Working closely with its customers, leading consumer electronics brands operators, retailers or insurers, the company is continually innovating to ensure its services keep up with advances in technology.

Teleplan plays a vital role in mitigating the social and environmental impacts of the global consumer electronics industry. Sustainability is at the core of the business in the development and provision of services which keep products in use for as long as possible and maximise the value of parts and materials at end of life.

Teleplan's experience, expertise and proven track record in providing leading electronics brands with after-market services which optimise the value and utility of their products means it is well placed to take a leadership role in the global movement to transform to a circular economy. Teleplan is the first after-market services provider to become a member of the Circular Economy 100 Network.

Teleplan's commitment to sustainability is underpinned by the management of the ethical, social and environmental impacts of the business. Principally these are:



Teleplan manages these impacts through systems and procedures which are integral to day-to-day operations. The company maintains certifications to internationally recognized standards.

The Company has a comprehensive Code of Conduct, translated into seven languages and fully disseminated across the organization.

It works to the Electronic Industry Citizenship Coalition (EICC) code. EICC is a coalition of the world's leading electronics companies which works with a common code of conduct to improve social, ethical and environmental responsibility in the global electronics supply chain.

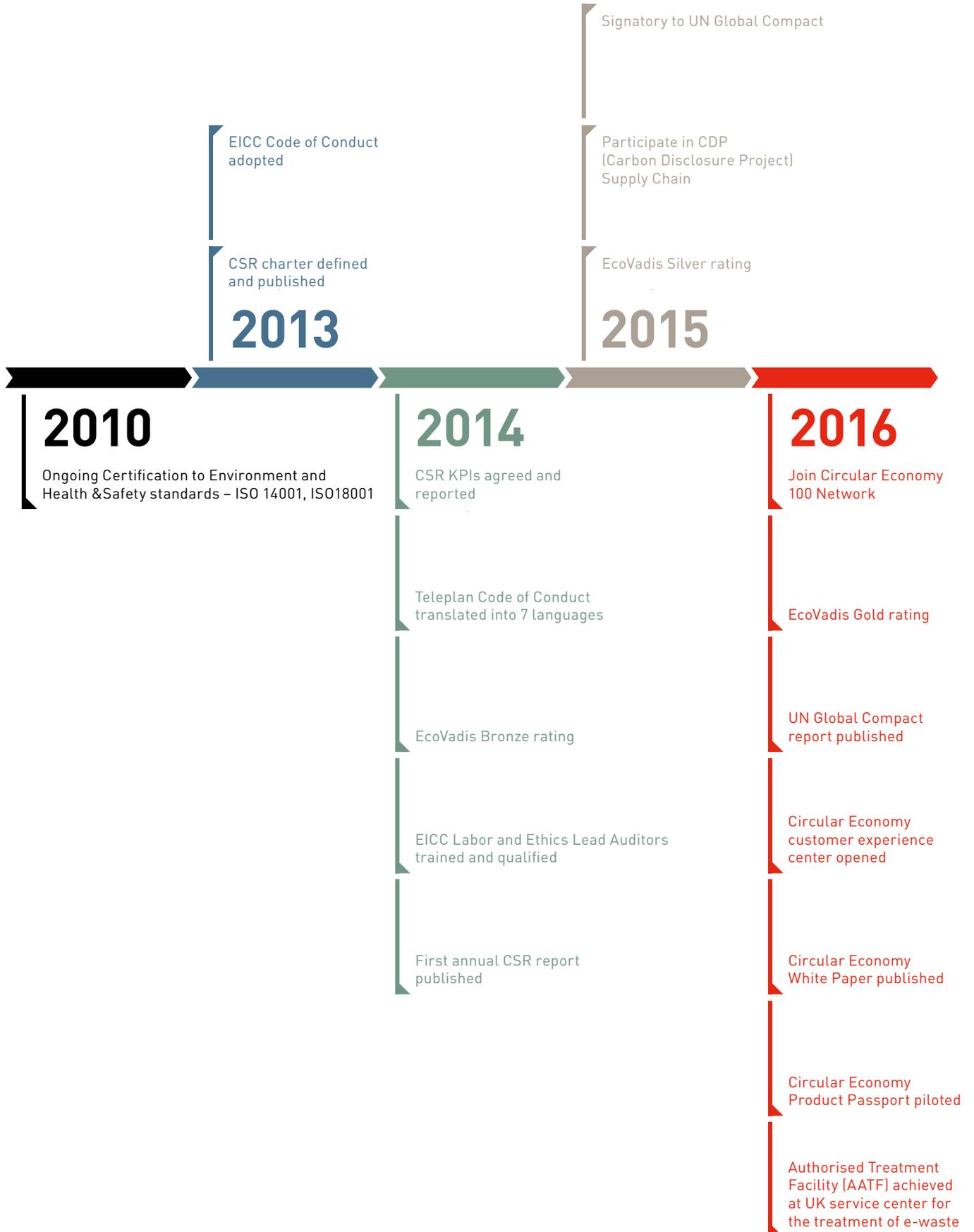
Teleplan recognizes the importance of meeting customers' requirements to ensure an ethical supply chain and has set the EICC code as the standard it works to.

It is assessed annually by EcoVadis and has achieved a Gold rating. It is a signatory to the UN Global Compact and in 2016 published its first Communication of Progress (COP) on the UN Global Compact website.

The Teleplan Management Board agrees objectives and targets to ensure that the social and environmental impacts of the business are managed appropriately. A report on progress towards the achievement of these targets is made to the Management Board annually. The annual CSR report is published on the Teleplan website.



CSR MILESTONES ACHIEVED TO DATE



THE CHALLENGE AND OPPORTUNITIES OF ELECTRONICS WASTE – A CLOSER STUDY

Due to the increasing number of connected devices coming on the market, too many old, disused, or discarded electronics are dumped well before the end of their useful life. A problem that is getting worse each year. Having optimal recycling schemes is one solution to this increasing waste mountain, prolonging the lifecycle of these devices by encouraging sales of second-hand devices is an alternative and growing trend.

Deloitte predict that the growth rate of the used smartphone market will be four to five times higher than the overall smartphone market by the end of 2016. But we are yet to see this offset the growing global e-waste mountain. It will take time to convince consumers who want to upgrade to the latest smartphone, but do not consider trading in their old one.

Wearables are also adding to the e-waste problem. Industry analyst IDC predict that worldwide shipments of smart watches will reach 126.1 million units by 2019. Virtual Reality headset shipments are predicted to create a \$2.8 billion hardware market by 2020, compared to around \$37 million in 2015.

With this influx of devices, manufacturers and retailers have not only a duty of care as good corporate citizens to ensure that electronic products return back into the manufacturing cycle and components re-enter the supply chain, but also potentially lucrative additional business opportunities.

Additional revenue streams

Offering trade-in or buyback programmes when selling new devices saves the consumer money, creates additional revenue streams and promotes brand loyalty.

Business models such as sharing, renting, leasing, re-selling, or hardware-as-a-service can also extend use/re-use of equipment or their components resulting in more used equipment in the market.

Adding an extra level of trust for the consumer

Major electronics companies can strengthen consumers' confidence in buying used products by promoting proper testing and verification of used product. Processes that ensure used smart devices or hard drives entering the second-hand market have gone through proper data deletion processes compliant to recognised industry standards are essential. Offering enhanced or out of warranty programmes also provides an additional layer of trust.

Educating consumers and circular economy

Product lifecycle and their associated value chains should be critical considerations for all manufacturers. The industry needs to come together to educate consumers and businesses on what to do with their unwanted products and build effective reuse and recycling strategies as consumer demand for second-hand electronic devices shows no sign of abating.





INNOVATION OF SERVICES TO EXTEND PRODUCT LIFE

6 Launch of smartphone testing platform

Innovation is at the core of Teleplan's focus on extending product lifecycle. The continuous improvement of systems which reduce test cycles, increase levels of automation, improve productivity and output quality, and are controlled and verified through collected data points ensure after-market services are cost effective and deliver customer satisfaction.

In the first half of 2016 the company launched its latest innovation the **Revolution Ecosystem Platform**. This fully automated, smartphone testing platform provides consistent, reliable and objective testing for the majority of smartphones. It delivers increased productivity and fault detection accuracy and reduces test times by up to 70%. The high quality, flexible, repeatable, full functional testing enables the diagnosis of a fault and enables the right disposition decision in respect of repair, refurbishment, same unit return, swap, resell or recycle. Test results can also be used to improve upstream fault detection in customer service processes and in the new build environment thus contributing overall to reducing returns and extending product life.

Working with customers on bespoke solutions to address electronic waste

In the second half of the year 2016 Teleplan established an out-of-warranty exchange service for Microsoft Surface® and Xbox® products. The service supplies replacement products which have been refurbished to the original manufacturing standard. The products come with a new 60-day warranty and offer a cost-effective alternative to new product. The service is compliant with Microsoft IP and waste/data regulations and promotes the reuse rather than disposal of products.

Another example of circular economy in operation is the service Teleplan provide to Sky Italia of refurbishing set-top boxes. The quality of the refurbished product is of a standard which enables Sky Italia to use it for new prospect customers. This reduces the purchase of new products. Extending the lifecycle of existing products and reusing returned products are key sustainability objectives for Sky Italia. Teleplan is also a key technical consultant to the company applying the data and analysis derived from repair services to the development of new products.

Revolution Ecosystem Platform Overview

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Omni-channel returns from end customer and initial physical validation checks

2



Smartphone aggregation point

3



Pre-screening to ensure testing is viable

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- Repair/Refurbishment
- Same unit return
- Swap pull inventory
- Resell channels
- Controlled recycling

Onward disposition options to ensure lifecycle value is optimized

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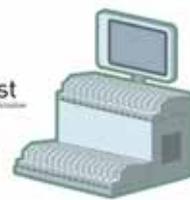
TRevolution
by Teleplan



Automated testing to identify functional state

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TNest
by Teleplan



Initialization station to prepare phone for testing

Contributing thought leadership – Teleplan joins the Circular Economy 100 network

The Circular Economy 100 network is a global platform bringing together leading companies, emerging innovators and regions to accelerate the transition to a circular economy. A circular economy is an economic model in which resources are kept in use for as long as possible, the maximum value is extracted from them whilst in use, and products and materials are recovered and regenerated at the end of life.

Teleplan is the first company operating in aftermarket services to join the network. By extending the useful life of a product it not only maximises value but also reduces consumption rates for components needed to produce new electronics. In turn this helps society move towards a more circular economy. Retail channels are increasingly promoting used items and selling a variety of refurbished products. Smartphone manufacturers have indicated their intention to sell second-hand smartphones in 2017. This has the potential to develop and grow new markets.

In the second half of 2016 Teleplan established a Circular Economy Customer Experience Center (CECEC) at its service center in Zoetermeer, The Netherlands to support the company’s engagement with customers on circular economy. It facilitates the development of circular economy solutions such as value recovery and harvesting, ensuring products, materials and components retain value and continue in use. Similar centers are planned for the Americas and Asia Pacific regions in 2017.

The company has also initiated a product passport pilot. The key purpose of which is to capture data points from each product serviced by Teleplan including the parts, components and materials which are in the product with the objective of identifying which components and materials can be re-used, melted down or recycled into other products. The data enables smarter, faster and more effective decisions in the supply chain in relation to re-use, harvest, or recovery of residual value.

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Focus on circular economy recognized by Malaysia Sustainability Award (MSA) 2016

Teleplan Penang has been awarded the MSA 16 Elite Sustainability Award for its circular economy projects which include the development and piloting of a product passport. The MSA also recognized the contribution to circular economy made by the Teleplan Penang operation in re-certifying, reconfiguring, assessing and recovering electronic devices and managing electronic waste.





ETHICAL CONDUCT OF THE BUSINESS

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Teleplan Code of Conduct

The Teleplan Code of Conduct prescribes the important legal and ethical principles that all Teleplan employees, managers and directors must observe in conducting the company's business. It provides a standing guide for handling business situations and determining key business decisions and actions in an honest, ethical and professional manner.

Teleplan's Code of Conduct is published on the corporate website and communicated to employees when they join the Company. It is translated into the seven principal languages used across the company and includes information on how to raise concerns, issues or suspected violations of the Code. Employees confirm their understanding of the Code and compliance to it through a written sign-off process.

Teleplan has an established whistle blowing policy and procedure which ensures that any individual can report in confidence and without fear of reprisal, actual or alleged breaches of the Teleplan Code of Conduct. Reports are managed by the General Counsel. There were no unresolved issues in 2016.

Teleplan working to international standards

Many of Teleplan's customers are members of the Electronic Industry Citizenship Coalition (EICC), a coalition of the world's leading electronics companies which works with a common code of conduct to improve social, ethical and environmental responsibility in the global electronics supply chain.

Teleplan recognizes the importance of meeting customers' requirements to ensure an ethical supply chain and has set the EICC Code as the standard it works to.

To ensure that Teleplan has appropriately trained people to lead the process of assessment and audit to the EICC Code three members of the Quality Management team are trained and qualified as EICC Labor and Ethics Lead Auditors.

EICC and SEDEX Members Ethical Trade Audits (SMETA) are undertaken on an ongoing basis and were conducted at three of Teleplan's facilities this year.

Teleplan maintains its certification to international standards. The three principal standards it works to are the environmental standard ISO 14001, health and safety OHSAS/ISO 18001 and quality ISO 9001.



Teleplan achieves a Gold rating in leading ethical standards assessment

Teleplan has participated in the social and environmental assessment survey operated by EcoVadis, the leading and highly respected organization in this field, for each of the last three years and in 2016 achieved a Gold rating. This is the result of a comprehensive and continual improvement program and places Teleplan in the top 5% of the organizations EcoVadis assesses.

Targeting internationally recognized e-waste management standards

A number of Teleplan's facilities are working towards certification to internationally recognised e-waste management standards notably WEEELABEX in Europe

and R2 in the Americas. These standards are covered in more detail in the section on waste management in this report.

Teleplan Service Centers - ISO Certifications

	Service Center	Square meterage	ISO 9001	ISO 14001	OHSAS 18001	Recycling standards
Europe	Bydgoszcz	10,372	☑	☑	☑	WEEE licence 2017
	Hasselt	650	☒	☒	☒	☒
	Havant	2,508	☑	☑	☒	WEEE licence ABTO
	Prague	13,820	☑	☑	☑	WEEE licence 2017
	Tallinn	736	☑	☒	☒	☒
	Zoetermeer	15,713	☑	☑	☑	WEEELABEX 2017
North America	Dallas	6,596	☑	2017	2017	R2 2017
	Harrisburg	10,405	☑	☒	☑	☒
	Mexicali	31,200	☑	☑	☑	R2 2017
	Reynosa	13,178	☑	2017/18	2017/18	R2 2018
	Roseville	45,522	☑	☑	☑	R2 2017
Asia Pacific	Hong Kong	3,562	☑	☒	☒	☒
	Jakarta	1,296	☑	☒	☒	☒
	Penang	25,557	☑	☑	☑	☒
	Singapore	1,551	☑	☑	☒	☒
	Suzhou	4,605	☑	☑	☑	☒

Ethical supply chain

Teleplan expects its major local or regional suppliers to be aligned with and meet the social, environmental and ethical standards of the EICC Code of Conduct. This is the standard to which the company works and which has been adopted by many of its customers.

Teleplan provides its customers with service solutions which range from simple repairs to highly sophisticated technological and electronic solutions. The units and components required to undertake these service solutions are purchased primarily from the Original

Equipment Manufacturer (OEM) or from a supplier designated by the OEM. In these instances which are the bulk of Teleplan's activity Teleplan does not determine the supplier or source of the component. In other instances Teleplan purchases industry standard parts. Teleplan does not subcontract the manufacturing of any units or components.

Whilst a material part of the supply chain is determined by the customer, Teleplan recognises the importance of its role in driving ethical practices in the supply chain.



CREATION OF AN EQUAL OPPORTUNITY, DIVERSE AND INCLUSIVE WORKPLACE

10 Teleplan employs some 5,000 people across multiple service centers and geographies. The recruitment, employment, training and development, health, safety and wellbeing of these employees are integral to the prosperity and success of the business.

Teleplan is committed to developing and maintaining a workplace and working environment in which employees are treated fairly and with respect and have the opportunity to develop and prosper.

Teleplan has established management systems which ensure that the business:

- Complies with all non-discrimination requirements and provides equal opportunities in employment at every level.
- Maintains an environment which promotes inclusion and diversity where individuals are free from any physical, sexual, psychological, verbal or visual harassment or abuse.
- Observes all applicable restrictions on the maximum hours employees are legally permitted to work.

- Pays employees at least the minimum wage required by local law and provides all legally mandated benefits.
- Upholds the right to freely chosen employment and does not use forced, indentured or bonded labor.
- Requires a minimum age requirement for employment consistent with local law.
- Upholds the right to freedom of association and the right to engage in collective bargaining in accordance with applicable laws and regulations.

These policies and procedures apply equally to permanent and temporary contract employees.

Employees are encouraged to take up development opportunities which are available through a variety of channels including e-learning, on-the-job learning and coaching. The e-learning system offers 75 courses on a wide variety of subjects including business ethics, leadership, LEAN management, communication, negotiation, project and risk management.



Teleplan promotes a sharing culture with its social networking service

Teleplan recognizes the importance of effective, open dialogue between employees in engendering an inclusive, supportive and value-led culture. The organisation uses multiple employee communications channels including quarterly CEO updates, a bi-monthly employee newsletter INTOUCH and monthly town hall meetings in the service centers.

In 2016, the company rolled out Microsoft Office 365 globally and introduced Yammer, an enterprise wide social networking service. Available to all Teleplan employees, it enables individuals to initiate dialogue with their colleagues quickly, easily and effectively. Using a platform similar to Facebook it provides opportunities to share knowledge, information and news, ask questions and discuss current issues. It facilitates access to and the sharing of documents, data, project plans and contributes to efficient and effective teamwork.



HEALTH AND SAFETY OF EMPLOYEES AND FACILITIES



Health and safety performance

Teleplan began collecting health and safety data in 2014 and can now analyze trends in the number of accidents and lost-time injuries.

In 2016 the number of Lost Time Cases per 100 employees (as defined by OSHA) increased to 0.92 per 100 employees (2015: 0.77 per 100 employees). The absolute number of lost-time cases was 45 (2015:38). The absolute number of days lost as a result of these cases was 1,515 (2015:287).

The Severity Rate was 34 days in 2016 (2015: 3.8 days). This means that for every recordable incident in 2016 an average of 34 days was lost due to work related injuries and illnesses. This increase was the result of two recordable incidents at one service center and 4 recordable incidents at a second service center which resulted in a significant number of days lost. Both of these service centers are OHSAS 18001 certified.

Certification to OHSAS 18001 was maintained at seven service centers and plans are in place to further extend OHSAS 18001 certification to two additional service centers in 2017.

Teleplan Havant achieves accreditation to Wellbeing in the Workplace Charter

The Wellbeing in the Workplace Charter is a UK accreditation programme which focuses on an organisation's commitment to the health, safety and wellbeing of its employees.

There are three levels of accreditation in the Charter – Commitment, Achievement and Excellence. Havant have undertaken a six month programme to achieve the first level, with an objective of reaching the second by the time of the next assessment in 2018.

The aim of the Charter is to signpost employees to where they can gain relevant information and support both for themselves and their families in areas such as mental health, healthy eating, smoking, active lifestyle, stress management and travel-related health advice. Initiatives include a monthly wellbeing forum and health and safety meetings, a gym contribution scheme, Occupational Health service, independent employee assistance program and a yearly mental health fundraiser.



Automated External Defibrillator (AED) Training with Employees in Prague

Supplementing the annual First Aid training programme Teleplan Prague have this year trained 20 employees in the use of the service centre's AED.

Workouts at work

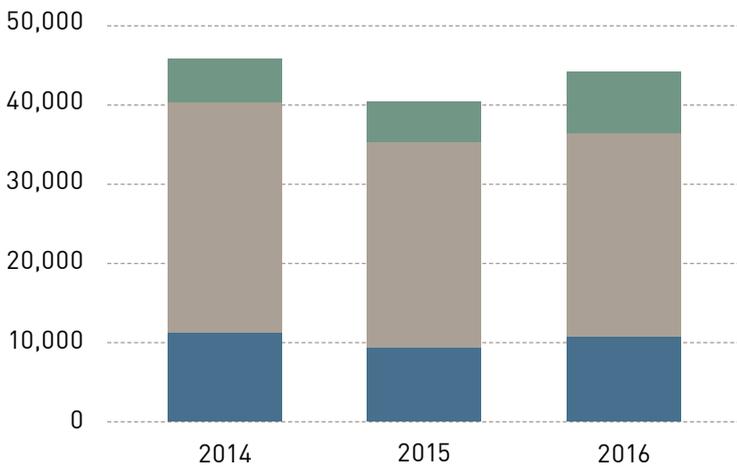
Teleplan Mexicali have initiated a three minute wellbeing exercise programme. Easy movements are accompanied with music and the mini-break enables workers to stretch and relax their bodies.





INCREASED LEVELS OF ACTIVITY REFLECTED IN INCREASED ENERGY CONSUMPTION

Electricity Consumption (in MWh)



Teleplan began collecting energy consumption data in 2014 and can now analyze trends. Teleplan has participated in the Carbon Disclosure Project (CDP) Supply Chain program for the last two years.

In the period 2014 to 2016, electricity consumption has decreased overall. 2016 saw an increase on the 2015 level of consumption although not to the level of 2014. Natural gas consumption returned to the 2014 level of consumption having decreased in 2015.

Electricity consumption increased by 9.4% in 2016 to 44,030 MW/h (2015: 40,251 MW/h). Natural gas consumption increased by 12.7% to 273,000 m³ (2015: 242,000 m³).

Natural Gas Consumption (in meters 3)



These increases in energy consumption were the result of increased levels of activity at a number of facilities. Levels of energy consumption are also impacted by the type of activity for example automated testing processes can be more energy intensive than manual repair processes. In addition the company operated two fewer facilities in 2015 compared to the previous year. In 2016 the number of service center remained the same year-on-year.

All major service center undertake energy management activities and engage employees in the judicious use of resources. Investment in energy efficient lighting has been made at several facilities as has improved alignment of energy usage to working hours. Employee awareness programs encourage turning off of equipment when not in use.

■ EMEA ■ APAC ■ AMER



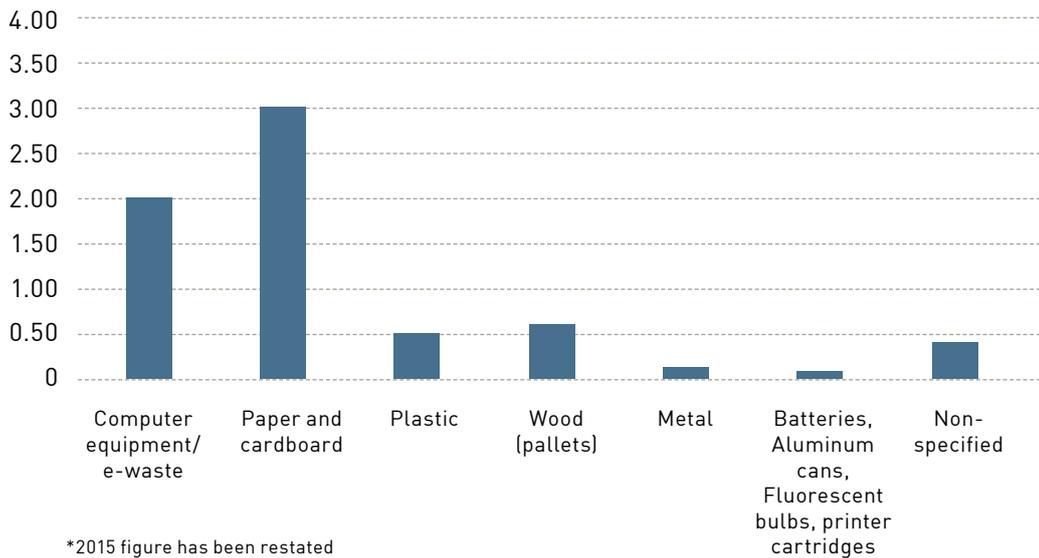
RECYCLING RATES MAINTAINED

Teleplan has a vital role in mitigating the environmental impacts of electronic devices through the provision of repair services. When a repair cannot be made, the recovery, reuse, recycling or safe disposal of components and materials is integral to Teleplan's customer proposition. Teleplan has well established programs to recover, reuse and recycle electronic waste at all its service centers. Other types of waste

handled include cardboard and paper, metals and plastics, hazardous spare parts and substances such as batteries and florescent bulbs all of which are managed through recycling programs.

In 2016, Teleplan recycled 6,543 metric tons (2015: 7,423 metric tons*) or 88% (2015:89%) of its own and customer-owned materials, parts and equipment.

Waste Streams Recycled (in tons 000's)



Targeting international e-waste management standards

In 2016 the company has been working with WEEELABEX to achieve certification to the WEEELABEX standards in 2017 at one of its European service centers. The WEEELABEX standards address the collection, sorting, storage, transportation, preparation for re-use, treatment, processing and disposal of all kinds of WEEE (Waste Electrical and Electronic Equipment).

In the Americas Teleplan has been working with Sustainable Electronics Recycling International (SERI) on the R2 electronics recycling standard and expects to achieve certification at three of its service centers in 2017. The R2 Standard provides a common set of processes, safety measures, and documentation requirements for businesses that repair and recycle used electronics. It is rigorously and independently audited, emphasizing quality, safety, and transparency.

Teleplan's Havant, UK service center has achieved approval as an authorized treatment facility (AATF) for the handling of Waste Electrical and Electronic Equipment (WEEE) allowing it to issue evidence notes for waste electrical and electronic equipment received at the facility and subsequently re-used, treated, recovered or recycled.

Waste Assessments undertaken at larger service centers

Waste assessments have been carried out at four service centers with the purpose of assessing the types and sources of waste; optimum method of handling, be that reuse or recycling; opportunities to reduce non-recyclable waste through working with customers to specify the use of recyclable materials and refurbishment and reuse of electronic waste. Opportunities for improvement of the waste management at these locations have been identified and programs initiated.



CHARITY FUND RAISING AND COMMUNITY ENGAGEMENT CELEBRATED

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Teleplan employees are encouraged to get involved individually and together in fund-raising activities and volunteering initiatives in support of the good causes important to them and to the community in which they work. Community and charitable activities are celebrated company-wide through the bi-monthly employee newsletter INTOUCH.

In 2016 some of these were:

Teleplan service centre in Zoetermeer, The Netherlands, participated in an educational event run by Zoetermeer City Council aimed at attracting high school students to think about a career in technology. The Teleplan team took the theme circular economy. Forty potential students spent time in the Circular Economy Customer Experience Centre which has been developed by Teleplan to demonstrate the company's approach to circular economy from both a theoretical and practical standpoint. Circular economy resonated with the young people. Teleplan were in the top three most popular companies in the event.



Since a close family member of Kumar Garcia, Corporate Consolidation Manager, was diagnosed with cancer he started various sports activities to fundraise money for medical research and treatment for cancer patients. For this purpose Kumar participated in the "Like2swim" event in Rotterdam, The Netherlands in June 2016 and accomplished 1.000 meters of free style swimming.





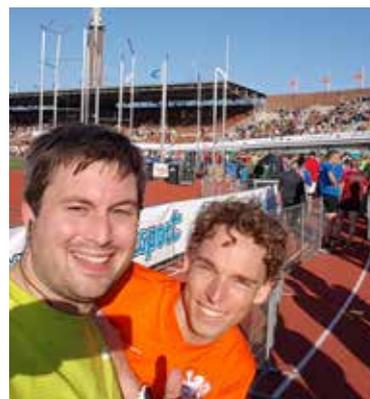
Havant service center are supporting Over The Wall (a charity providing Activity Camps for Children with Life Threatening illnesses) with staff members raising money by sponsorship (walking over the Sydney Harbour Bridge in February and a future Parachute Jump).



The team at Teleplan Mexicali have an ongoing programme of supporting the Casa Hogar El Niño Feliz orphanage. Money is raised from waste recycling at the service centre which includes aluminium cans and plastic bottles brought by employees from home and is used to buy school supplies for 22 children aged between 2 and 12 years old. The programme delivers both a positive community and environmental impact.



Steve Carter, VP Commercial EMEA, raised more than 1.000 € for the charity "MIND" by running the Brighton 10 Miler (16 km) together with his wife Kathy.



Erik Geel, Group Business Controller, ran a half marathon finishing in the famous Olympic Stadium of Amsterdam raising money for "The Forgotten Child Foundation".

CSR 2016 target achievements and introduction of midterm “2020” targets

The objectives of the Teleplan CSR programme were developed in 2013 when the programme was first formalised. A number of these objectives have now been achieved and are fully integrated into business as usual.

In 2016 Teleplan joined the Circular Economy 100 (CE100) Network. Longer term targets have been developed which reflect the company’s focus and drive to be full participants in the circular economy.

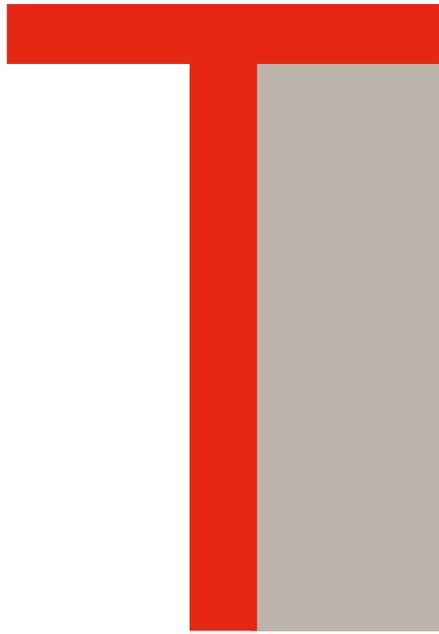
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OBJECTIVE	ACHIEVEMENT 2016	TARGET 2017	TARGET 2020
INNOVATION OF SERVICES AND SOLUTIONS TO EXTEND PRODUCT LIFE			
Teleplan to be a leader and driver in the transformation to a circular economy, providing value creating services and solutions.	<ul style="list-style-type: none"> Joined CE100. Established an internal CE task force. Participated in relevant CE workshops. Piloted product passport. Published a CE White Paper. Established Circular Economy Customer Experience Center in Europe. Engaged with key customers. 	<ul style="list-style-type: none"> Product passport operational for one major customer. Circular Economy Customer Experience Centers in all three regions. Agreed program of measurable customer targets. 	<ul style="list-style-type: none"> Product passport operational for three customers in selected product categories.
Teleplan to demonstrate its commitment to circular economy through its own practices.		Establish a program to equip new Teleplan employees with refurbished mobile devices.	Establish a program to equip all Teleplan employees with refurbished mobile devices when a replacement is required.
ETHICAL CONDUCT OF THE BUSINESS			
Ensure the highest ethical standards in the conduct of our business.	<ul style="list-style-type: none"> Teleplan Code of Conduct awareness and understanding integral to the new employee induction process. Employee whistle blower and helpline maintained to promote compliance with the Teleplan Code of Conduct. 	Ongoing management to ensure compliance with the Teleplan Code of Conduct.	
Exceed customer expectations in the ethical, social and environmental management of our business.	<ul style="list-style-type: none"> Achieved EcoVadis Gold rating. EICC and SMETA audits undertaken and closed out at three service centers. 	<ul style="list-style-type: none"> Maintain EcoVadis rating. Meet all customer ethical, social and environmental audit requirements. 	
CREATION OF AN EQUAL OPPORTUNITY, DIVERSE AND INCLUSIVE WORKPLACE IN WHICH EMPLOYEES ARE TREATED FAIRLY AND WITH RESPECT AND HAVE THE OPPORTUNITY TO DEVELOP AND PROSPER			
Ensure employees are engaged and motivated to make optimal contribution to the prosperity and success of the business.	Online learning platform enhanced and delivering 75 courses across a wide range of topics.	Determine the optimal ratio of temporary vs. permanent employees.	Achieve optimal ratio of temporary vs. permanent employees.
HEALTH AND SAFETY OF EMPLOYEES AND FACILITIES			
Ensure a safe workplace and minimise workplace accidents.	Maintained OHSAS 18001 certification at 7 service centers.	Two additional OHSAS 18001 certified service centers.	
CONSUMPTION OF ENERGY			
Compliance with international environmental management standards.	Maintained ISO 14001 certification at 9 service centers.	Achieve ISO14001 at a further two service centers.	
Manage use of energy in major sites efficiently.	Energy consumption increased as a result of increased levels of activity at a number of facilities.	<p>Adopt an energy consumption ratio appropriate to the business to facilitate analysis and management of energy consumption.</p> <p>Develop an energy reduction program in the highest consuming facilities.</p>	Reduce overall energy consumption by a percentage informed by the energy reduction program.
Reduce CO2 emissions.	Participated in the CDP Supply Chain program for the second year.	Evaluate opportunities to source alternative energy sources.	Reduce CO2 emissions by a percentage informed by the opportunities available to source alternative forms of energy.
MANAGEMENT OF WASTE			
Compliance with international waste management standards.	Authorised Treatment Facility (AATF) approval achieved at UK service center for the treatment of e-waste.	<p>Achieve R2 Sustainable Electronics Recycling standard at one service center in the Americas region.</p> <p>Achieve certification to the WEEELABEX standard at one service center in Europe.</p>	Extend R2 Sustainable Electronics Recycling standards to further service center.
Optimise the recovery, reuse and recycling of operational and customer waste.	<p>88% of Teleplan and customer-owned materials, parts and equipment recycled.</p> <p>Waste assessments undertaken at four service centers.</p>	Over 90% of Teleplan and customer-owned materials, parts and equipment recycled.	Zero waste to landfill.
ENGAGEMENT WITH THE COMMUNITY			
Facilitate employee charity fund raising and volunteering.	Employee community and charity fund raising activities celebrated in the employee newsletter.	Introduce matched funding to promote and encourage employee charity fund raising.	Maintain matched funding to promote and encourage employee charity fund raising.

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