

## Investing in our people

# MAKING THE DIFFERENCE

Our people are the key as they can make the difference. As one of our core values, we believe in the power of people, since people make things happen and define our destiny. Our people are the most important and valuable Company asset constituting the Temenos culture and helping the Company reach its business targets and bring exceptional value to our stakeholders. Temenos aims to create an open, fair, equal opportunity and honest work environment where all employees are treated with respect and courtesy in an inclusive, productive and safe work environment. All employees and contractors are responsible for upholding this principle and work towards making Temenos a great place to work. Our commitments to communicate openly and respectfully with each other, to provide for diversity and equal employment opportunity at all levels of our organization and to protect the health and safety of our employees are an integral part of the Temenos Business Code of Conduct.

Our Human Resources (HR) team is organized globally as well as across regions and countries to cater to the needs of our people at both local and global level, with policies in place attuned to local conditions. The team includes groups focused on HR operations, business partnering, compensation and benefits, mobility, data and systems, talent and development, recruitment and employee communication and branding. Temenos global as well as local HR policies serve as the overall strategic direction and a clear point of contact and support on HR issues for our employees and operations globally.

At the end of 2018, Temenos employed 5,744 people worldwide, including full-time employees, business partners and contractors. During 2018, we invested heavily in hiring new people, especially in Sales and Pre-sales, while at the same time increasing the skill level globally. Our partnerships increasingly allow us to deliver a complete range of implementation and support services to our clients and complement our growth strategies. Most of our employees work as full-time, permanent employees. In 2018, we had 71 part-time employees (45 women and 26 men) and 20 fixed-term employees (8 women and 12 men in Europe). All employee benefits are provided to full-time as well as temporary or part-time employees based on the requirements mandated by the laws in the countries where we operate and the locations where we recruit.

### HUMAN RIGHTS

Temenos is committed to operating responsibly and establishing high ethical standards across our Company and in our supply chain. This commitment includes the promotion of and respect for Human Rights as recognized in international human rights standards. As a United Nations Global Compact participant, we respect and support the values of the Universal Declaration of Human Rights, the OECD Guidelines for Multinational Enterprises and the International Labor Organization's (ILO) Declaration on Fundamental Principles and Rights at Work by integrating human rights considerations into our business operations. We respect government policies in the countries where we operate, while seeking ways to honor these global principles. We conduct regular audits to check internal compliance with these standards.

In 2018, we renewed our compliance with the UK Modern Slavery Act by issuing a [Slavery and Human Trafficking Statement](#) where we outlined Temenos' policies and procedures related to Fair Labor Standards and Respect for Human Rights throughout our operations and supply chain, while describing our efforts to address modern slavery. In addition, we have addressed our own as well as our suppliers' impact on human rights in our Business Code of Conduct and related training, Supplier Code of Conduct as well as our supplier performance and risk assessment processes of our Global Procurement policy and procedure.



### DIVERSITY, INCLUSION AND EQUAL OPPORTUNITY

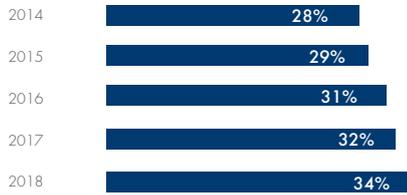
We pride ourselves on our diverse workforce at all levels of the Company, with 89 nationalities represented within the Company. We are committed to attracting, developing, promoting and retaining a diverse workforce to better serve our diverse clients and to excel in the global marketplace, while creating an inclusive environment in which all employees can contribute their unique knowledge and experience to make a real impact on the world around us. We are committed to integrating diversity and inclusion principles into our business practices: from our hiring processes to the development of our people, as well as to the way we communicate with and reward our people. As a result, this past year, we have put renewed focus and thought into advancing the diversity and inclusion agenda within the Company. Through such diversity, we have a dynamic work environment in which we continue to gather a wealth of knowledge that contributes to our commercial success.

Since the IT industry is still male-dominated in many countries, we are actively seeking to recruit women and support them in their career development, with the aim of achieving a more equal representation of male and female employees in the business. The principles and goals of the Universal Declaration of Human Rights are at the center of our diversity initiatives. According to global studies, in 2016, fewer than 25% of IT jobs in developed countries were held by women. That figure is about the same in 2015. Gender imbalance in IT has been recognized as an issue since at least 2005. At Temenos, we have focused early on gender diversity in the IT workplace and have invested in an equal opportunity environment for both men and women and are currently at 34%, i.e. 9% higher than the average in the IT industry in terms of male to female ratios.

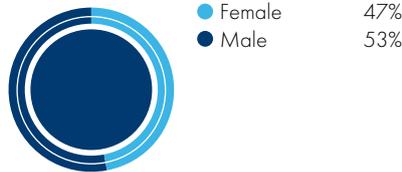
We have incorporated gender diversity in our recruiting and hiring practices at all levels, with a special focus on the new generation, encouraging young women to choose a career in the IT industry, resulting in a female participation of 47% in the under 30 year old age segment of our workforce.

## WORKFORCE DIVERSITY BY AGE AND GENDER

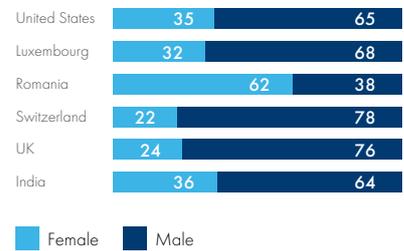
### % WOMEN IN THE TOTAL TEMENOS WORKFORCE



### GENDER LESS THAN 30



### % EMPLOYEES BY GENDER IN CERTAIN REGIONS

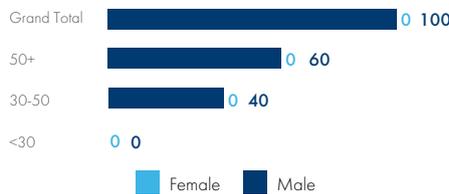


## BOARD, EXECUTIVE COMMITTEE AND LEADERSHIP TEAM DIVERSITY

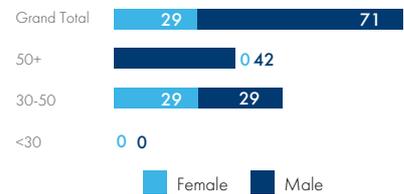
### % BOARD OF DIRECTORS BY GENDER AND AGE



### % EXECUTIVE COMMITTEE BY GENDER AND AGE

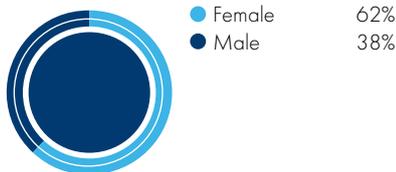


### % LEADERSHIP TEAM BY GENDER AND AGE

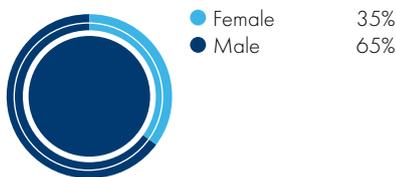


## GENDER DIVERSITY

### ROMANIA



### UNITED STATES



By 31 December 2018, our leadership team (excluding the Executive Committee) consisted of ten men and four women. Our Board of Directors consisted of seven men and one woman, while the Executive Committee consisted of five men. In 2019, the Executive Committee membership changed and as of March 2019 consists of four men and one woman, further advancing the diversity and inclusion agenda within the Company. More information on our 2019 Board of Directors and Executive Committee structure is on page 88 and on the corporate website [www.temenos.com](http://www.temenos.com).

In certain countries, where we have incorporated gender diversity in our recruiting and hiring practices at all levels, we can witness a higher female participation.

Temenos has a gender pay gap of around 35% similar to other software companies since the number of females as percentage of total employees reduces as the seniority increases. Temenos publishes the UK Gender Pay Gap Report which is available on our website.

Temenos is committed to improving the quality of work life of all employees irrespective of gender, race, disability, age, and personal circumstances. We are committed to increasing the representation of women in Temenos at all levels, functions and locations, as well as to creating a strong network amongst women to support and help one another to develop across the organization.

As part of this commitment, Temenos created a Women@Temenos Forum providing the framework to exchange and collaborate globally, a network that will help all Temenos women to be connected by sharing ideas, networking activities, articles and thoughts of the day. In 2018, we built a community of 170+ Temenos Women ambassadors across the organization to work locally on concrete actions to attract more women in the technology sector and develop Women@Temenos. Specific actions could be the participation to women's fora/technology events, mentoring, presence in school/University events, driving inclusion, sharing success, building confidence, training and developing leaders at all levels, leadership talks and increasing women's visibility with articles of Inspiring Career Journeys within Temenos. For example, our Temenos Luxembourg office presented the Women@Temenos initiative to the Lux government and succeeded in getting funding to be used in actions that encourage and promote women diversity in the organization.

## Investing in our people continued

Being an equal opportunity employer, we do not mandate the disclosure of ethnicity and/or disability at the time of recruitment. Our business philosophy as well as our organizational structure are based on cultural diversity, as we operate 67 offices in 41 countries globally. The Company is managed using a matrix of regional and global business functions incorporating activities of sales, service operations, training, product development, product management, services management, marketing, key client relationship management and product support functions. We encourage decentralized work processes and co-operation between our people across countries and regions, while having central processes on core activities, co-operation and decision-making.

The Company's management structure is one with regional directors, responsible for all business lines in each region. Our people come from a diverse pool of countries and regions and share skills, resources and support across geographies to promote synergies and learning across the organization, enhancing our reputation as a global but – at the same time – local company, and ensuring we are best positioned to meet the needs of our clients. In addition, thanks to the diversity model we support, Temenos' software has multiple country model platforms, tailored to the individual language, currency, regulatory and reporting requirements of each country. This enables our software to be seamlessly integrated into banks around the world, adding incremental value from the very beginning of each project.

Consistent success in our fast paced, demanding sector is only achievable with a team of diverse, highly committed and talented people. We strongly believe in making our commitment and focus on diversity and inclusion a truly integrated part of the Company's standard business practices that will bring added value to all our stakeholders.

### ELIMINATION OF DISCRIMINATION AND PREVENTION OF HARASSMENT

Temenos is proud of the diversity of its people and believes in an equal employment opportunity for all. The work environment at Temenos is free of any type of harassment based on race, religion, national origin, color, gender, age, marital status, sexual orientation or disability or any other personal traits or characteristics that are not work-related. Any behavior contrary to this principle will not be tolerated.

Through the respective communication channels, employees are encouraged to report any concern of discrimination and harassment. Any retaliation with regard to any such report is strictly forbidden. In case a concern is raised or detected, an inquiry will be launched as quickly as possible, which will be conducted carefully and with full discretion, and any corrective or punitive action taken if appropriate.

Our anti-discrimination and anti-harassment policies apply to employees and contractors, as well as suppliers, Partners and clients. In 2018, two concerns were raised by employees through the Anonymous Reporting mechanism relating to perceived feeling of discrimination. All filed cases have been successfully resolved.

### EMPLOYEE RELATIONS

#### Freedom of Association and Collective Bargaining

As stated in the Temenos Business Code of Conduct, we respect the right of our employees to join or not to join trade unions or similar external representative organizations as defined in the ILO Declaration on Fundamental Principles and Rights at Work, while we engage in a constructive dialogue with employee representatives. Local employment laws and practices, collective bargaining agreements and individual contract terms are followed. Where mandated by local law, we have 100% employees covered by collective bargaining agreements.

We provide policies, fora and communication channels for hearing and addressing the concerns of our employees and resolving their issues in an open, fair and transparent manner. The minimum notice period for significant operational changes is included in the collective bargaining agreement as and where mandated by law. In countries where there is no such mandate, we follow as a minimum the local law requirements.

The freedom of association and collective bargaining is a quite fundamental principle which is respected and valued by the Company for all of its employees. We are committed to having a constructive and efficient collaboration with trade unions and other employee representatives. We comply with all relevant collective bargaining agreements in countries where we operate. We also require subcontractors to comply with all relevant collective bargaining agreements and to provide documentation of compliance. Temenos has only approximate records of the percentage of employees covered by CLAs.

In France, Germany, Luxembourg and Brazil the employees maintain work councils and health and safety committees. The HR departments work as an enabler and to make sure that all agreements are followed through as agreed.

### AGAINST FORCED AND CHILD LABOR

At Temenos, we condemn forced or compulsory labor practices. We comply fully with local minimum age laws and requirements and do not employ children. We ensure this through our global and local HR and recruitment policies.

### GLOBAL MOBILITY, HEALTH AND SAFETY

As a software company, we rely heavily on our people to conduct our business. At Temenos, we are committed to supporting our employees' wellbeing and creating a healthy and safe work environment for all employees, contractors and visitors by integrating appropriate health and safety (H&S) practices within our operations, as well as when traveling on business trips. We have integrated (H&S) in the management of our business in such a way that all activities are considered through the protection and prevention perspective.

All employees and contractors are expected to perform their work in compliance with the H&S laws, regulations, policies and procedures of their locations. We meet the requirements of the H&S laws applicable in the countries in which we operate, having established local H&S procedures and identified and assigned responsibilities and accountabilities at the local level of our offices.

As a global organization, international mobility forms an integral part of our service delivery to clients and our strategic plans for future growth. A globally mobile and dynamic workforce is key to providing and developing our expertise across the globe and maintaining our competitive advantage. The Company has created global mobility and travel policies and procedures, so as to provide the framework for properly managing and addressing issues arising from working overseas on an international assignment or traveling globally.

In that regard, Temenos offers all its employees extended coverage with additional benefits in our regular international travel insurance program to adapt to the latest developments related to global travel:

- > International travel insurance with worldwide cover with no territorial exclusion for all employees and their dependents traveling with them
- > International medical assistance when traveling and reimbursement of medical expenses for the employees and their dependents traveling with them
- > International liability and life insurance
- > Approval from HR and monitoring of employees traveling in high-risk countries through the Temenos Travel Application and Global Travel Desk
- > Travel security services and registration of high-risk travel on customized Insurance Company platform for tracking purposes
- > Additional customized transportation and 24x7 security.

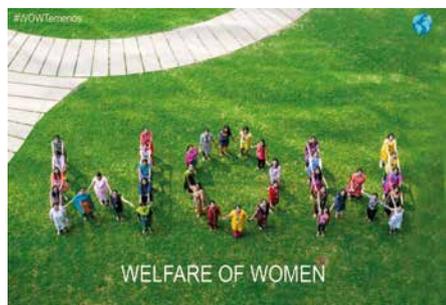
We are constantly enhancing the security measures and training of our employees, aiming at mitigating the travel risk for our employees.

### HEALTH AND WELLNESS

At Temenos we are committed to supporting our employees' well-being and creating a work environment that helps employees maximize their physical and social wellness. Temenos global as well as local HR policies serve as the overall strategic direction and a clear point of contact and support on health and wellness issues for our employees and operations globally. We also encourage our employees to design actions and build groups on their own initiative that are tailored to their personal interests, time and work-life balance.

These policies indicatively include:

- > Work from home options, in order to balance work and personal life
- > International travel and medical insurance, including health screening
- > Onsite and offsite team bonding and recreation opportunities
- > Onsite recreational rooms and stress management programs
- > Energy corners with healthy office snacks
- > Training and development programs
- > Multiple channels of internal communication and engagement with our employees across countries and at all levels
- > Recognition of their work and contribution, as well as opportunities to learn more about Temenos and spend time with the leadership team
- > Employee engagement in community service and volunteering projects.



### FLYING SHOE EMPLOYEE WELLNESS INITIATIVE

In 2018, Temenos Bangalore employees launched an employee wellness initiative, Flying Shoes, to motivate employees to get active with any form of exercise/activity. While walking or running is an everyday activity, our employees gamified it to make it more of a challenge or group activity. They formed employee groups, each group consisting of five people. 48 teams (240 employees) registered to take part in this fitness challenge and started walking/jogging daily. The challenge was for five weeks. Every Friday they published leaderboards to share that week's winner,

while accumulating the number of steps each participant walked/jogged. The big challenge was to walk around the world (measuring the cumulative steps of all participants). They ended up clocking the distance equivalent to 1.5 times the circumference of the Earth. Many of the participants developed healthy habits after that challenge and many more continued even after the event was over. Temenos Chennai employees set a target to duplicate the effort in 2019.



### WELFARE OF WOMEN

In 2016, the Welfare of Women was launched in India, a focus group that drives affirmative actions for the welfare of women working in Temenos India. This group is active in Bangalore and Chennai and is run by Temenos India women employees. WoW group decides and drives the employee-connect initiatives focusing on creating awareness on women's health through workshops and programs, as well as lifestyle

initiatives that help women with their personality development. Through the 'Dialogue' forum, WoW invites women leaders to come and share their thoughts on leadership and excellence.

**2019 Goal:**

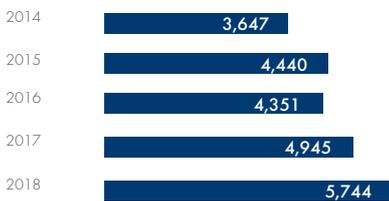
- > To launch similar to WoW initiatives globally.

Investing in our people continued

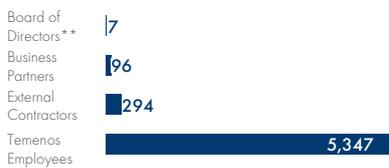
# DIVERSITY DASHBOARD

## TOTAL HEADCOUNT\*

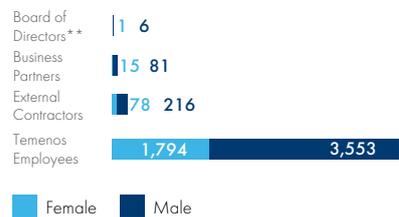
### LAST FIVE YEARS



### BY EMPLOYMENT TYPE



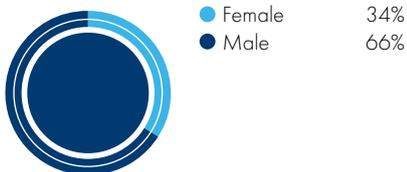
### BY EMPLOYMENT TYPE AND GENDER



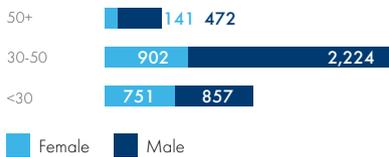
\* Including newly acquired Avoka employees.  
\*\* Independent and Non-Executive Directors only.

## TEMENOS EMPLOYEES

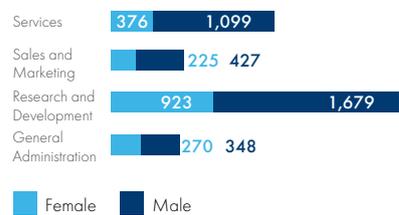
### % BY GENDER



### BY GENDER AND AGE



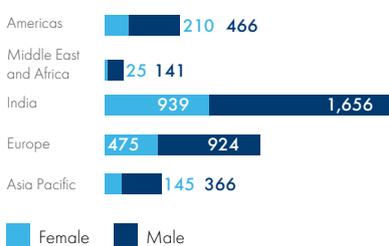
### BY FUNCTION AND GENDER



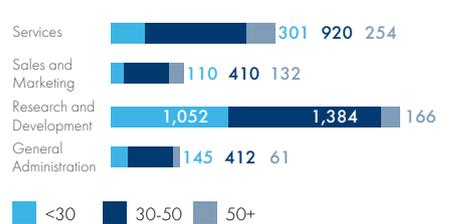
### % BY REGION



### BY GENDER AND REGION



### BY FUNCTION AND AGE



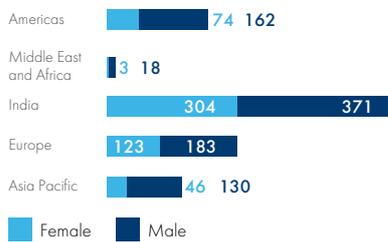
### NEW EMPLOYEE HIRES

#### % BY GENDER

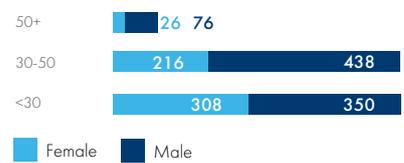


● Female 39%  
● Male 61%

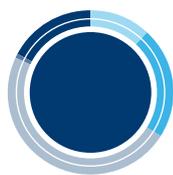
#### BY GENDER AND REGION



#### BY GENDER AND AGE

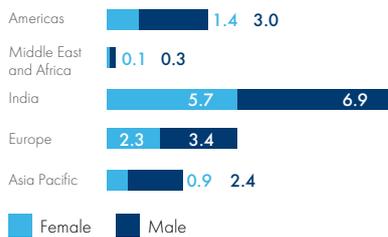


#### % BY REGION\*

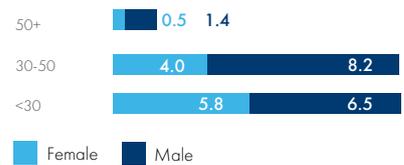


● Asia Pacific 12%  
● Europe 22%  
● India 48%  
● Middle East and Africa 1%  
● Americas 17%

#### % RATE BY GENDER AND REGION



#### % RATE BY GENDER AND AGE



\* New employee hires at a region / Total number of new employee hires.

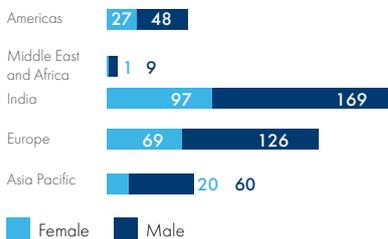
### EMPLOYEE TURNOVER

#### % BY GENDER

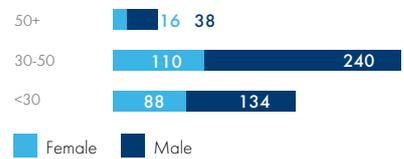


● Female 34%  
● Male 66%

#### BY GENDER AND REGION



#### BY GENDER AND AGE

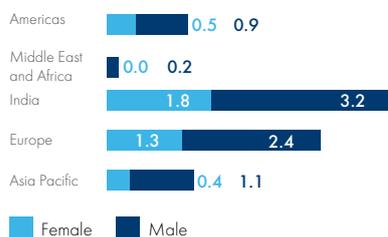


#### % BY REGION\*

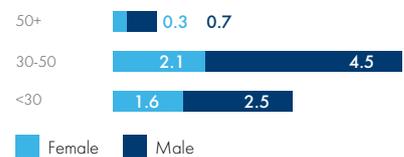


● Asia Pacific 13%  
● Europe 31%  
● India 42%  
● Middle East and Africa 2%  
● Americas 12%

#### % RATE BY GENDER AND REGION



#### % RATE BY GENDER AND AGE



\* New employee hires at a region / Total number of new employee hires.

## Investing in our people continued

### EMPLOYEE COMMUNICATION AND ENGAGEMENT

Direct communication and engagement with our employees is one of the most important aspects of the Temenos culture and philosophy and a way of building a stronger link between the Company and its people. We are committed to clearly communicating our corporate goals, objectives and successes, building strong working relationships between our employees, creating employee engagement and promoting an environment of ethics, transparency and trust within Temenos. Employee feedback is vital for Temenos, to shape the direction of our policies and initiatives and get assurance that they are tailored in such a way that cater to the needs of our people to drive a great employee experience while maintaining a positive employer brand.

We have a company culture that promotes transparent communication as well as easy access to all people at all levels. Our open door policy is greatly supported by the latest communication technologies. The Company has invested heavily in adopting the latest telecommunications, digital and web-conferencing technologies to facilitate project delivery and Company operation and ensuring each employee feels included and engaged in the Company culture. The Company has invested in Skype for Business software, which serves as the basic communication tool within Temenos globally. In addition, we have fully functional video conference rooms in all office locations globally, with very advanced video, audio and web conferencing capabilities, supported by a global reservation system to facilitate the communication between employees. Some of the other tools we use on a daily basis are our Company intranet, email, webex, blogs, yammer and Sharepoint.

We have established multiple channels to communicate and engage with our employees across countries and at all levels, including intranet, yammer, blogs, video updates, internal newsletters targeting different corporate areas, townhalls with leaders, employee engagement survey, new hire survey, other internal operational surveys, helpdesks and an anonymous reporting mechanism. All employees are provided regular updates throughout the year on the Company's strategy through Chief Executive Officer business updates, supplemented by clear communication from regional management, HR and Marketing.

### MyVoice

Every two years we carry out MyVoice, an employee engagement survey to gain feedback on what it is like to work at Temenos and how we can work together to make Temenos an even better place to work. The survey is conducted on an anonymous and confidential basis by Gartner, a third party survey provider, so that employees openly give their feedback and is administered under the Safe Harbour certification which guarantees confidentiality to all respondents that participate in their surveys. Previous surveys have identified career management, relevant training and communication as some of the key areas and these have all been addressed through improvement initiatives.

The 2018 MyVoice employee engagement survey took place during February-March 2018, with 85% response rate, covering all Temenos employees in all regions plus the employees that joined Temenos through merger or acquisitions. The objective of the MyVoice survey was to hear from our employees, design and align actions with employees' priorities. Using the MyVoice feedback, the Company shaped its global strategy accordingly and identified a number of key initiatives, as part of the HR action plan for 2018-19. In addition, we were also able to identify areas of improvement specific to geographies or divisions that were addressed locally. MyVoice is scheduled to be repeated in 2020.

### TALENT AND DEVELOPMENT

Learning and development are of vital importance to both our employees' performance and engagement, as well as to Temenos' success and growth. We believe in our people's potential and consider this as our competitive advantage. We believe training is not limited to formal instruction and our learning philosophy focuses on career development frameworks (Pathfinder), career and performance management (Compass), diverse learning opportunities and employee recognition programs which overall support the leadership and organizational development strategies at Temenos.

At Temenos, we understand what competencies (skills, knowledge and behaviors) our people need to excel in their roles and what they need to develop to grow further in their career. Temenos offers a variety of learning and development opportunities, including training available in the classroom, on the job, online, and through videos, mobile apps, podcasts, and other formats in multiple languages, to meet the learning needs of our employees around the world. We provide core training, professional certifications, personal and management development opportunities delivered through various channels that form part of the employee's learning portfolio. Various learning paths and training are provided through both internal and external training partners which allows employees to execute their development approach using a style that suits their needs and personality. To emphasize on flexible and collaborative learning opportunities, we have introduced a training calendar on our intranet, where employees can self-register for any ongoing training, follow-up on any training sessions and engage with Talent and Development to improve the overall learning experience at Temenos.

In 2018, we achieved to increase the average number of training days to 17 days per employee compared to 11 days in 2017, excluding on-the-job training, coaching and other self-service development activities not recorded in our systems.

Throughout the year, employees get coaching on career development through meetings with their manager and HR. Managers receive training to enhance their skills in managing others and coaching and mentoring employees on how to achieve the greatest impact, as well as how to drive their own career development, providing tools and resources to support focused and actionable conversations. We also offer all new employees a comprehensive induction training that covers a broad range of topics, such as onboarding practices as well as organized global, divisional (Sales, Finance, Product, etc.) and local Induction Training to help them settle into their new roles quickly and effectively.

### MYVOICE 2018\*

- > 85% response rate
- > 58 questions
- > Engagement: 16 categories measured
  - > New categories:
    - > Agility
    - > Diversity and Inclusion
  - > Alignment is a distinct category now

### MYVOICE 2016

- > 79% response rate
- > 55 questions
- > Engagement: 13 categories measured

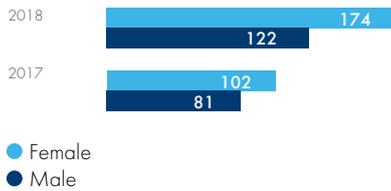
\* Excluding Avoka employees.

### LEARNING SPACE

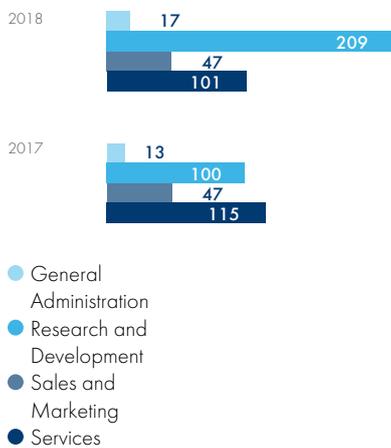


## AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE BY GENDER AND EMPLOYEE CATEGORY\*

### BY GENDER



### BY EMPLOYEE CATEGORY



\* Excluding Avoka employees.

### Career Development Framework (Pathfinder)

Using feedback from the annual employee engagement survey, a career development framework – Pathfinder – has been developed and rolled out that provides employees with a clear understanding of the expectations in their current roles and the opportunities they have to develop their future career at Temenos. Pathfinder's bespoke Career Development Framework sets out what skills, knowledge and behaviors (competencies) are needed in a particular job family and role at a specific level within a function. The framework defines a structure where all roles within a job family carry out similar tasks and require broadly similar skills and competencies, but operate at different levels of bands, where competencies are aligned as per career progression and growth. Pathfinder clarifies the "paths" for development of competencies and progression criteria that enables individuals to proactively manage their own career, performance, training and development needs at Temenos by aligning both their hard skills (technical/functional) and soft skills (behavioral).

### Career and Performance Management (Compass)

At Temenos we urge our people to achieve their full potential, by focusing on their career development and planning. Career management through Pathfinder is supported by a performance management process in the Compass tool, which provides employees with feedback on their work and helps them create a development plan to build on their strengths and improve their skills, knowledge and behaviors. The performance management process within 2018 has been split into two phases in the Compass platform: Year-end review and Start-of-year plan. By the end of 2018, 77% (employees only) had set their business priorities as part of their 2018 plan.

### Temenos Incubation Center

The Temenos Fintech Services Incubator first opened its doors in 2017, bringing together Technical Consultants who wanted to fast-track their careers and combine the passion for fintech with travel. The Incubation Center aims to on-board and prepare Technical Consultants and Business Consultants who will have the opportunity to work on some of our most exciting projects, spread across Europe. On joining the Incubation Center, the participants attend an intensive three-month training program, introducing them to our product. In the second phase of their training, the trainees move into shadowing an experienced Temenos consultant on various projects, making their way to working independently on-site with our clients.

### Temenos Sales Academy

Academy is a one-year program targeting fresh graduates and early professionals designed to cultivate the next generation of Sales champions. In September 2017, 21 young people from around the globe joined the Temenos Sales Academy. Temenos is committed to attracting, developing and retaining untapped talent in the global market. In 2018 we expanded the Academy beyond Sales and Business Solutions group to include Marketing as well. The 30 participants of the 2018-2019 program have 22 different nationalities and 46% among them are female trainees.

Their training focuses on fundamental concepts of Sales and Business Solutions. Based in Luxembourg for their first 3.5 to 6.5 months, depending on their respective sales profession, participants are taught a comprehensive set of skills from banking, industry knowledge, product and software knowledge, to the soft skills of selling, communication and presentation. Once their classroom training is completed, participants move to their respective regions, where they put into practice what they have learned.

Sales Trainees will become members of the Regional Sales team and will work directly with Regional Marketing on lead generation for the remainder of their 12 months while participating and contributing to sales cycles. Business Solutions Trainees will become members of their respective Temenos Regional Business Solutions teams and will be involved in indoor engagements first to get additional practice experience; they will then start to work outdoor at client sites after having developed their first hands-on knowledge and having been mentored and coached by successful industry leaders.

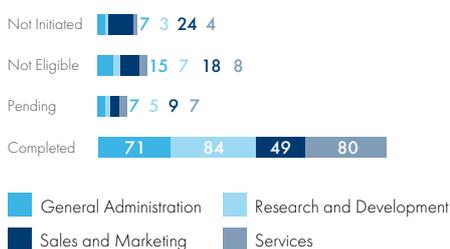
### Temenos Services Masterclass

In 2018, we launched the Services Masterclass program in Greece and Romania, aiming to train and on-board senior professionals to our European services team. With this Masterclass program we are looking to develop the next generation of senior consultants who will have the opportunity to work on some of our most exciting projects, spread across Europe.

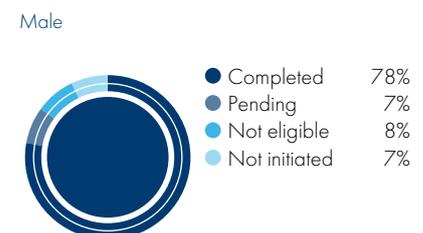
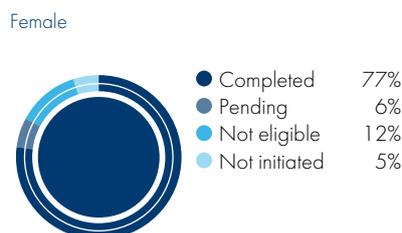
On joining the Masterclass, candidates will attend an intensive two-month training program, introducing them to our products. During the second phase, they will move into shadowing an experienced T24 colleague on a project, making their way to the final stage – working independently on-site with our client.

## 2018 YEAR END REVIEW\*

### % BY EMPLOYEE CATEGORY



### % BY GENDER



\* Excluding Avoka employees.

## Investing in our people continued

### EMPLOYEE RECOGNITION

Recognition of great work and key contributions by both individuals and teams is critical to Temenos. Through these recognition programs, we encourage all employees at all levels to embrace the opportunity to appreciate great work and recognize efforts of performance excellence of their colleagues, team members, peers and supervisors.

#### The Club and Chairman's Club

The Club celebrates our top performing Sales and Business Solutions colleagues from around the world in a unique way – a trip with our Chief Executive Officer. In 2018, 98 winners with their partners visited Scotland, spending quality time with our top management as part of the Temenos family. In the past, the Club awardees traveled to Iceland, Vietnam, Barbados, Capri in Italy, Kenya and India. In 2019, 80 winners with their partners will visit Sri Lanka, accompanied by our senior management.

In addition, through the Chairman's Club we recognize people who for several years have significantly contributed to Temenos growth from diverse parts of the Company. In 2018, the Chairman invited the five winners (three men – two women) and their partners to an exclusive weekend hosted by himself and his wife. In 2019, he has invited six winners (five men – one woman) from sales, product and finance.



### GREAT PLACE TO WORK

[▶ Watch the video online](#)



### CELEBRATING EXCELLENCE



In April 2018, the Temenos Greece office competed, won and was recognized as one of the Best Workplaces in Greece by Great Place to Work®. This is the first time that any Temenos office has entered a Great Place to Work or similar competition globally. This distinction is in line with our global strategy aiming at raising awareness about the Temenos employer brand and demonstrating globally how our people, the most important asset of Temenos, contribute to our commercial success. We pride ourselves in relying and investing in our employees, a global team of diverse, highly committed and talented people. We strongly believe in the "People Power" adding value every day and we want our employees to feel the same. Our People are the KEY!

This award is a vote of confidence in the continuing hard work and commitment of our talented and inspirational Temenos Greece employees. With an impressive 97,56% participation response rate, Temenos Greece exceeded the average 86,76% of other companies. Furthermore, the Temenosian pride and loyalty were demonstrated through the 99% positive response rate in the Employee Trust Index.

#### 2019 Goal:

To duplicate this effort in other Temenos offices globally.

