Esker Impact Report 2024

Non-Financial Statement

Extract from the 2024 Universal Registration Document

January 1, 2024 – December 31, 2024

ESKER®

A message from Jean-Michel Bérard

Creating a mutually beneficial ecosystem

At Esker, we base our actions on the principle of 'positive-sum growth': Long-term success and growth can never be achieved at the expense of others. Growth must benefit the company, but also all its stakeholders: customers, employees, suppliers and, of course, the planet.

In 2024, Esker continued its successful trajectory, achieving 15% sales growth while obtaining the highest scores yet from ESG rating agencies. This performance demonstrates the effectiveness of our value creation model, which is both profitable and responsible.

On the ESG front, we have put in place an ambitious roadmap in which we are redoubling our efforts to achieve our objectives in four key areas: acting ethically and responsibly, building customer trust, valuing human capital and contributing to the protection of the planet.

We have been integrating ESG into our business strategy for several years and are proud to have once again received prestigious awards for our actions. Among these, we were awarded the Gold Medal by EcoVadis, placing Esker in the top 5% of companies assessed, across all sectors. In addition, Esker is among the leaders in the 2024 EthiFinance ESG Ratings with a score of 77/100, up two points from 2023.

We have also renewed our commitment to the United Nations Global Compact, whose principles are an integral part of Esker's culture and activities.

I am more convinced than ever that there can be no sustainable growth without a mutually beneficial ecosystem. Our success and the reduction of the negative impacts our business operations have would not be possible without the full involvement of our teams around the world and the commitment of our stakeholders.

We will continue to work together more than ever to build a more fair and more sustainable future.

Jean-Michel Bérard
Founder and CEO at Esker

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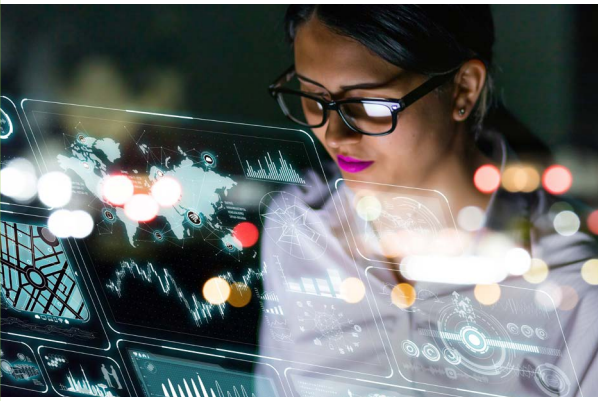
Forward-looking Statement



This Non-Financial Statement contains information on the company's prospects and growth priorities. This is not historical data and should not be interpreted as such, nor as a guarantee that the any projections stated will occur.

The contents of this document are based on data, assumptions and estimates considered reasonable by the company and are subject to change, due to uncertainties pertaining to economic, financial, competitive and regulatory environments.

The forward-looking information in this document refers to the conditions known as of the time of writing.

Unless otherwise required by law or regulations, the company makes no commitment to publish updates to the forward-looking information contained in this document or to reflect any changes affecting objectives or the events, conditions or circumstances on which the forward-looking information in this document is based.

The company operates in a competitive and rapidly changing environment and therefore may not be able to anticipate all the risks, uncertainties and other factors likely to affect or potentially impact its business, or the extent to which the occurrence of a risk-related incident or a combination of multiple such instances could have results significantly different from those mentioned in any forward-looking information. It is further understood that none of the forward- looking information constitutes a guarantee of actual results.

Scope and omissions:
In accordance with the requirements of France's *Ordinance no. 2017-1180 of July 19, 2017*, and *Decree no. 2017- 1265 of 9 August 2017*, and the amendments to *Articles 225-105 and 225-102-1 of the French Commercial Code*, in this Extra-Financial Performance Statement we cover topics relating to social, environmental, societal and cultural issues.

Information on sustainability factors can be found on the following pages:

- Collective agreements and their impacts: p. 49-50
- Combating discrimination and promoting diversity: p. 54-56
- Disability: p. 56
- Employment, work organization, health and safety, industrial relations, training, equal treatment: p. 45-58
- Circular economy: p. 70
- Food waste: p. 70
- Combating food insecurity: p. 57-58
- Animal welfare: not relevant to Esker's activities
- Responsible, fair and sustainable food: not relevant to Esker's activities
- Human rights: p. 32
- Fight against corruption and tax evasion: p. 32-33
- Pollution (water, air, soil, etc.): p. 64-72
- Climate change (contribution, adaptation to): p. 64-72
- Protecting biodiversity: p. 64-72
- Promoting the link between the nation state and its armed forces: not relevant to Esker's activities
- Subcontractors and suppliers: p. 34-35

Integrating ESG Into Esker's Business Activities

About Esker

BUSINESS ACTIVITIES

Esker's business activities are presented in Chapter 1.4 of the Universal Registration Document.

Esker is a global cloud platform for automating business and financial processes, thereby strengthening relationships between companies and their suppliers, customers and employees. Esker software products are sold in the form of on-demand online services (SaaS: Software as a Service), making up 82% of Esker's revenue in 2024. The remaining 18% correspond to implementation services and revenue from the sale of licenses, maintenance contracts and related support

The cash conversion cycle

By developing Artificial Intelligence (AI) technologies and automating business document processes for ordering and invoicing, Esker accelerates the source-to-pay (S2P) and order-to-cash (O2C) business cycles and makes them more fluid.

Esker enhances the administrative, financial and customer service functions of businesses by freeing them from tedious and time-consuming tasks, increasing their efficiency and enabling them to develop new skills by performing higher-value activities. Esker improves customer relations by offering faster service with fewer errors and complete transparency. Esker strengthens supplier ecosystems by offering greater transparency and reducing payment times.

Finally, Esker minimizes the impact of its solutions on the planet by reducing paper use and operating its solutions in the cloud.

A French mid-sized company headquartered in Lyon, Esker has 1,080 employees in 15 countries. The company generated revenue of €205.3 million in 2024, more than two-thirds of which came from international sales.

Revenue is broken down as follows:

- €167.9m from SaaS
- €35.9m from consulting
- €1.5m from legacy products

The analysis of Esker's financial position and operations is available in Section 1.3 of the Universal Registration Document.

Employee breakdown

	2022		2023		2024	
France & Calva EDI	491	51.52%	522	50.10%	**537**	**49.72%**
Benelux			4	0.38%	**4**	**0.37%**
United Kingdom	35	3.67%	41	3.93%	**43**	**3.98%**
United Kingdom Market Dojo			37	3.55%	**40**	**3.70%**
Germany	19	1.99%	26	2.50%	**27**	**2.50%**
Germany e-Integration	45	4.72%	39	3.74%	**37**	**3.43%**
Italy	22	2.31%	24	2.30%	**22**	**2.04%**
Spain	30	3.15%	34	3.26%	**41**	**3.80%**
Australia	25	2.62%	26	2.50%	**28**	**2.59%**
Asia	37	3.88%	35	3.36%	**41**	**3.80%**
Americas	249	26.13%	254	24.38%	**260**	**24.07%**
TOTAL	953	100.00%	1,042	100%	1,080	100%

Values & corporate culture

Esker's corporate culture is driven by its core values: collaborating at a global level, building relationships based on trust and respect of all parties, achieving progress through innovation, creating a healthy and positive work environment and focusing on satisfaction for all. These values guide our 1,080 employees across the globe in their day-to-day actions, influence the way they work and inspire them to build innovative and highly effective solutions.

ONE TEAM BEYOND BOUNDARIES

We encourage open collaboration between departments and countries.
We bring people together and share ideas to grow strong and successful.

MORE GRATITUDE, LESS ATTITUDE

We believe that a successful organization is built on respect and trust.
Appreciation and genuine communication create an environment where people feel truly valued.

DARE TO INNOVATE, INITIATE AND ITERATE

Thinking outside the box is a skill we value greatly.
We start small and adapt along the way to reach ambitious goals — one story at a time.

GOOD VIBES ONLY

A positive work environment promotes better performance.
We make sure everyone finds the right balance by respecting individual needs.

ALL ACTIONS TOWARD SATISFACTION

For our customers and employees, satisfaction isn't just a goal, it's our mission.
Our experience and perseverance allow us to overcome challenges and deliver value.

Responsibility & impact of products

A company's success implies much more than its financial results and should not be achieved at the expense of its stakeholders. Strengthening ties within corporate ecosystems is a crucial step in building cohesive, sustainable growth.

Esker's mission is to build a foundation that promotes positive-sum growth, increased productivity, improved employee engagement and greater trust between organizations. Esker's cloud platform enables companies of all sizes and in all industries to generate growth that benefits all stakeholders: employees, customers, suppliers and the entire ecosystem.

#PositiveSumGrowth

Keep your business agile, resilient & competitive in any circumsstance

Empower staff with work that's impactful, meaningful & satisfying

Ensure customers have an easy, reliable & memorable experience

Strengthen supplier relationships by meeting their expectations

Be part of the climate solution by reducing paper & carbon output

Contribute to local economic development by creating quality job

LOOKING TO THE FUTURE

Today's growing uncertainty has shown how resilience is essential to a company's survival. Esker's platform enables businesses to withstand and overcome crises, adapt to change and anticipate risks.

"All our P2P processes were in place digitally via Esker's solution before the COVID-19 pandemic, so we were able to transition to a remote working environment without much hassle."

AIZAT HAMIZAN JOHARI, PROCUREMENT OFFICER, SWINBURNE SARAWAK

"Thanks to Esker, we've managed to eliminate much of our manual work. Automating the AP process was a lifesaver during the COVID-19 pandemic."

ALEJANDRO SUÁREZ, DIGITAL ANALYST, DOMINGO ALONSO

"We started out with people just entering orders all day. Now they have an opportunity to grow within the company and we're going to give them higher-level tasks as we move forward. That's something I think has been very beneficial not only for the company, but for the employees themselves."

CHAD MOLLEN, HEAD OF CUSTOMER SUPPORT, VIEGA

STRENGTHENING TIES WITHIN THE BUSINESS ECOSYSTEM

Esker contributes to the development of a balanced and harmonious business ecosystem in which companies, their customers and suppliers create value together – never to the detriment of one another.

"This project is a huge success. Our teams are on board 100%! Esker's solution is going to revolutionize their accounting jobs. And the benefits go beyond just our company; they also extend to our buyers and suppliers who receive on-time payments"

SYLVIE LUCHIER, PROCESS FINANCE MANAGER, MANUTAN

"We make every effort to make life easier for our customers. From front-end, customer-facing digital tools like the customer portal and the mobile app to the back-office technology, Esker has enabled us to facilitate order processing and increase customer satisfaction."

AMAIA GARAIKOETXEA, MANAGER OF CUSTOMER SERVICE, ANGULAS AGUINAGA

"We've improved the whole O2C process and enhanced our collaboration with customers. This has resulted in a very low dispute rate at GBfoods and an order delivery service satisfaction level of over 98% for more than five years."

SUSANA LÓPEZ, FRONT-OFFICE RETAIL CUSTOMER SERVICE MANAGER, GBFOODS

CREATING A SENSE OF MEANING FOR EMPLOYEES

Esker's solutions clear the back office of time-consuming, automatable tasks, allowing staff to focus on higher-value tasks that help employees thrive.

"Esker's solution has been very helpful in the day-to-day work of accountants. We've updated our job descriptions based on supplier responsibilities, not tasks. This is a new way of working together and no longer beside one another, putting people back at the heart of our business."

ALEXANDRA VLATKOVIC, ACCOUNTING MANAGER, FEU VERT GROUP

"Our objective is to emphasize the value of our employees. We need creative employees who can take us further. By automating tedious and repetitive tasks, they can dedicate their time to more useful things."

MARTON NAGY, GLOBAL SOLUTION EXPERT PROCURE-TO-PAY, GIVAUDAN

"One significant change since implementing Esker's solution is that the Banking team is under much less pressure to complete payment allocations each day. They have more time to focus on their other duties and learn new tasks because Esker is saving us hours every day."

PAMELA ROCHESTER, OPERATIONAL TEAM LEADER, LAMINEX

REDUCING THE CARBON FOOTPRINT BY GOING PAPERLESS

With its paperless solutions, Esker enables its customers to help reduce deforestation, CO2 emissions and IT equipment by using cloud solutions as opposed to on-premise installations. *

"By automating the processing of customer orders and the sending and archiving of electronic invoices we have achieved significant time savings. Thanks to the automation of these two strategic processes, we are moving toward efficient and ecological paper-free handling."

ALBERTO BARBERO, CUSTOMER SERVICE MANAGER, BEL SPAIN

"By outsourcing and automating our workflows with Esker's solutions, we will not only improve productivity but strengthen our billing expertise while contributing to our environmental policy by reducing paper consumption"

BRIGITTE ANDREOLIS-CLAVIER, FINANCIAL DIRECTOR, STACI

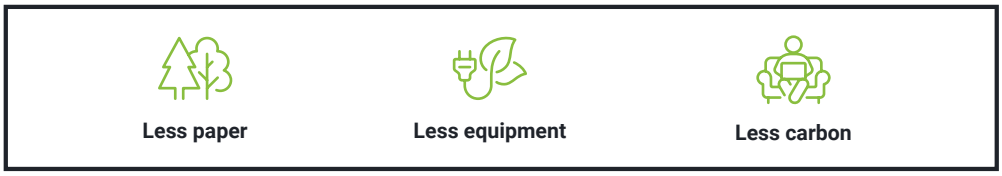
* Source: The carbon benefits of cloud computing: A study on the Microsoft Cloud in partnership with WSP. 2020. Microsoft.

"Esker's solutions enable us to take the quality of our customer service to the next level. Instant and transparent interactions are the two keys to achieving our goal of a paperless future."

ALAIN FAVRE, CEO, GÉCITECH

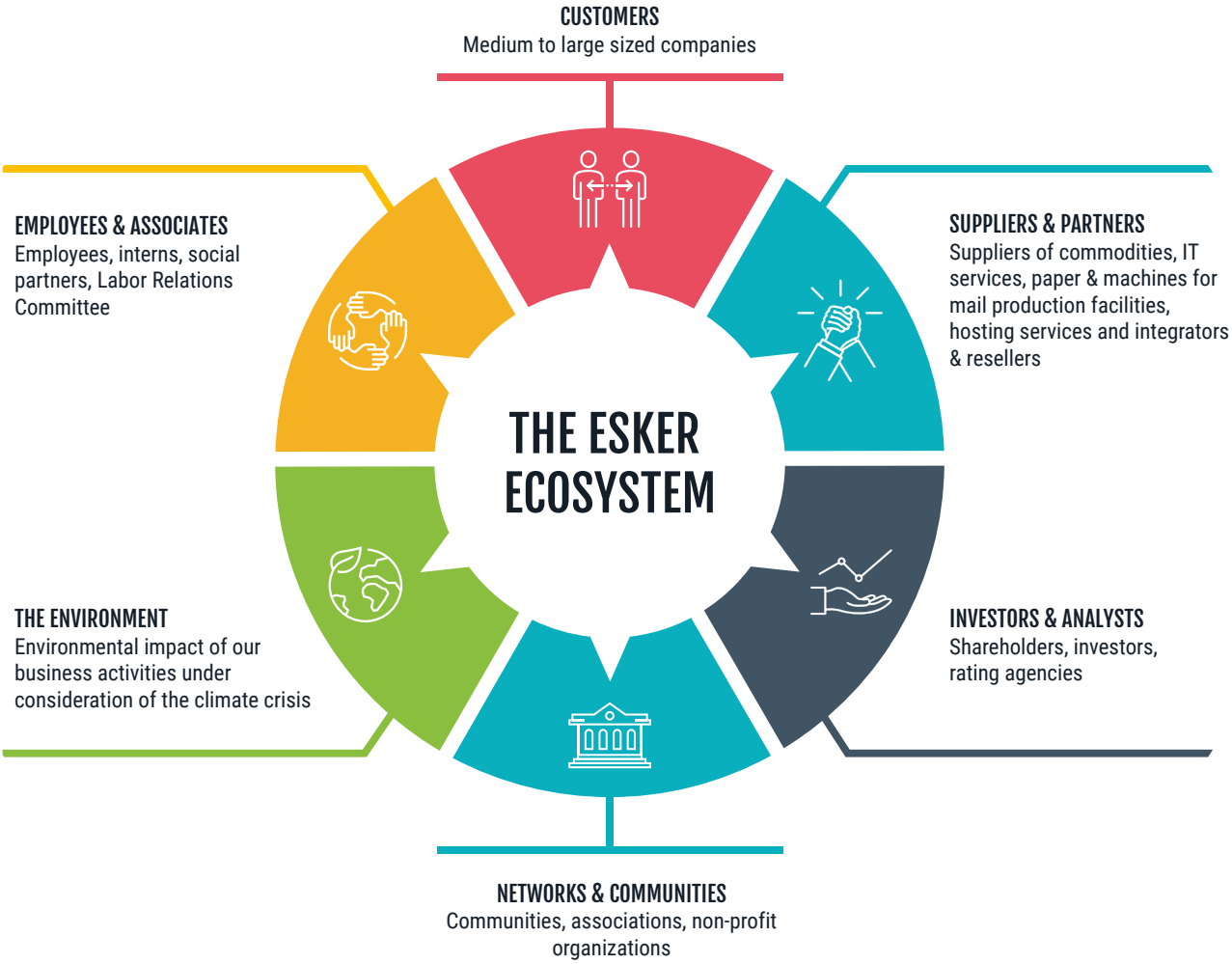
"Esker has helped us make our customers understand the benefits of automation and get them on board, which is our approach to reducing our environmental impact and enhancing the value of our teams."

SYLVAIN CALVIAC, CHIEF FINANCE OFFICER, ISEKI FRANCE S.A.S



Stakeholders & ecosystems

Being an independent software company naturally means that Esker interacts with different stakeholders within its ecosystem, including employees, customers, suppliers and partners, investors and analysts, public institutions, communities as well as the environment. The quality of its relationships and the ethical conduct underpinning its operations within this ecosystem represent the foundations of Esker's company values.



Business model

The infographic below shows the resources Esker uses and how its business activity impacts its different stakeholders.

Resources & Challenges

Financial & industrial capital

- **Solid financial profile -** *- business debt: €6,914 K, treasury: € 72 102 K, representing a company-wide net worth of €65,188 K on Dec. 31, 2024*
- **Market confidence -** *Market capitalization of €1.6 B on Dec. 31, 2024*
- **Robustness of Esker on Demand platform infrastructure & operational performance -** *quality, security & reliability - ISO 27001 Certification*

Human & intellectual capital

- **Recruitment & retention of talent, staff development** *- 1,080 employees distributed across 14 countries*
- **Investments in R&D, innovations, partnerships and forecasting of technological advancements -** *R&D spending for 2023: 9.6% of revenue*
- **Strategic partnerships and forecasting of technological advancements -** *developing a network of resellers and integrators*

Social & environmental capital

- **Leading solutions for their respective markets,** *3,000 customers and 1,120,000 users*
- **Ethical behavior & respecting regulations –** *0 complaints received for non-compliance with GDPR regulations*
- **Use of natural resources -** *8,784.1 t.CO2e emitted globally in 2024*

Our business

Our mission

In an increasingly uncertain world, companies need to build stronger relationships within their ecosystems to generate positive-sum growth. Esker strengthens relationships between suppliers, customers and employees with a single cloud platform that automates processes across Finance, Procurement and Customer Service functions

#PositiveSumGrowth

Assets

- Single cloud-based platform for all business cycles
- Global presence
- Adaptation & integration into existing systems
- Dynamic innovation & investment strategies
- Compliance & security
- Pioneer in Cloud and Artificial Intelligence

Products

· **Esker on Demand cloud platform users –***1,120,000 users*

· **O2C & S2P solutions -** *1B annual transactions on EoD*

Culture

- 5 key corporate values:

One team beyond boundaries :
We encourage open collaboration between departments and countries. We bring people together and share ideas to grow strong and successful.

More gratitude, less attitude :
We believe that a successful organization is built on respect and trust. Appreciation and genuine communication create an environment where people feel truly valued.

Dare to innovate, initiate and iterate :
Thinking outside the box is a skill we value greatly. We start small and adapt along the way to reach ambitious goals — one story at a time.

Good vibes only :
A positive work environment promotes better performance.

We make sure everyone finds the right balance by respecting individual needs.

All actions toward satisfaction :
For our customers and employees, satisfaction isn't just a goal, it's our mission. Our experience and perseverance allow us to overcome challenges and deliver value.

- Agile methodology
- Commitment to sustainable development

Our governance

Supervisory Board

100%
independent members on the Supervisory Board

100%
participation in Supervisory Board meetings

60%
of Supervisory Board are women

Supervisory Board Committees

Audit Committee
Jean-Pierre Lac, Marie-Claude Bernal

Nomination & Remuneration Committe
Marie-Claude Bernal, Nicole Pelletier-Perez

ESG Committee
Nicole Pelletier-Perez, Jean-Pierre Lac

Cybersecurity Committee
Steve Vandenberg, Nicole Pelletier-Perez

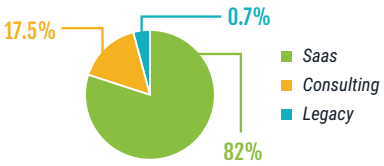
Executive Board

Jean-Michel Bérard - President
Founder & CEO

Emmanuel Olivier
Chief Operating Officer

Value Creation & Impact

• **Revenue 2024:** *€205,3 M (15% compared to 2023) - 82% SaaS – 17.5% Consulting – 0.7% Legacy*



Collaborators

- Employee satisfaction rate: 83.5% of employees recommend Esker as a "great place to work"
- Training budget: €1,073 K
- Total payroll: €126,803 K

Environment

- CO2 emissions: 42.8 t.CO2.e per €1M of revenue
- Eco-efficiency of offices & data centers
- Environmental policies for mail production facilities – ISO 14001 certification & 100% of waste is recycled (France only)
- Business travel policies: 74% of vehicle fleet is hybrid or electric

Community engagement

- Business conduct & anti-corruption policies: 99.02% of employees completed training
- Gender equality – Index Penicaud: 97/100 (France only)
- Sponsorsip program: €203.5 K supporting culture & educational causes
- Job creation: 38 new employees in 2024

Suppliers & partners

- Supplier Code of Conduct & Responsible Purchasing policy (head office only)
- Technological partnerships for shared growth

Customers

- Customer satisfaction rate – transactional NPS: +69.42
- Service uptime: 99.98%
- More than 3,000 customers
- Benefits for the customer business ecosystem
- Customer recognition program
- Client Typology:
  - Industrie
  - Commerce de gros
  - Commerce de détail
  - Énergie et utilities
  - Services et logiciels de technologie de l'information
  - Santé
  - Communication, médias et divertissement
  - Transport et logistique
  - Services bancaires et d'investissement

Investisseurs et analystes

- Recurring revenue
- 14% growth in 2024 (compared to 14% in 2023)
- 19.7% profitability (GOI) in 2024 (compared to 17.3% in 2023)
- 19.3% operating margin

Partenaires

- Technological partnerships for shared growth
- Revenue generated by partners: €7.39 M

Esker's ESG strategy

Esker's ESG strategy covers four priority areas. These priorities have been defined based on the main global, non-financial risks facing the company and the results of the materiality analysis, including the impact they have on Esker's internal and external stakeholders.

- **Acting ethically and responsibly,** starting with company governance and its supply chains through to the impact on its stakeholders and support for local communities.
- **Building customer trust,** via innovative solutions hosted on a secure cloud platform that is accessible 24/7 from anywhere in the world.
- **Recognizing the value of human capital,** through a strong corporate culture and dedicated managers who support diversity and employee well-being by encouraging professional development while ensuring a secure work environment.
- **Contributing to protecting the planet by reducing energy consumption and waste,** and promoting modes of transport that factor in carbon emissions to minimize Esker's impact on the environment.

In 2022, Esker worked on formalizing a roadmap that alignes with the four pillars of its ESG strategy. This roadmap outlines the company's commitments and ambitions, as well as key performance indicators and targets for 2027.

Issue	Policies & actions	KPIs	Benchmark 2022	Benchmark 2023	Benchmark 2024	Targets & goals 2025	Targets & goals 2027	OBJECTIFS DE DÉVELOPPEMENT DURABLE
Acting ethically & responsibly								
Ethical governance & compliance	Act transparently, set an example at all company levels by promoting a culture of integrity & ethical conduct	Training for all employees regarding the Code of Conduct & the fight against corruption	98.13% (France only)	98.8% (France only)	99.02% (France only)	100% of employees trained (France)	100% of employees trained (whole company)	16 PEACE, JUSTICE AND STRONG INSTITUTIONS; 8 DECENT WORK AND ECONOMIC GROWTH
Responsible supply chains	Work with partners & suppliers who adhere to ethics & responsibility standards & take actions that support sustainable development	Company-wide purchasing volume covered by ESG assessment	60 main suppliers in France	70 main suppliers in France	70 main suppliers in France	50% of purchase volume (France)	50% of purchase volume (whole company)	12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 8 DECENT WORK AND ECONOMIC GROWTH
Community engagement	Provide financial & human support to cultural & educational organizations	Number of working hours used by employees to participate in volunteering activities	225 hours (France & U.S.)	598 hours (France & U.S.)	550 hours (France & U.S.)	500 hours (France & U.S.)	1 000 hours (whole company)	3 GOOD HEALTH AND WELL-BEING; 4 QUALITY EDUCATION

Issue	Policies & actions	KPIs	Benchmark 2022	Benchmark 2023	Benchmark 2024	Targets & goals 2025	Targets & goals 2027	SUSTAINABLE DEVELOPMENT GOALS
	Developing & maintaining customer trust							
Data protection & security	Protect customer data from internal & external threats	ISO 27001 certification	ISO 27001:2013 certification of the EoD platform	ISO 27001:2013 certification of the EoD platform	ISO 27001:2022 certification of the EoD platform	Obtain new ISO 27001:2022 certification	Maintain ISO 27001:2022 certification (1)	8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Innovation & customer satisfaction	Offer innovative solutions by investing heavily in R&D & high quality of services, ensure correct user adoption of Esker solutions with dedicated teams	NPS customer score	+67.18	+70.36	+69.42	Maintain an NPS score of > 50	Maintain an NPS score of > 53 (2)	8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
	Recognizing the value of human capital							
Workplace appeal & talent retention	Attract & retain talent by implementing policies that promote workplace well-being	Percentage of the workforce recommending Esker as a good place to work	91.4%	87.9%	83.5%	Maintain a satisfaction rate of > 90%	Maintain a satisfaction rate of > 90%	3 GOOD HEALTH AND WELL-BEING
Professional development	Offer training & career advancement opportunities	Average number of training hours per employee	25.48 hours	32.56 hours	26.83 hours	28 hours	33 hours	4 QUALITY EDUCATION
Employee health & safety	Ensure a safe work environment with effective risk prevention	Absenteeism rate	1.7%	1.7%	1.9%	Maintain an absenteeism rate of < 2%	Maintain an absenteeism rate of < 2%	3 GOOD HEALTH AND WELL-BEING
Equal opportunity diversity & inclusion	Promote a culture of diversity & inclusion representing Esker's Equal Opportunity Principles	Percentage of women in the workforce	31.48%	32.44%	32.41%	33%	34%	4 QUALITY EDUCATION

(1) Maintaining ISO 27001:2022 certification involves continuous improvement while also meeting 21 added requirements as stated in the newest edition of the published standards, all while performing in a strong growth environment.

(2) The NPS ranges from -100 to +100. The Net Promoter Score is a rating given by Esker customers in response to the question "How likely are you to recommend Esker to someone you know?" This question is included in all surveys sent to users after interacting with an Esker employee. The average NPS score for the SaaS sector is +30 (Source: NPS 2020 Benchmark by Retently).

Issue	Policies & actions	KPIs	Benchmark 2022	Benchmark 2023	Benchmark 2024	Targets & goals 2025	Targets & goals 2027	SUSTAINABLE DEVELOPMENT GOALS
	Contributing to the protection of the planet							
Carbon footprint & energy efficiency of measures	Limit environmental impact by reducing energy consumption & greenhouse gas emissions	Total CO2 emissions (t.CO2e)	4,409 t.CO2e	9,290 t.CO2e	8,784 t.CO2e	The project to define carbon emissions reduction targets will be initiated in 2025.		13 CLIMATE ACTION 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Employee transportation commute & remote work	Limit business travel & promote transportation with low environmental impact	Business travel (t.CO2e)	808 t.CO2e	1,663 t.CO2e	1,738 t.CO2e	The project to define carbon emission reduction targets will be initiated in 2025.		13 CLIMATE ACTION 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Waste management & circular economy	Maximize amount of recycled waste, encourage circular economy principles in business activities to reduce environmental footprint	Implementation of waste sorting & recycling systems	13% of sites have already put in place waste sorting & recycling systems (2 of 15)	57% of sites have already put in place waste sorting & recycling systems (8 of 14)	57% of sites have already put in place waste sorting & recycling systems (8 of 14)	30%	70%	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Digital carbon footprint	Prolong life cycle of IT hardware, selection of data center hosting based on their commitment to reducing their carbon footprint	Life cycle of IT hardware per employee	5 years (France & Americas)	5.3 years (France & Americas)	5.5 years (France & Americas)	5 years, 2 months (whole company)	5 years, 6 months (whole company)	13 CLIMATE ACTION

Risks & non-financial challenges

Risks identified by stakeholders

By creating an ESG Committee within the Supervisory Board, stakeholder perspectives were taken into greater consideration in defining and prioritizing non-financial risks.

Investors
Investors are contacted through company performance and shareholder awareness calls, as well as through meetings with investment funds, where the issues most important to them are discussed.

Customers
Esker conducts surveys of all employees, asking them to identify the issues most important to them in order to ensure that the company's ESG approach is aligned with the values and expectations of its employees.

Employees
Esker conducts surveys of all employees, asking them to identify the issues most important to them in order to ensure that the company's ESG approach is aligned with the values and expectations of its employees.

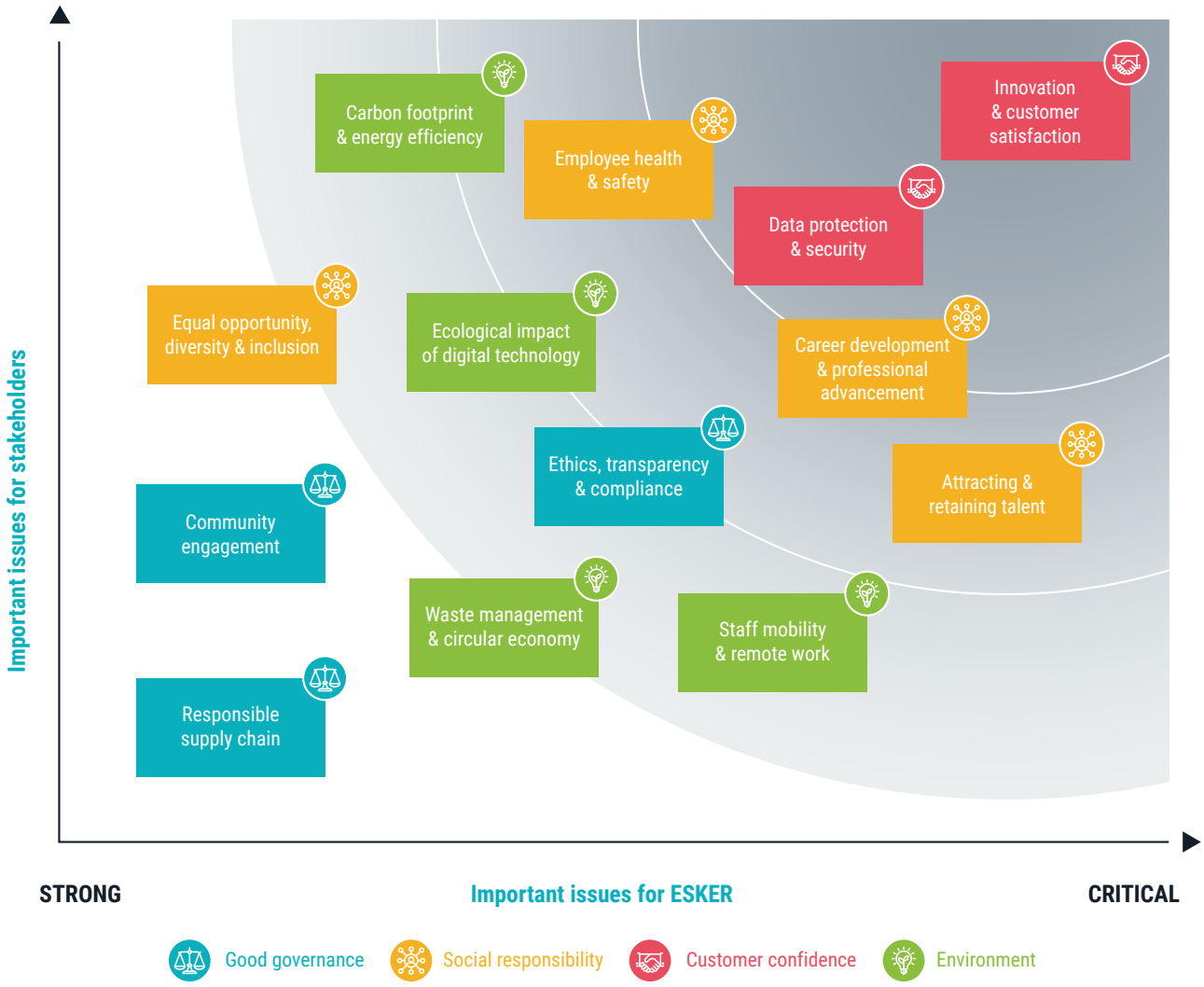
Partners & suppliers
ESG risks and their ranked importance are also continuously updated according to evaluations submitted by Esker's partners and suppliers. Any new or recurring issues are taken into account, and the ESG action plan is adjusted in accordance with external stakeholder expectations.

Society & public authorities
As ESG regulations are subject to rapid changes, Esker continuously adapts its priorities accordingly.

Consolidation & materiality matrix

The ESG Committee consolidates non-financial risks in a materiality matrix to identify the importance of these issues for stakeholders and their impacts on the company.

These issues are documented in the materiality matrix below. The y-axis shows the importance of issues for stakeholders, and the x-axis shows the impact of the issue on the company itself.

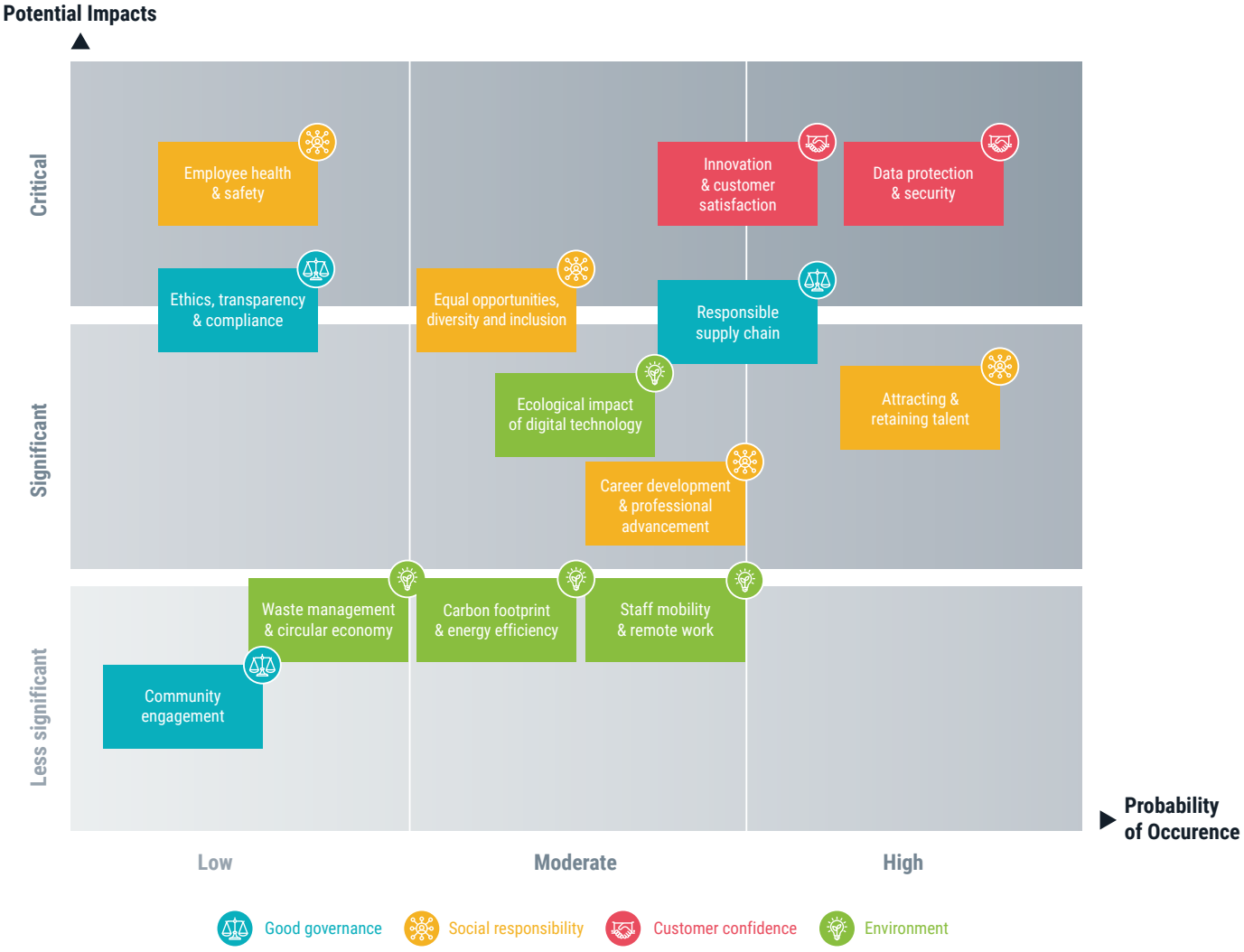


This matrix was updated by the ESG Committee in 2021, by grouping together certain closely related issues to create a clearer and simpler materiality matrix. Other risks were specified or developed to cover broader subjects.

Mapping of non-financial risks

Non-financial risks were mapped out using the same methodology and criteria as presented in Chapter 4 of the Universal Registration Document. The ESG Committee also reviewed this mapping in 2022. The significant risks were assessed based on likelihood of occurrence and potential consequences for Esker. A likelihood scale (Low, Moderate, High), a

magnitude scale (Not Significant, Significant, Critical), and weighing factors were used to carry out this analysis. The results appear in the graphic below:



European CSRD Directive

The European CSRD (Corporate Sustainability Reporting Directive), published in 2022 in the Official Journal of the European Union, gradually started being enforced since January 1, 2025. The main aim of this directive, which replaces the NFRD (Non-Financial Reporting Directive), is to harmonize corporate sustainability reporting and improve the availability and quality of published ESG data.

Esker is one of the companies subject to this new directive and will have to publish detailed social, environmental and governance information starting in 2028 and will cover the fiscal year 2027.

In order to anticipate and prepare for compliance with the new CSRD directive, Esker has set up a dedicated project team and hired a consulting firm to support all related activities.

Double materiality assessment

In 2024, Esker conducted a "double materiality" assessment covering all of its activities. An external consulting firm assisted Esker in this process to ensure the robustness and neutrality of the methodology.

By integrating both traditional financial indicators and environmental, social and governance (ESG) criteria, the double materiality approach provides an overview of:

- how external influences shape Esker's business model (outside-in view). "This is the case when a sustainability issue generates risks or opportunities that have a significant influence, or can reasonably be expected to have a significant influence, on the company's development, financial position, financial performance, cash flows, access to financing or cost of capital in the short, medium or long term" (ESRS 1); and
- the way in which Esker and its value chain affect people or the environment on a global scale, whether these impacts are actual or potential, in the short, medium or long term.

The objective of this assessment was to determine sustainable development and ESG issues from two complementary perspectives:

- An "impact" perspective (inside-out view), i.e., the company's and its activities' negative or positive impacts on the environment, the people with whom it works, and the communities in which it operates. It takes into account the scale (level of criticality of the issue), the scope (value chain and stakeholders concerned), the ability to remedy the impact (remediability), and the likelihood of the impact.
- A "financial" perspective (outside-in view), i.e., the risks or opportunities that environmental and social issues represent for the company's business and value. This takes into account the company's dependence on its business relationships and stakeholders, as well as the continuity of use of or access to resources essential to the company's operations and growth. The significance of the risks and opportunities identified was assessed based on the likelihood of occurrence and the potential magnitude of financial impacts. The financial thresholds considered for the analysis were aligned with the financial impact scales used for the Esker's risk mapping.

Methodology

1. Scope

This double materiality assessment covers all of Esker's own operations and value chain activities, taking into account all geographical areas in which Esker operates.

2. Identification of sustainability issues

The first step was to select a number of potentially material ESG issues from Esker's previous materiality matrix, the sustainability topics listed by the CSRD, existing benchmarks, and a sector analysis.

These issues were then broken down into more detailed sub-issues, which served as a framework for identifying positive or negative socio-environmental impacts and the associated financial risks and opportunities (IRO).

3. Identification of actual and potential impacts, risks and opportunities (IROs) related to sustainability

To identify IROs, Esker has set up dedicated working groups composed of internal experts, each focusing on three key areas: Environment, Social and Governance.

For each sustainability issue identified, the working groups identified positive and/or negative impacts, risks and opportunities. Each IRO was also studied and assessed according to its granularity and the three time horizons recommended by ESRS 1:

- Short term: less than one year.
- Medium term: between one and five years.
- Long term: more than 5 years.

A total of 50 IRIs were identified during the workshops conducted at Esker.

4. IRO rating and materiality assessment

The materiality of impacts and the financial materiality of impacts, risks and opportunities were assessed during thematic workshops (Environment, Social and Governance) involving Esker's key functions.

The rating methodology was developed with Esker's project team in accordance with ESRS standards.

Impact materiality assessment

Esker applied the objective criteria defined in chapter 3.4 of ESRS 1 using appropriate quantitative and qualitative thresholds to assess the significance of current and potential impacts, which is based on severity and, for potential impacts, also on probability, as summarized below.

		Severity			Probability
		Scope	Extent	Irreversibility	
Negative impacts	Current	X	X	X	
	Potential	X	X	X	X
Positive impacts	Current	X	X		
	Potential	X	X		X

Financial materiality assessment

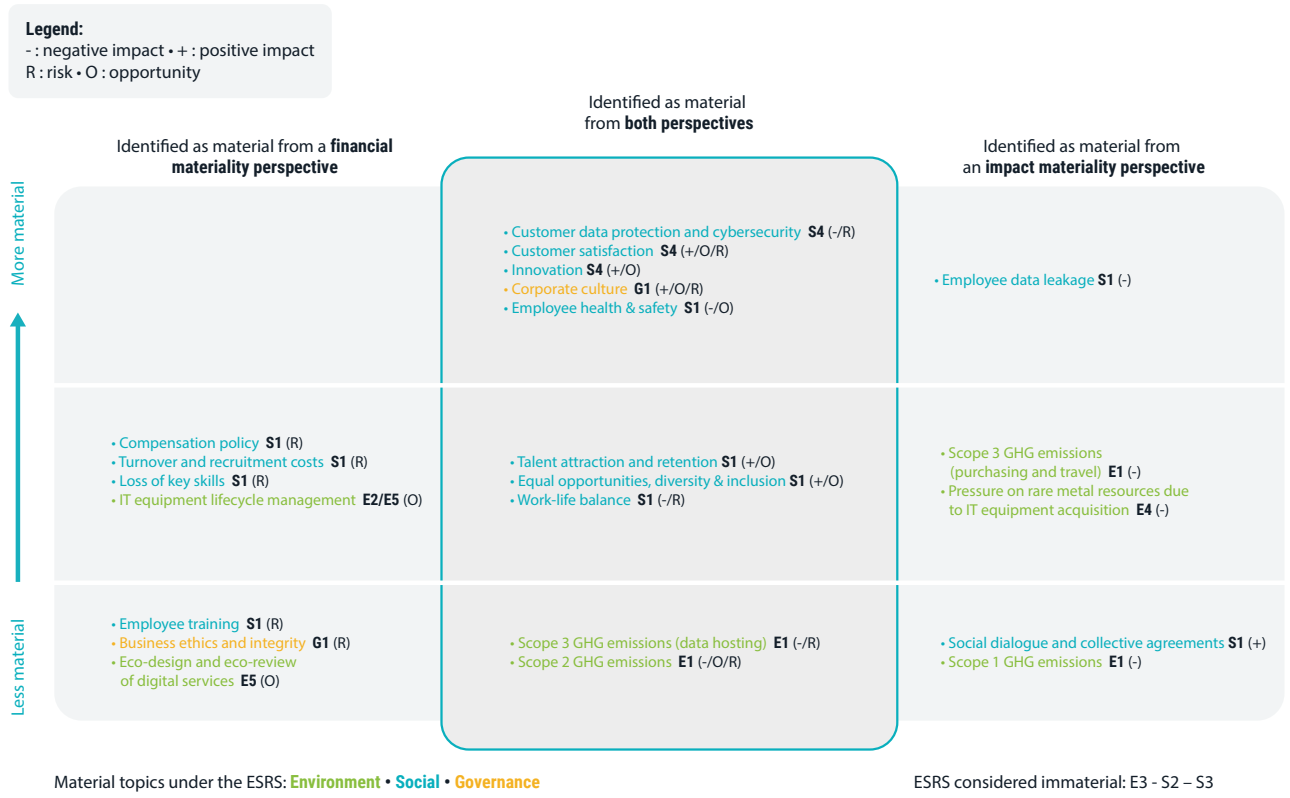
Esker applied the criteria defined in section 3.5 of ESRS 1 using appropriate quantitative and qualitative thresholds to assess magnitude and likelihood. Each sustainability risk and opportunity was therefore assessed based on the potential magnitude of its financial impact in the short, medium and long term and its likelihood of occurrence.

5. Review, consolidation and validation of results

The list of 20 material IROs was presented and examined by Esker's decision-making bodies:

- The Esker Management Committee met in March 2024 to validate the selected material IROs and the materiality threshold.
- The ESG Committee validated the double materiality matrix in September 2024.
- The methodology and the double materiality matrix were presented to the ESG Committee of the Supervisory Board in September 2024.

Double materiality matrix



Description of Impacts, Risks et Opportunities

IRO	Issues	Description of Impacts, Risks and Opportunities	ESRS
GOVERNANCE			
Positive Impact	Corporate culture	Positive impact of corporate culture on employee and customer satisfaction	G1 - Business conduct
Risk	Business ethics and integrity	Legal, financial, and reputational risks related to insider trading	G1 - Business conduct
Risk	Corporate culture	Financial and reputational risks due to a lack of alignment between corporate culture and reality (e.g., brand image deterioration, loss of employee trust, loss of supplier trust)	G1 - Business conduct

IRO	Issues	Description of Impacts, Risks and Opportunities	ESRS
SOCIAL			
Positive Impact	Innovation	Positive impact on users of Esker solutions, which simplify low-value tasks, save time and potentially generate financial gains	S4 - Consumers and end-users
Positive Impact	Customer satisfaction	Positive impact on organizations that become more competitive thanks to Esker solutions, and on users who can share feedback on products and engage in dialogue with a responsive customer service team (with involvement from Executive Committee members)	S4 - Consumers and end-users
Positive Impact	Talent attraction and retention	Positive impact of Esker's internal quality of work life initiatives (flexibility, work environment, etc.), which provide employees with security and stability	S1 - Own workforce
Positive Impact	Equal opportunities, diversity & inclusion	Positive impact of the climate of trust established at Esker regarding diversity and inclusion topics (awareness campaigns and commitments to gender equality and diversity)	S1 - Own workforce
Positive Impact	Social dialogue and collective agreements	Positive impact on staff well-being through collective agreements and social dialogue in countries where such practices are not mandatory	S1 - Own workforce
Negative Impact	Customer data protection and cybersecurity	Negative impact on customers in the event of a data breach	S4 - Consumers and end-users
Negative Impact	Confidentiality and use of employee data within the company	Negative impact on staff if their personal data is leaked (especially concerning subcontractors)	S1 - Own workforce
Negative Impact	Employee health & safety	Negative impact on employees in cases of workplace or commuting accidents, occupational illnesses, or psychosocial risks	S1 - Own workforce
Negative Impact	Talent attraction and retention	Negative impact on employees in case of poor work-life balance, which could eventually lead to health deterioration	S1 - Own workforce
Risk	Customer satisfaction	Risk of losing market share if customer satisfaction declines due to poor-quality or inadequate offerings that do not meet their needs	S4 - Consumers and end-users
Risk	Customer satisfaction	Reputational risk and challenges in acquiring new customers in the event of customer dissatisfaction	S4 - Consumers and end-users
Risk	Data security and protection	Financial risk in the event of a cyberattack, especially during acquisitions (e.g., ransom payments) Reputational risk and loss of market share due to decreased trust from customers and prospects in Esker solutions following a security breach Risk of exposure to litigation (e.g., legal fees, fines, etc.)	S4 - Consumers and end-users
Risk	Career management and skills development	Risk of losing market share if Esker is no longer able to properly train its workforce or adapt to new technologies	S1 - Own workforce
Risk	Employee health & safety	Risk of increased recruitment process costs due to employee turnover or a decline in the company's attractiveness	S1 - Own workforce
Risk	Talent attraction and retention	Risk of financial costs and/or loss of competitiveness if Esker is unable to offer salaries that are more attractive than industry standards, or if there is a mismatch between resources and business needs	S1 - Own workforce

IRO	Issues	Description of Impacts, Risks and Opportunities	ESRS
SOCIAL			
Opportunity	Customer satisfaction	Opportunity to improve profitability, customer loyalty and retention, and attract new clients thanks to satisfaction with Esker's offering	S4 - Consumers and end-users
Opportunity	Talent attraction and retention	Opportunity for differentiation from competitors, leading to talent attraction and retention, through effective workforce and time management at Esker	S1 - Own workforce
Opportunity	Employee health & safety	Opportunity for differentiation from competitors, leading to attraction and retention of qualified/strategic talent, thanks to Esker's internal health and safety prevention initiatives	S1 - Own workforce
Opportunity	Equal opportunities, diversity & inclusion	Opportunity to attract specific and/or rare talents	S1 - Own workforce
Opportunity	Social dialogue and collective agreements	Competitive advantage through strong internal social dialogue, which encourages idea-sharing and fosters innovation	S1 - Own workforce
Opportunity	Intrapreneurship and innovation	Opportunity to innovate and develop new offerings thanks to Esker's support for intrapreneurship	S1 - Own workforce
Opportunity	School relations	Opportunity to increase company visibility and enhance employer branding, which could reduce long-term recruitment costs and attract top candidates to improve business performance	S3 – Affected communities
ENVIRONMENT			
Negative Impact	Scope 3 GHG emissions emissions (purchasing and travel)	GHG emissions related to the consumption of goods and services GHG emissions related to travel	E1 - Climate change
Negative Impact	Pressure on rare metal resources due to IT equipment acquisition	Pressure on rare metal resources due to the acquisition of IT equipment	E4 - Biodiversity and ecosystems
Negative Impact	Scope 1 GHG emissions	GHG emissions and associated pollution linked to fuel consumption by the company's vehicle fleet	E1 - Climate change
Negative Impact	Scope 2 GHG emissions	GHG emissions related to electricity consumption (operation of IT equipment, electrical devices, building operations, etc.)	E1 - Climate change
Negative Impact	Scope 3 GHG emissions (data hosting)	GHG emissions related to data hosting	E1 - Climate change
Risk	Scope 2 GHG emissions	Risk of increased costs related to electricity consumption	E1 - Climate change
Risk	Scope 3 GHG emissions	Risk of increased costs related to data center electricity consumption	E1 - Climate change

IRO	Issues	Description of Impacts, Risks and Opportunities	ESRS
ENVIRONMENT			
Opportunity	Eco-design and eco-review of digital services	Opportunity linked to the eco-redesign of Esker solutions Opportunity and competitive advantage through the use of shared environments (multi-tenant cloud)	E5 - Resource use and circular economy
Opportunity	Scope 2 GHG emissions	Opportunity to reduce energy dependency and associated financial costs thanks to energy consumption reduction initiatives	E1 - Climate change
Opportunity	Management and traceability of electronic waste	Financial opportunity through effective IT asset management (equipment lifespan) Opportunity to enhance Esker's reputation through the donation of IT equipment	E5 - Resource use and circular economy E2 - Pollution

ESG governance

Like all other companies operating in European or North American locations, laws and regulations further motivate Esker to address issues involving ESG. Esker fully embraces this responsibility, as two key issues play an important role in its business activities:

Regarding environmental factors, data processing operations could raise questions about data center energy consumption. On the other hand, Esker's solutions significantly reduce paper use.

Regarding fair employment practices, Esker's business is growing fast. The company is therefore recruiting, training and working on retaining staff predominantly involved in R&D, consulting and sales activities.

As a result, several working groups have been set up at all levels of the organization to address ESG matters and implement procedures that improve Esker's ESG performance.

The Supervisory Board's ESG Committee

An ESG Committee was created as a sub-committee of the Supervisory Board in 2021. Like the Supervisory Board, which it assists and advises, this Committee does not handle operational aspects. Its role is to ensure that ESG policies are in place and, if necessary, develop strategies accordingly. It does this by taking into account the opinions and observations of outside auditors and company stakeholders. Every year, the ESG approach, activities and performance are presented to the Committee by the company's ESG Manager.

Composed of two Supervisory Board members, Nicole Pelletier-Perez and Jean-Pierre Lac, this Committee helps ensure that ESG policy is implemented according to the guidelines at Esker. This included adding another ESG criterion to the performance objectives for the variable remuneration of the CEO and the Board of Directors, up to 15%. The ESG bonus is based on the achievement of an EcoVadis score of 74/100 or higher, and on the presence of at least two women among the ten highest earners, and at least 20% of the members of the Board of Directors being women.

The ESG Committee

An ESG Committee, comprised of the operational Directors (CIO, CFO and HR Director) and four Board of Directors members (Chair of the Executive Board, COO, Global Marketing Director and Director of Global Consulting and Support Services) and coordinated by the ESG Manager, meets once a month at Esker's head offices in Villeurbanne. The committee has the following responsibilities:

- Review the company's ESG strategy and the deployment of related initiatives
- Review the company's ESG commitments with respect to challenges specific to its activities and objectives
- Assess social and environmental performance risks and opportunities
- Review social and environmental policies with consideration for how they impact economic performance
- Review the annual non-financial performance statement
- Review a summary of scorings by non-financial rating agencies

The Environmental & Social Action Committee

At the head offices, an Environmental and Social Action Committee consisting of the General Services Manager, ESG Manager, and about 10 highly motivated employee volunteers, proposes and implements concrete actions to raise awareness among staff and reduce Esker's environmental impact by focusing on comprehensive and consistent policies. The Committee also coordinates ESG Days, a company program in which employees can volunteer with non-profit organizations during working hours.

Subsidiary officers

Administrative and Marketing Managers at Esker subsidiaries serve as ESG officers, collecting data and information worldwide and mobilizing for the implementation of company-wide initiatives

Contributions to Sustainable Development Goals (SDG)

Esker signed the UN Global Compact and pledges to comply with its 10 principles on human rights, labor standards, the environment and anti-corruption measures. The Global Compact France is mandated by the UN to support the implementation of the 2030 Agenda and the implementation of the Sustainable Development Goals in French businesses.

Website: https://www.unglobalcompact.org/

In line with the priorities cited above, the business model and its commitments, Esker has identified the following areas of value creation aligning with the Sustainable Development Goals. These goals provide an international framework for companies and institutions worldwide. Esker focuses its efforts on the eight most relevant SDGs for which the company sees the ability to have a significant impact and can maximize its contributions.

3 - Good health & well-being

- Promotion of well-being in the workplace
- Social and non-profit advocacy
- Employee health and safety
- Flexibility in the workplace

4 - Quality education

- Initiatives involving educational institutions
- Employee professional development training plan
- Esker University internal training platform

5 - Gender equality

- Promoting gender equality
- Preventing discrimination and harassment

8 - Decent work & economic growth

- Smart work
- Promoting fair economic ecosystems
- Sustainable customer-supplier relations

9 - Industry, innovation & infrastructure

- Digital transformation
- Digitizing and automating document processes

12 - Responsible consumption & production

- Reducing paper consumption and adopting paperless processes
- Reducing travel by providing access to online platforms
- Supplier evaluations and sustainable supply chains
- Promoting environmentally friendly transportation
- Waste reduction and recovery

13 - Climate action

- Reducing the carbon footprint
- Green IT

16 - Peace, justice & strong institutions

- Reducing fraud risks
- Data protection and security
- Ethics and compliance
- Anti-corruption measures

Independent third-party assessments

In 2024, Esker reported a strong increase in its ESG performance, as attested by top non-financial rating agencies: EcoVadis, MSCI, EthiFinance, Moody's and Sustainalytics.

	Score Esker	Min	Max
ecovadis	79/100	0	100
EthiFinance	77/100	0	100
Moody's	53/100	0	100
MSCI	AA	CCC	AAA
SUSTAINALYTICS	16.9	40+	0

EcoVadis

As every year, Esker's ESG performance was evaluated by EcoVadis, an organization that evaluates corporate ESG performance, to promote transparency and trust with both customers and business partners. In 2024, Esker earned a score of 79/100, placing the company in the top 5% of companies evaluated by the platform.

Website : ***https://ecovadis.com/***

	2021	2022	2023	2024
Global score	**74/100**	**74/100**	**81/100**	**79/100**
Environment	70/100	70/100	70/100	80/100
Social & human rights	80/100	80/100	90/100	90/100
Ethics	70/100	70/100	80/100	70/100
Sustainable purchasing	60/100	60/100	60/100	60/100

EthiFinance ESG ratings

EthiFinance EGS Ratings is the rating agency of the EthiFinance Group, specialized in rating the ESG performance of small and medium-sized companies listed on European markets. EthiFinance ESG Ratings evaluates companies according to a reference framework of around 140 criteria divided into four pillars: Environment, Social, Governance and External Stakeholders.

Esker achieved a score of 77/100 in 2024.

Website: *https://www.ethifinance.com/fr/services/esg/ethifinance-esg-ratings*

	2022	2023	2024
Global score	**68/100**	**76/100**	**77/100**
Governance	64/100	65/100	68/100
Social	73/100	86/100	84/100
Environment	59/100	78/100	72/100
External stakeholders	83/100	83/100	90/100

Moody's

Moody's is an international ESG research and services agency for investors and private and public organizations. It conducts risk reviews and assesses the level of integration of sustainability factors into organizations' strategy and operations. In 2022, Esker achieved a score of 53/100, a significant increase of 20 points compared to 2021

Website: *https://esg.moodys.io/*

MSCI

MSCI ESG Ratings* assess the resilience of thousands of companies worldwide to the ESG risks of their sector. In 2024, Esker achieved an MSCI ESG rating of AA, on a scale from AAA to CCC.

Website: *https://www.msci.com/*

Sustainalytics

Sustainalytics, Morningstar's partner in the Morningstar Sustainability Rating, monitors around 4,500 companies worldwide. The overall ESG score is rated from 0 to 100 on the basis of an assessment that combines two basic measures, valid for all companies, with more specific criteria for certain business sectors. In 2023, Esker received a score of 16.9, representing a low risk level.

Website: *https://www.sustainalytics.com/corporate-solutions/esg-solutions/esg-risk-ratings*

HappyIndex®AtWork

Initiated in 2015 by ChooseMyCompany, the HappyIndex®AtWork label recognizes companies in which employees are happy to work. The label is based solely on employee opinions. In 2024, Esker was awarded the label and ranked 1st place worldwide, in the "more than 500 employees" category, with a score of 73.6/100.

Website: *https://choosemycompany.com/fr/classements/2022/at-work?regionCode=world&size=25-%2a*

WeImpactIndex®

Launched by ChooseMyCompany.com, the Impact ESG WeImpact Index® ranking rewards companies whose employees appreciate the business' social and environmental (ESG) practices. Esker ranked 3rd in the WeImpactIndex® 2021 in France, in the "over 100 employees" category, with a score of 7.98/10.

Website: *https://choosemycompany.com/fr/classements/2022/at-work?regionCode=world&size=25-%2a*

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1

Acting Ethically & Responsibly

To continue the trust the stakeholders place in the company, Esker takes conscious steps to maintain responsible and transparent governance. Esker considers ethical business conduct an absolute imperative in its corporate governance, within its organization, and throughout its supply chain. Esker also aims to make positive contributions to the development of the local communities within which it operates.

Corporate governance aspects

KEY INDICATORS

- 100% of Supervisory Board members are independent
- 100% attendance at Supervisory Board meetings
- 3 out of the 5 Supervisory Board members are women

91.3% of Esker employees agree with the statement that "My company acts ethically in carrying out its business activities" – 2021 ImpactESG® Index

Composition & practices of governance bodies

Beyond compliance with laws and regulations, Esker integrates financial and non-financial best practices into its governance to improve its performance and strengthen the trust given to the company by both its internal and external stakeholders, thereby contributing to the company's sustainability.

The composition and practices of the company's corporate governance bodies are detailed in Chapter 2: Corporate Governance of the Universal Registration Document.

Independence of the Supervisory Board

Esker's Supervisory Board consists of five independent members, three of whom are women. Board members are considered independent with no conflicts of interest who, through their knowledge and independent judgment, contribute to the Board's ability to carry out its duties. Five Supervisory Board meetings are held each year, and the attendance rate is 100%.

Governance code

A commitment to comply with and adhere to the MiddleNext Corporate Governance Code was signed on December 15, 2021, to align the company's governance practices with simple, coherent principles. This latest revised version of the Code encourages companies more than ever to incorporate ESG into their strategy.

Since 2022, Esker has been part of the ESG working group launched by MiddleNext. The MiddleNext Corporate Governance Code is available in French here.

Director involvement & succession plans

Esker's HR Director, CFO and CIO are regularly invited to Board of Directors meetings to present the progress of their respective projects and ensure that the operations teams are aligned with the overall strategy of the company.

Each year, the Supervisory Board requires succession plans to be drawn up for all board positions as well as for their direct reports. Succession plans are also drawn up for the Board of Directors.

Investor relations

To strengthen dialogue with shareholders and promote a long-term commitment, Esker maintains regular contact with investors. Esker's financial results are presented every six months, in French and English, to an audience comprised of investors, analysts, and all those interested in the activities of the company. Information on quarterly revenue is provided to stakeholders. Esker Management also participates in professional investor trade shows. There is also a dedicated website where anyone who is interested can read the latest presentations and contact Esker Management to schedule a meeting or obtain more information.

"Esker's Management has regular, direct contact with its shareholders and the financial community in France and abroad. Our goal is to build long-term relationships based on trust with investors who share our values of innovation and our belief that positive-sum growth benefiting all company stakeholders is achievable. Maintaining quality relationships by offering a sound financial position and profitability, even in times of crisis, helps us make this vision a reality."

EMMANUEL OLIVIER, CHIEF OPERATING OFFICER AT ESKER

Ethics and compliance

KEY INDICATORS

- CEO's salary is <10 times Esker's worldwide median salary
- 99.02% of employees have obtained awareness training about business conduct & anti-corruption policies
- 15% of the variable compensation of Management Committee members based on ESG criteria

Executive compensation

The annual gross variable compensation of Jean-Michel Bérard, Esker CEO, can reach a maximum of €285,250. This compensation was calculated for 2024 based on three indicators:

- Revenue growth, allocated at 55%,
- Profitability, allocated at 30%
- Growth of certain ESG indicators, allocated at 15%
  - 5% if the EcoVadis score is at least 78/100 or higher
  - 5% if there are at least two women among the top 10 earners
  - 5% if at least 25% of the members of the Board of Directors are women

The minimum annual gross variable compensation is €15,000. No variable compensation is paid if the operating margin is negative. The ratio of the total annual compensation of the CEO, the highest paid person in the organization, to the median total annual compensation of all employees worldwide is less than 10.

Since 2022, 15% of the variable compensation of other Board of Directors members is based on the same ESG criteria as for the CEO.

Respect & promotion of human rights

Esker is committed to respecting human rights in all countries where the company operates. As a signee of the UN Global Compact, Esker is committed to supporting and respecting human rights. The company ensures that it is not knowingly complicit in human rights violations, including harassment, in any of its subsidiaries and encourages its commercial partners to comply with the principles relating to the environment, human rights, preventing discrimination, abolishing child labor and forced labor, as well as the rules on wage laws and maintaining a safe and healthy work environment. In 2022, all head office managers obtained awareness training about bullying and sexual harassment. This is a mandatory training course for new employees (France).

Protecting the freedom of assembly and speech, and effectively recognizing the right to collective bargaining are key issues for the company, as well as rejecting all forms of forced and compulsory labor. Lastly, Esker supports the UN Convention on the Rights of the Child, which enacts the effective abolition of child labor.

Business conduct

The policy for compliance with France's Sapin II law is implemented by the Administrative and Financial departments. This compliance is an opportunity to support Esker's transformation project in strengthening an ethical and exemplary corporate culture deployed under the auspices of the Executive Management.

In 2024, Esker updated its Code of Ethics. This document sets out the principles and rules applicable within Esker and its subsidiaries, with the aim of ensuring exemplary conduct. In particular, it addresses the fight against corruption and influence peddling, the protection of personal data, the fight against discrimination, and the prevention of moral and sexual harassment. In addition, the Code of Ethics includes a whistleblowing procedure for reporting any behavior that is inappropriate or contrary to the established rules.

To support the implementation of this Code of Ethics, training for all employees, as well as specific training for at-risk populations, is planned for 2025.

Esker has mapped corruption risks to enable closer monitoring of subsidiaries where these risks are highest (Singapore, Malaysia, Hong Kong).

Finally, Esker ensures compliance with the rules applicable in all countries where Esker operates, including rules aimed at combating tax evasion. To date, no entity within the Esker group is subject to tax adjustments.

Anti-corruption training

Esker employees are responsible for compliance with rules pertaining to the prevention of corrupt practices within the organization, and for working with third parties such as customers, suppliers and business partners. As such, and in accordance with current local and international regulations, Esker provides online anti-corruption training sessions for executives and employees in relevant positions. Employees in positions with less exposure receive mandatory awareness training through e-learning presentations. In all, 99.02% of employees at the head offices received training or participated in awareness sessions in 2024.

Investment Committee

Esker wishes to put its expertise to good use by supporting tech companies, particularly those created by former employees who have decided to embark on an entrepreneurial adventure. To provide a framework for these investments, an Investment Committee was set up in 2023. This Investment Committee, made up of Esker employees (a member of R&D, Sales and/or Marketing, HR, Finance, the worker's council, and Jean-Michel Bérard and Emmanuel Olivier as permanent members), meets by request to review opportunities for Esker, and decides on future investments in start-ups or any other companies in the tech sector.

Actions taken in 2024

- Renewed commitment to the United Nations Global Compact
- Online training on sexual & moral harassment for all new employees (in France)
- Anti-corruption training completed by a majority of employees (99.02%)
- Creation of an Investment Committee

Sustainable supply chains

KEY INDICATORS

- Formal Sustainable Procurement Policy at head offices
- ESG Code of Conduct for suppliers at head offices
- ESG evaluation of the 70 main suppliers at head offices

Supplier Code of Conduct

Esker's head offices provide a Code of Conduct for suppliers identified as "significant", which they can sign and adhere to voluntarily, to ensure their commitment to complying with rules regarding the environment, human rights, the prevention of discrimination, abolishing child and forced labor practices, as well as wage regulations and maintaining a safe and healthy work environment. "Significant" describes long-term suppliers that meet one of three criteria: high expenditure/low substitutability, specific technology involved, and risks associated with the services provided.

Esker's Supplier Code of Conduct can be found ***here***.

Sustainable purchasing policy

Esker's Sustainable Procurement Policy implemented by the head offices is based on fair treatment and transparent selection of suppliers as well as the consideration for social and environmental criteria in choosing these suppliers. This policy aims to establish healthy business relationships between Esker and its suppliers and to compel the business ecosystem to adopt ethical and responsible ESG practices. This includes compliance with ethics principles covering human rights and working conditions, environmental issues, anti-corruption measures and fair business practices.

Esker identified significant suppliers with a high risk of substitutability. These suppliers were then assessed according to several ESG criteria: ISO certifications, adherence to the Code of Conduct and the United Nations Global Compact, and their own ESG commitments and policies. The purchase category, geographical reach of the suppliers and total expenditure were also taken into account. This analysis helps to identify, prevent and reduce environmental and social risks in the supply chains.

To ensure the integrity of supply chains, Esker defined a sustainable purchasing strategy in 2021. This strategy is based on three areas of action:

- Engage in due diligence through the assessment and mapping of supplier risks
- Promote sustainable purchasing practices internally to buyers and opinion leaders
- Urge suppliers to improve their ESG performance

Sustainable purchasing governance falls under the responsibility of the Administrative and Finance Departments and is overseen by the Purchasing Manager, in coordination with Esker's ESG Manager.

Esker's Sustainable Procurement Policy currently only applies to the head office (France).

In all Esker subsidiaries, Marketing teams pay particular attention to the promotional items ordered and distributed as part of events or marketing campaigns. Particular attention is paid to the use of recycled and recyclable materials, the reusability of objects and the origin of manufacture.

Supplier relations and responsible purchasing charter

Esker SA (France) is a signatory to the Charter for Responsible Supplier Relations, established by Médiation des Entreprises and the Conseil National des Achats, and is committed to promoting and complying with the 10 principles stated there:

- Guaranteeing fair financial treatment for suppliers
- Promoting cooperation between large contractors and strategic suppliers
- Reducing the risks of mutual dependence between contractors and suppliers
- Involving the large contractors in their sector
- Evaluating the total purchase cost
- Incorporating environmental concerns
- Ensuring corporate regional responsibility
- Purchasing: a function and a process
- Providing a purchasing function tasked with steering the supplier relationship as a whole
- Defining a consistent purchaser remuneration policy

Selection of suppliers for key materials in the mail production facilities

Choosing environmentally friendly paper suppliers is a priority for Esker's mail production facilities. Since 2017, Stora Enso, the main paper supplier for the France mail production facility, has ranked among the top 1% of companies in its sector, as evaluated by the EcoVadis rating platform.

At the Spanish mail production facility Distrimaicar was chosen as the paper supplier. All the products offered by the company come from forests with a Responsible Management certification, which guarantees reforestation. The materials used have been awarded the European Union Ecolabel, which guarantees their low environmental impact throughout their life cycles. The company also adopts other measures throughout the process, such as reducing water use in production, using renewable energies or choosing fuel-efficient vehicles for delivery.

The U.S. subsidiary's mail production facility chose Navigator as its paper supplier. The special feature of Navigator's paper is that it is made from Eucalyptus fiber. Eucalyptus is a fast-growing species, making it highly effective at retaining carbon dioxide and countering greenhouse emission effects. Navigator was certified in 2007 by the FSC® (Forest Stewardship Council®) and in 2009 by the PEFCTM (Program for the Endorsement of Forest Certification). These certifications guarantee the responsible management of the company's forests, in accordance with international standards. Navigator is ranked third out of 81 companies in the paper and forestry sector rated by Sustainalytics.

Governance Indicators

Indicators	Scope	2022	2023	2024	*GRI standards*
Corporate governance aspects					
Percentage of independent directors on the Supervisory Board	**Group**	**100%**	**100%**	**100%**	*GRI 102-22*
Average rate of attendance at Supervisory Board meetings	**Group**	**100%**	**100%**	**100%**	
Percentage of women on the Supervisory Board	**Group**	**50% (2 out of 4)**	**50% (2 out of 4)**	**60% (3 out of 5)**	*GRI 102-22, 405-1*
Number of Board meetings	Group	5	5	5	
Total number of special Board committees	Group	4	4	4	
Existence of an audit committee	Group	Yes	Yes	Yes	
Existence of a compensation & nominating committee	Group	Yes	Yes	Yes	

Indicators	Scope	2022	2023	2024	GRI standards
Existence of an ESG committee	Group	Yes	Yes	Yes	
Existence of a cybersecurity committee	Group	Yes	Yes	Yes	
Percentage of women on the Board of Directors	Group	18.75% (1.5 out of 8)	12.5% (1 out of 8)	12.5% (1 out of 8)	
Percentage of share capital owned by founders, their families & executives	Group	10%	10%	6.8%	
Captial control of shares (ownership >=34% of shares) by one shareholder or group of shareholders	Group	No	No	No	
Existence of double or multiple voting rights	Group	Yes	Yes	Yes	
Existence of shareholder agreement(s)	Group	No	No	No	
Publication of Board Rules of Procedure on website	Group	Yes	Yes	Yes	
Governance structure	Group	Dual (Supervisory Board)	Dual (Supervisory Board)	Dual (Supervisory Board)	
Effective tax rate	Group	23.6%	25.6%	14.63%	
Percentage of fees for audits in auditor fees	Group	77%	94.13%	Consolidation in progress	
Number of meetings to present financial results	Group	2	6	6	
Number of visitors to Investors website	Group	7,039 (FR) 10,859 (EN)	4,924 (FR) 23,743 (EN)	7,039 (FR) 15,985 (EN)	
Ethics & compliance					
United Nations Global Compact Member	**Group**	**Yes**	**Yes**	**Yes**	
CEO's salary relative to the world median salary	**Group**	**9.17 times the median salary**	**9.24 times the median salary**	**9.23 times the median salary**	*GRI 102-38*
Presentation of ESG strategy to the Supervisory Board	Group	Yes	Yes	Yes	
Formal policy on business conduct and anti-corruption measures	France (excluding CalvaEDI) & U.S.	Yes (France only)	Yes (France only)	Yes	
Percentage of employees with awareness training on business conduct & anti-corruption policies	**France (excluding CalvaEDI)**	**98%**	**98.8%**	**99.02%**	*GRI 205-2*
Number of violations of the internal code of conduct	France (excluding CalvaEDI)	0	0	0	*G205-3, GRI 206-1*
Existence of an ethics whistleblowing system	France	Yes	Yes	Yes	
Whistleblower confidentiality ensured	France	Yes	Yes	Yes	
Number of incidents reported by a whistleblower	France	0	0	0	*G205-3, GRI 206-1*
Number of harassment reports	**Group**	**0**	**1**	**3**	*GRI 406-1*

Indicators	Scope	2022	2023	2024	*GRI standards*
Sustainable supply chain					
Formal Sustainable Purchasing Policy	**France**	**Yes**	**Yes**	**Yes**	
Adherence to the Sustainable Supplier Relations Policy	**France**	**Yes**	**Yes**	**Yes**	
Integration of social & environmental criteria into purchasing practices	France	Yes	Yes	Yes	
Integration of supplier location into purchasing practices	France	Yes	Yes	Yes	
Existence of an ESG Code of Conduct for suppliers	**France**	**Yes**	**Yes**	**Yes**	
Analysis of supplier ESG risks	France	Yes	Yes	Yes	
Number of targeted suppliers covered by a ESG assessment	France	60	70	70	
Average supplier payment deadlines (in days)	France	32.5	37.5	Consolidation in progress	*GRI 308-1, GRI 414-1*
Identification of economically dependent suppliers	France	Yes	Yes	Yes	
Existence of a quality management system	France	Yes	Yes	Yes	
Percentage of business with ISO 9001 certification	Group	<50%	<50%	<50%	

2

Building Customer Trust

The world's markets are changing rapidly. Therefore, Esker seeks to ensure the highest levels of service availability and security by designing innovative solutions that create value for its customers and their business ecosystems. Particular attention is given to customer satisfaction and the trust and confidence they place in the Esker on Demand platform.

Data protection & security

KEY INDICATORS

- ISO 27001:2013 certification for the Esker on Demand platform
- Zero complaints filed for non-compliance with the General Data Protection Regulation (GDPR)
- 99.92% of employees trained on data protection & security

"Cybercrime has become an increasingly common threat in recent years, jeopardizing the security, reliability and continuity of IT systems. The digital technology sector faces growing challenges to protect access, resources and data. With a cloud platform globally available 24/7, IT security is a major concern for Esker. Telecommuting, although now an accepted practice, has only amplified this challenge."

PASCAL HENRY, ISSO AT ESKER

Allocated resources

Special teams have been assigned to the security of the platform infrastructure. Due to increasing need, these teams have grown in size. A Data Protection Officer (DPO) and an Information Systems Security Officer (ISSO) have been appointed to monitor, along with their teams, the proper application of the rules for ensuring the protection of personal data. Monitoring and technical reports are in place to proactively address security issues, such annual intrusion testing by an independent external service provider and monthly automated vulnerability scans.

ISO 27001:2022 certification

Esker has an audited, ISO 27001:2022-certified information security management system (ISMS) for its Esker on Demand cloud platform. The ISO 27001 standard is the most recognized for information security management system requirements. Esker also requires its suppliers for the Esker on Demand platform to exhibit complete security maturity by providing ISO 27001, SSAE 18, and SOC1® audit reports, certificates, or certifications. Should this not be possible, they can alternatively complete a security questionnaire.

Employee training & awareness

All employees worldwide undergo data protection and security training each year and must pass a proficiency test. Ultimately, Esker believes that all employees act as a vital link in safeguarding company and customer data, and it is essential that every employee understands and adopts Esker's security policies.

Data protection & user rights

Since the GDPR (General Data Protection Regulation) came into effect in 2018, Esker has not received any complaints filed with the French data protection authority (CNIL) or equivalent local authority for non-compliance with the legislation.

Actions taken in 2024

- ISO 27001:2022 certification for the Esker on Demand platform (certification and transition audit)
- Successful SOC 2® audit, demonstrating our commitment to the security and confidentiality of our customers' data
- Annual penetration testing conducted by an independent third-party provider
- Automated monthly vulnerability scans
- Selection and monitoring of critical suppliers for the Esker on Demand platform
- Implementation of a self-service portal for security-related documents

Innovation & customer satisfaction

KEY INDICATORS

- Uptime of the Esker on Demand platform: 99.98%
- 9.6% of revenue invested in R&D
- Customer NPS: +69.42

Agile methodology & innovation

Esker adopted the Agile development methodology many years ago to allow for faster and continuous development of new features for solutions to better tailor to customer expectations. This method of working, originally limited to software development, has since been adopted by all teams at the company, even those at the non-technical level. Tech Days are held on a regular basis, bringing together all of the R&D teams so that employees can attend workshops and presentations on a variety of topics (innovation, security, hackathon, etc.). These events encourage knowledge sharing and innovation within the development teams.

TrustEsker & platform availability

Esker pays particular attention to customer satisfaction and trust in the Esker on Demand platform. Esker has implemented business continuity procedures and reinforced its Customer Experience teams to ensure the highest levels of service availability and trust.

The Esker on Demand platform is monitored 24/7 to ensure operational continuity, and it is set up to fail over to redundant systems to mitigate possible hardware failures and ensure high service availability. Because trust begins with transparency, Esker provides its customers with TrustEsker.com, a dedicated website accessible to all customers around the clock.

The site displays the platform's uptime during the previous month, scheduled maintenance, and real-time information on system performance and security. Average uptime of the Esker on Demand cloud platform was 99.98% in 2024.

Customer support

Multilingual Support teams centralized at Esker's head offices and covering all company entities respond to customer requests in all time zones, and meet service level agreement requirements on response times and ticket resolution. These teams also participate in preventing production incidents by monitoring customer activity and proactively identifying risks.

Customer Experience (CX) program

Esker's value creation reflects an ability to ensure that its products and services meet the needs of its customers and are used to their full potential. Esker's CX program is designed to ensure that its customers get the most out of their solutions and are completely satisfied with their investments.

CX teams are active in all subsidiaries. Through customer training, coaching, and personalized monitoring, the CX program makes it possible to improve user adoption and commitment to the Esker on Demand platform, ensures that customers make the best use of solutions, and improve these through user feedback as part of a continuous enhancement process.

Esker's CX Team Promise: Valued – Understood – Engaged

VUE

VALUED • UNDERSTOOD • ENGAGED

Valued: We will be honest and respectful of your time and do what we promise. We will collaborate as one team.

Understood: We will actively listen, acknowledge your needs and expectations, and continually strive to recognize what truly matters to you.

Engaged: We will make personal connections by being proactive, providing information and always learning more.

Ensuring customer satisfaction with the Net Promoter Score

The Net Promoter Score is a rating given by Esker's customers in response to the question: "How likely are you to recommend Esker to someone you know?", which is included in user surveys sent out after an interaction with an Esker employee. The possible responses range from 0 (not at all likely) to 10 (very likely), and the score assigned by the customer determines the category in which they are classified: Promoters (score of 9-10), Passives (score of 7-8), or Detractors (score of 0-6). NPS scores range from -100 to 100 and are calculated by discarding the responses from the Passives category and converting the number of respondents from the other two segments into a percentage. The percentage of Detractors is subtracted from the percentage of Promoters to obtain the final NPS score.

Esker's NPS score is established through systematically conducted surveys sent to Esker on Demand users post- interaction with the Consulting, Support, and Customer Experience teams. The score reached +69.42 in 2024, markedly above the 5-year average of 63.8.

Strategic partnerships

Esker and its global network of certified partners continue to drive innovation so that they can provide companies with the broadest possible range of services covering all aspects of the Source-to-Pay and Order-to-Cash business processes.

Partners play a key role in the services and benefits provided to customers by combining their expertise with Esker technologies. The diversity and complementary fit of their solutions, their in-depth knowledge of Esker solutions thanks to Partner Training and certification programs in place since 2022, their geographic locations, and their industry and technical expertise, enhance the value of Esker solutions and meet a great number of requirements expressed by companies.

Esker is developing a business ecosystem of consulting, distribution and software partners. Through strategic partnership projects, which include 13 new partnerships in 2024, Esker helps its partners grow their solution portfolio while expanding its own geographic coverage and market potential.

In 2023, Esker developed a new tool for its partner portal, enabling individualized support adapted to their businesses and the differing types of partnerships. This portal strengthens collaboration between teams, while enabling partners to quickly become autonomous using Esker technologies.

Actions taken in 2024

- Launch of randomized surveys of Esker on Demand platform users
- CX teams strengthened in all Esker subsidiaries
- Disaster recovery plans strengthened to respond to physical & solution-related risks
- Development of 13 new partnerships

Business indicators

Indicators	Scope	2022	2023	2024	GRI standards
Data protection & security					
ISO 27001 certification of the Esker on Demand platform	**Group**	**Monitored**	**Monitored**	**Monitored**	
Number of complaints for non-compliance with the GDPR	**Group**	**0**	**0**	**0**	*GRI 418-1*
Existence of an internal IT charter	Group	Yes	Yes	Yes	
Percentage of employees who have successfully completed online training on data protection & security	**Group**	**99.5%**	**99.91%**	**99.92%**	
Existence of IT system penetration tests	Group	Yes	Yes	Yes	
Presentation of IT risks to the governance bodies at least once a year	Group	Yes	Yes	Yes	
Innovation & customer satisfaction					
Uptime of the Esker on Demand platform	**Group**	**99.953%**	**99.938%**	**99.98%**	
Amount invested in R&D	Group	€15,175,000	€17,315,000	€19,788,000	
R&D spending (% of annual revenue)	**Group**	**9.5%**	**9.0%**	**9.6%**	
Customer satisfaction survey	Group	Yes	Yes	Yes	
Customer NPS	**Group**	**+67.18**	**+70.36**	**+69.42**	
Formalized Business Continuity Plan	Group	Yes	Yes	Yes	

3

Recognizing the Value of Human Capital

Esker's employees are its most important resource, which is why the company aims to attract, recruit, develop and retain its talent by providing a healthy and inclusive work environment while guaranteeing equal opportunities.

Esker strives to give its employees the means to develop their full potential and to meet their performance and development objectives.

Characteristics and workplace behavior

KEY INDICATORS

- 1,080 employees, 50% in France
- 98.70% have full-time, permanent contracts
- Average age: 38

Human capital

As of December 31, 2024, Esker has 1,080 employees in 14 countries, of which 50% are located in France, 20% in the rest of Europe, 24% in the Americas, and 6% in the Asia-Pacific region. Their average age and company affiliation are 38 and 6.3 years, respectively. Of the workforce, 32.41% are women, and 67.59% are men. There are 38 nationalities represented in the workforce worldwide.

Onboarding of new employees

The in-house Training team organizes sessions at the beginning of every month for each incoming group of new hires. A dedicated room is available to accommodate a wide range of training formats. During the training, new hires learn about the history of the company, HR resources, IT tools, corporate culture, ESG policy, and Esker solutions. The core curriculum is presented in the course of one week, starting with one full day followed by half-days. The remainder of the time is spent with the new hire's team. The week-long training includes new hires from all departments, so it is also a chance for them to meet one another and people from other subsidiaries. Any additional training, particularly for consulting, R&D or sales profiles, may be offered at a later stage.

Throughout the probationary period, new hires are supervised by the HR team. For management-level employees, a review is scheduled by the HR teams with the manager/Scrum Master and, at times, fellow team members, after two months (M+2) of employment. This is done in order to assess the new hire's integration into the team, their skill development and to provide an opportunity for feedback. Another follow-up is scheduled for two months after the initial review, (M+4), in order to either confirm ongoing employment or to extend the probationary period. For non-management-level employees, this process is followed at M+1 and M+2.

Internal communications

In 2024, Esker launched EskerConnect, an intranet that centralizes all information useful to employees in their daily work and careers at Esker: office maps, IT tools, vacation and absence management, benefits, health insurance, the internal directory, and the latest Esker news. The intranet aims to facilitate access to useful, reliable and up-to-date information, encourage connections between subsidiaries and strengthen Esker's internal vision and culture. The implementation of this new platform across the Esker gives each subsidiary a shared home page displaying the latest Esker news at both corporate and local level. Several useful tools are available, including clocks showing the different time zones of Esker's subsidiaries, customizable quick links to pin the most frequently used applications, and flash polls. An “About Esker” tab is also available to all Esker employees worldwide, presenting Esker's business, the group's various departments and subsidiaries. Each subsidiary also has the option of deploying its own local space to share practical or HR information. In 2024, local environments were deployed in France, the United States, Germany and the United Kingdom. The intranet will continue to be rolled out in the remaining subsidiaries in 2025, and the community of contributing teams will also continue to grow, increasing traffic and strengthening adherence to the platform. New features will also be added to the intranet in response to needs reported by Eskerians or to develop its uses.

Considerate & attentive management

A "Management Leadership Reference Guide" outlines the principles of training as well as the scope of a manager's role at Esker and its various missions. Employees are also made aware of these principles and a number of them are trained in non-violent communication, so that they are able to give and receive feedback constructively.

A special training course at the head offices, called “Upskill as an Esker Manager”, was attended by a majority of management-level employees and Scrum Masters. This two-day course, co-designed by Country Directors, HR/Admins from various subsidiaries and management-level volunteers, is designed around management guidelines and is inspired by the company values. It helps build the foundations of a strong management culture and provides managers with methods and tools needed to fulfill their mission. This training guides them in acting as a coach for their teams.

Begun as a pilot project in France, it will be gradually adapted to local conditions and rolled out at all Esker subsidiaries. The deployment began in the United States, where managers attended two intensive training sessions in 2022.

To complement this training program, Esker launched management co-development workshops in 2024, which aim to create a close-knit community of managers and enable them to continue developing their leadership skills. Eight Eskerians were trained to lead these workshops.

A similar initiative was started in the U.S. subsidiary, in partnership with the University of Wisconsin's Madison campus, called "Manager Boot Camp". This week-long course, open to all the subsidiary's directors and managers, trained 60 managers on topics such as feedback, coaching, process management and productivity, trust and communication, conflict management and change management. The course was very well received and provided managers with useful tools.

Similar initiatives are planned for Esker's other subsidiaries for 2025 in order to align the company's management approach

Corporate culture

Esker's values are presented in the ***About Esker, Our Values*** section.

Esker's values and corporate culture were defined in 2017 as the result of nearly 12 months of development and dialogue. Workshops were first conducted in all subsidiaries, with more than 100 staff volunteers sharing anecdotes about life at Esker. The discussions focused on what sets Esker apart from other companies, the different experiences and common elements between employees, how they resemble each other, and what brings them together. These narratives highlighted the attitudes of employees and the values that guide them in their daily work. The next step included a survey sent by the CEO to all employees worldwide, which confirmed the initial findings with a response rate of 75%. The values mentioned by the majority of employees were then summarized by the Corporate Marketing Department and enshrined in displays posted all around the offices and on company websites. They were also distributed on company swag products to encourage internalization by the employees. Esker's company culture continues to enjoy a 84.7% approval rating.

84.7 % of respondents agree with the statement "I am aligned with Esker's values and culture." - Source: Annual satisfaction survey 2024, conducted via the Zest platform.

Living wage

Reconnaissant l'importance fondamentale d'une rémunération juste et équitable, Esker a mis en place en 2023 une politique de salaires de subsistance. L'objectif de cette dernière est de s'assurer que tous les salariés perçoivent un salaire leur permettant de répondre à leurs besoins fondamentaux et de mener une vie décente.

Actions taken in 2024

- Management training provided to head office managers and certain Scrum Masters
- Trial of managerial co-development workshops
- Implementation of an Esker Connect intranet worldwide
- Launch of the "Positive Working" employer promise

Employer appeal & talent retention

KEY INDICATORS

- 136 employees hired in 2024
- 2024 staff turnover rate: 9.28%
- 83.5% of employees recommend Esker as a place to work
- 6.36 years of average seniority
- Equal profit-sharing and incentive agreements
- 80.11% of eligible employees benefit from the employee savings plan (France only, excluding CalvaEDI)

"To ensure the continuity and development of the company's activities, Esker needs to be able to attract and retain employees with specialized and complementary expertise. This challenge is all the more difficult in the competitive IT sector, where the number of job offers far exceeds demand. This means providing a human, material and professional environment that is fulfilling and stimulating, and that encourages employees to express their talents in the service of the company, and to recommend Esker as a great place to work."

AURÉLIE GUIMERA, WORLWIDE DIRECTOR OF HUMAN RESOURCES

Profit-sharing & employer contributions to company savings plan

Esker's compensation policy includes optional and company-backed mutual fund and an Esker employee stock ownership plan in France, incentivized by matching employer contributions.

The optional profit-sharing plan was initiated by company management in 1989 to reward employees for their efforts contributing to Esker's growth. The plan agreement is renewed every three years. At Esker, profits are shared equally: each employee, regardless of their position or salary, will receive the same amount, in proportion to the time worked during the reporting year. Employees are eligible after one month of service at the company. The profit-sharing bonus is about three times higher than the average in France.

Whether on a fixed-term or open-ended contract, employees are required to serve the company for at least three months to qualify for the employer contribution scheme. Esker matches 100% of employee contributions to its corporate mutual fund, with an annual cap of €1,000 for employees with 0 to 6 years of service, €1,500 for employees with 6 to 11 years of service and €2,000 for employees with over 11 years of service. Employer contributions cannot exceed 25% of the employee's pay per calendar year. On December 31, 2024, 423 active employees had signed up for the employee savings plan out of 528 eligible employees, representing 80.11% of employees in France.

Echoing Esker's "All actions toward satisfaction" and "One team beyond boundaries" values, Esker management decided to launch a share allocation program for all employees at the end of 2022. Each employee under contract on 31/12/N-1 has been allocated 10 free Esker shares to support employee loyalty. These shares are subject to a 3-year vesting period. After this period, the shares belong fully to the employee and can be sold or retained. This also means that the employees become shareholders in the company, and gives them voting rights at General Shareholder Meetings. This transaction is submitted to the Annual General Meeting each year and will be repeated with the authorization of the shareholders. This transaction was repeated in 2023 and 2024.

Employee cultural fit

Esker employees are counted on to share their support for an agile corporate culture based on prioritizing customer and team satisfaction, regular feedback and continuous improvement. This means that they readily accept feedback, can think critically, give their opinion, and know how to challenge themselves. Also, they do not hesitate to ask for or offer help or get out of their comfort zone if necessary. Teamwork is a given, and they are all capable of showing empathy and kindness to their fellow team members, while also being able to work independently.

As an example, in job interviews, recruitment managers emphasize individual personality in addition to technical skills and professional experience to select applicants that will best fit Esker's corporate culture. Personality and Preference Inventory (PAPI) tests are routinely conducted, as are English language assessment tests. Candidates also spend time with their team in relaxed, informal discussions, to better understand what awaits them and learn more about the company and its culture. To encourage inter-subsidiary communication, English classes are offered for one hour a week to Esker employees based in Villeurbanne

* Source: latest DARES report published in August 2021 based on 2019 data: https://dares.travail-emploi.gouv.fr/sites/default/files/55d4f371639cc651dec101f6a450c730/Dares_resultats_participation_interessement_epargne-salariale2019.pdf

Transparency & visibility

In addition to presenting key figures, solutions, and technologies, the HR webpage for candidates presents the journey of an Esker employee beginning at orientation all the way to their advancement in the company. Esker's values and benefits offered are described as well, with the aim of being as transparent as possible. To provide more background information for job postings, video testimonials illustrate the variety of Esker's job offers and are regularly published on social media. Technical articles are also published on the company blog. "Esker Labs" is a forum to share feedback about different projects or issues the teams are working on.

In 2024, Esker implemented an ATS (Applicant Tracking System) with a new partner (Teamtailor). This tool helps improve the experience of candidates and employees by speeding up processing times during the recruitment process and making it easier for Eskerians to apply for internal mobility opportunities.

Employee recommendation & referral program

According to the annual satisfaction survey conducted among all Esker employees, 83.5% of employees would recommend Esker to a friend or family member as a place to work. With an average employee turnover rate of 10.5% over the last three years, these results demonstrate that the vast majority of Eskerians are satisfied with their experience at Esker.

In 2024, Esker was ranked first in Choose my Company's Happy@Work rankings worldwide and third in France (in our employee size category), thanks to the excellent feedback from Eskerians in the annual satisfaction survey.

A referral bonus is offered to encourage employees to talk about Esker to those around them and share job offers with their network. It is paid in two parts, one upon hiring and another a few months after hiring. After-work networking events are also organized occasionally to allow Eskerians to introduce the company and its teams to people in their network who may be interested in joining us.

The referral program has been very successful for several years, accounting for nearly a quarter of all hires (30 employees hired through referrals in 2024).

Relationships with educational institutions and internships

As Esker hires a large number of young graduates, it attaches particular importance to developing its relations with schools. The goal is to provide them with academic support, introduce the company to future graduates, and make it easier to attract talent. Esker sponsored the INSA (National Institute of Applied Sciences) IT Department graduating class of 2021, and is also a sponsor of the 42 Lyon programming school and a partner to the CPE engineering school and member id the INSA Information and Telecommunications Club. The School Ambassador Program encourages Esker volunteers to represent the company at their alma maters. They attend job fairs and give presentations to students about their jobs.

These partnerships involve Esker both financially and in terms of human resources, through sponsorship programs or by giving priority to these establishments when paying the Apprenticeship tax (France). This also involves making employees available to lead themed conferences on Esker's areas of expertise, such as agility or artificial intelligence, organizing coaching sessions for job interviews, or taking part in events dedicated to bringing Esker employees and students together.

Esker is also committed to developing career opportunities for future generations. The company is committed to raising the profile of the digital professions, by making them accessible to as many people as possible, from secondary school onwards. This is reflected, for example, in the sponsorship of students from the Eden School, which trains developers after 9th or 10th grade. The "Esker Junior Academy" initiative, created entirely by Esker volunteers, welcomes groups of 9th grade trainees from underprivileged neighborhoods and gives them an immersive introduction into the software development professions.

The Human Resources department has implemented an internship program to introduce young people to the digital professions. A particular focus is placed on diversity to increase the representation of women in the IT industry. In 2024, Esker welcomed a total of 29 interns, 31 in 9th grade and seven on work-study contracts.

Also newly introduced at Esker in 2024 was the participation in the national Digital and Computer Science Week Open Door, during which middle and high school students were able to visit Esker premises, follow job presentations and take part in a game on the subject of cybersecurity.

Office layout

By taking into account employee input Esker provides a workplace that reflects these suggestions. The office layout was designed in consultation with employees and their elected representatives. Many spaces were configured to meet the diverse needs of the teams, such as flexible think tank spaces, sit-stand desks, triple screens, and ergonomic equipment. To promote work-life balance, a relaxation room is available as well as gaming consoles and board games in shared areas, and regular sports or theater sessions are offered in the multi-activity room. Coffee machines, fresh fruit, snack products and a connected fridge offering meals are also available in the cafeterias.

Satellite offices have also been created at the Décines mail production facility in 2022, to offer an alternative to the Villeurbanne premises and to reduce commuting distances. 16 shared workstations have been created, helping to forge links between employees at the two sites.

Good atmosphere & inter-team activities

In France and the U.S. subsidiary, Fun@Work committees, which are made up of about 15 employee volunteers, organize activities in the offices on a regular basis meant to strengthen team spirit: These include theater pieces, music quizzes, Halloween dress-up days, Easter egg hunts, tastings and photo competitions. Every quarter, Esker management organizes an internal event called a "Company Meeting". These regular events are an opportunity to get together and celebrate Esker's big and small successes. Within Esker's various departments, seminars are regularly organized to enable employees from different subsidiaries to get together and share their thoughts and best practices. In 2022, Esker created a new position dedicated

to organizing internal events. An internal resource is now fully dedicated to organizing team-building events and seminars. Each subsidiary also regularly organizes social events to unite teams around the latest developments, or major highlights such as the traditional "Food Truck Party", the annual summer party (France).

Presenting the Esker history & vision

Because the search for meaning contributes to the well-being at work, having a shared vision and understanding each team member's part in making it a reality are integral to the duties of Esker management. Every quarter, Jean-Michel Bérard, Esker's CEO, shares the company's achievements and upcoming projects at company-wide meetings, which all Esker employees can attend.

Esker's CEO also hosts new employees at the head offices for a one-hour meeting to present Esker's history and the company vision, or by videoconference two or three times a year for employees joining subsidiaries. Employees then have an opportunity to interact with him and ask any questions they may have. This time is highly appreciated among new Esker employees, and it helps strengthen their sense of belonging to the company and proximity to management.

Individual performance

At least once a year, the individual performance of all employees is assessed with the Employee Xperience program. This annual exchange enables managers to define objectives that will enable each employee to better understand their role in the company's mission and vision and evaluate the performance of employees over the past year. The form was redesigned in 2024 by all subsidiaries in order to have a single form and give employees greater visibility on their performance evaluation and development opportunities.

A peer-to-peer reward scheme, called "Osker", has also been set up to recognize an employee's exceptional contribution aligned with one of Esker's five values. Participation is open to all, whether to present an Osker or to receive one. If an Esker employee would like to thank a colleague for a strategic and extraordinary contribution, they simply need to submit a request to a committee made up of Esker's HR Director and the respective department's director, specifying the context of the project and the contribution made by the Esker employee concerned. A trophy is then created in the employee's honor, mentioning the achievement, and a surprise presentation of the Osker is organized with the team and the people behind the initiative alongside a small celebration. Highlighting the recipient's commitment to their peers is a powerful means of recognizing individual and collective performance. In 2024, 2 Oskers were presented.

Social dialogue

Each of Esker's subsidiaries have their own system for employee representation through bodies defined by local laws and regulations. Beyond the measures taken to comply with legal provisions and other regularly organized meetings, the company places considerable importance to social dialogue, which contributes to Esker's performance. Therefore, employee representatives may be consulted on matters not included in the mandated areas.

Esker's results are shared with employee representatives and the entire company. This presentation is also available in English, so that all Esker employees are informed about the quarterly performance as well as any achievements and upcoming projects.

In France, the Social and Economic Committee (CSE) and senior management meet regularly to negotiate company agreements, or be consulted on unilateral employer decisions (DUE). The agreements usually include subjects such as:

- Agreement on professional equality (annual negotiation)
- Agreement on profit sharing (negotiated every three years)
- DUE relating to the Telework Charter (updated as needed)
- Charter on the right to disconnect
- DUE relating to the supplementary collective pension plan and mandatory collective health insurance (updated as needed)
- Agreement on time savings accounts (2018)
- Agreement on the splitting of paid leave (2018)
- Agreement on additional hours (2019)
- Agreement on the reduction of working hours (2000)

Actions taken in 2024

- Payment of an incentive bonus to all head office employees
- Distribution of 10 free shares per employee
- Implementation of a single document replacing individual employment contracts (DUE) for donating days off
- Implementation of a single document replacing individual employment contracts (DUE) regarding on-call duty and reassessment of compensation based on the Syntec index
- Rollout of a global application and employee referral management tool (Teamtailor)
- 30 employees hired through the referral program worldwide and 22 referral bonuses paid in France in 2024
- Workshops in schools and at Esker sites on artificial intelligence and agility
- Partnerships with the 42 Lyon school and CPE Lyon
- 39 meetings organized between employee representative bodies and management in France
- Internal satisfaction survey for all of Esker

Career management & skills development

KEY INDICATORS

- 99% of employees took part in the annual performance review
- Percentage of staff receiving external training: 56.76%
- 26.83 hours average of professional development, per employee, per year

65% of respondents agree with the statement: "I feel that my role gives me opportunities for learning and developing my skills (projects, coaching, training, certificationsm etc.)." - Source: Annual internal satisfaction survey for 2024, conducted via the Zest platform

Definition of needs

Esker's success relies fundamentally on the experience and expertise of its employees. Supporting them by offering continuing professional training is crucial to ensuring their employability both internally as well as outside of Esker.

The training plan consists of strategic focus areas defined on a yearly basis by management, new work methods or tool training needs, and per request of employees seeking to develop professionally or retrain. The budget amounts are allocated according to these focus areas and their priority levels. Needs expressed during reviews are collected and prioritized according to the focus areas mentioned above. Training organized by external service providers are subject to an assessment of the acquired knowledge, feeding directly into skills management.

Dedicated training team & learning culture

A growing training team consisting of 12 people throughout France and the United States handles team and partner company skill development on the company's software solutions and the main tools used on a daily basis. The team's role is to promote training activities, adapt to the needs of the learners, offer effective and innovative learning solutions and boost commitment. The overall objective of the training team is to foster the development of the Learning Culture at Esker, which conforms naturally into the agile culture already in practice.

Esker University platform

Esker has an in-house training platform (Learning Management System), Esker University, with numerous online modules accessible to all employees worldwide. Operational implementation is executed through a training schedule supervised by managers. Esker employees can also sign up for specific training modules throughout their career, to deepen their knowledge of a variety of subjects, such as Esker solutions. A number of mandatory courses have also been set up through Esker University to make it easier to communicate with employees and track their participation, such as courses about anti-bullying and sexual harassment awareness, anti-corruption or social media best practices.

Training gamification

To make it even easier to learn about Esker products, the in-house Training team has implemented the gamification of the training material. A role-playing activity was developed to help new employees obtain a better understanding of the solutions that Esker develops and markets, the corporate cycles for customers and suppliers, customer challenges and the advantages that Esker solutions provide. The processes and problems they encounter during the game are then replicated and explained directly in the solution software. Quizzes also assist in validating the knowledge at the end of each training module.

Inter-departmental & inter-subsidiary exchanges

Exchanges were set up between departments to establish a link between the various subsidiaries and departments. In addition to the obvious sharing of knowledge, these exchanges give employees a chance to spend time with one another. Esker also encourages all new developers to train with the Consulting or Support teams after they've been with Esker for one year, as these are teams with whom they will have to work on a daily basis. In this way, developers are brought into contact with customers, enabling them to experience real-life application of the solutions, and giving more meaning to their work.

Internal mobility

Esker offers many career opportunities, beyond the initial business skills for which an employee was recruited. Depending on their experience, motivation and wishes, employees are offered several types of development and mobility: becoming a manager, changing departments to develop new skills and learn a new trade, changing jobs, and taking on new responsibilities in their current position. In 2024, 90 employees benefited from this internal mobility/evolution program.

As a French software developer with an international presence which includes 15 sites on 4 continents, there are also many opportunities for international mobility.

In 2023, an international mobility process was initiated to promote the possibility of international work experience. English courses have been launched in France, and 53 employees have already taken part in these in 2024. This program will be renewed in 2025.

Actions taken in 2024

- Offering of non-technical & personal development training courses over the Esker University platform
- Creation of a structure for the internal mobility program in France
- Organization of English courses, offered to all employees in France
- Establishment of career advancement policy

Health & safety in the workplace

KEY INDICATORS

- Frequency rate of workplace accidents: 2.52%
- Severity ratio of workplace accidents: 0.01
- Absenteeism rate: 1.88%
- 12.85% of employees trained in first aid (France only, excluding CalvaEDI)
- 97.22% of employees work remotely

Risk prevention

Preventive actions are carried out each year in France in multiple areas and are detailed in the occupational risk assessment document. Also, a manager is assigned to each site with the delegated authority to implement actions concerning workplace health and safety policies for employees. Esker looks after the health and safety of employees by providing a collaborative, friendly, and functional workplace and by implementing preventive measures. All employees in the head offices and the U.S. subsidiary are equipped with height-adjustable desks to limit the risk of musculoskeletal disorders (MSDs).

A road risk prevention session is organized every year at the head office to raise awareness of road safety for non-motorized transportation methods (bicycles, scooters, etc.).

Employees at the mail production facility in France have the appropriate safety equipment for their work, such as safety shoes and ear plugs. In 2022, Esker replaced the safety footwear for all personnel, and also invested in new protective equipment to safeguard them in case of chemical splashes when cleaning print heads. One third of hearing protectors have also been replaced. Staff participated in an activity on MSDs and sleep in relation to their specific schedules. The ISO 45001 and ISO 90001:2015 certifications of the mail production facility in France reflect Esker's efforts to continuously improve its performance of safety and risk prevention.

Upon joining the company, all new employees in France are required to complete an online training course entitled "Fire and Emergency Awareness." This training aims to familiarize them with safety procedures in the event of a fire and teach them first aid techniques. This initiative helps ensure a safe working environment and effectively prepares employees to respond in an emergency.

In the U.S., employees are educated on the "Run, Hide, Fight" principle, which provides instructions to follow in the event of an attack or active shooter.

Encouraging physical activity

In France, one-and-a-half-hour lunch breaks allow employees to take part in athletic activities. Communities have been created on the initiative of Eskerians based on their interests, and group sessions are organized on a regular basis.

Employees can have a gym membership and certain sports equipment reimbursed. Additionally, awareness-raising campaigns are regularly carried out to encourage the use of low-carbon mobility, notably through the "mobilités durables" package, which rewards employees who use their personal bicycles to get to work.

The Décines mail production facility center set up a gym on its premises in 2024.

Wellness at work

In 2023 the U.S. subsidiary organized a "Wellness Week". Throughout the week, a range of events and workshops were offered to employees, covering topics such as nutrition, mental health and the importance of regular physical activity.

In France, the Quality of Life and Working Conditions Week was the subject of an awareness-raising e-mail campaign aimed at employees, on the themes of sleep, disconnection, prevention of musculoskeletal disorders and parenthood.

In June 2024, various activities were offered in France as part of the Quality of Life and Working Conditions Week , focusing on sports and mental health: a conference titled “Mental health at Work” led by Céline Mas, Founder of Love for Livres, a race, the opening of a gym in the Décines mail production facility, sophrology workshops and smoothie bikes.

The right to disconnect

Esker regularly reaffirms the importance of respecting rest and vacation times, as well as the balance between employees’ private and professional lives, via the Right to Disconnect policy. This policy is integrated into the company’s internal regulatory framework. Esker tries to schedule meetings exclusively during working hours. Late-night or early-morning meetings are to be avoided as much as possible, or otherwise planned well in advance. Reminders of the right to disconnect are regularly issued, mainly in HR newsletters and other meetings between managers, Scrum Masters and HR.

81.1% of respondents agreed with the statement: “I am satisfied with the balance between my professional and personal life.” - Source: Internal annual satisfaction survey for 2024, conducted via the Zest platform.

Actions taken in 2024

- Training of 23 volunteers in first aid in France (workplace first aiders and first response team members)
- Renewal of ISO 45001 certification for the Décines Mail Production Facility
- Implementation of a seasonal flu vaccination campaign in France
- Implementation of a guide for the prevention of burnout
- Creation of a global working group on mental health in the workplace
- Organization of a week dedicated to well-being at the US subsidiary
- Opening of a gym at the Décines Mail Production Facility

Equal opportunity, diversity & inclusion

KEY INDICATORS

- 32.41% of the workforce are women
- 30.69% of management are women
- 2.8% gender pay gap
- 38 nationalities represented in the workforce
- 14 nationalities represented in management

85.4% of employees agreed with the statement "At Esker, everyone benefits from the same opportunities for recruitment, remuneration and career development (regardless of age, national origin, education, disability, religious belief, gender identity & expression, sexual orientation, etc.)" – Source: Annual internal satisfaction survey for 2024, conducted via the Zest platform

Gender equality

Convinced that gender diversity fosters innovation, creativity and collaboration within teams, Esker respects equal opportunities for men and women and promotes equal access to positions of responsibility within the company.

Designed to promote equal pay for men and women within companies, the Gender Equality Index enables companies to transparently measure gaps and highlight areas for improvement. The 100-point Index is calculated on the basis of 5 indicators: the gender pay gap, the gap in the distribution of individual pay raises, the gap in the distribution of promotions, the number of employees receiving pay raises upon their return from maternity leave, and parity among the 10 highest earners. The Index ensures that corrective measures are put in place for the following year.

In 2024, Esker obtained a feedback score of 97/100 for France, broken down into the following 5 indicators:

37/40	20/20	15/15	15/15	10/10
Pay gap	**Pay raise gap**	**Promotion gap**	**Return from maternity leave**	**High compensation**

Representation of women

Esker's workforce includes 32.41% women worldwide and 30.69% women among managers, demonstrating a representative proportion of the workforce in management positions. Of the five members of the Supervisory Board, three are women, and the ratio is 1 in 8 on the Executive Committee.

A working group dedicated to integrating women into digital professions was set up in 2022. It is made up of 10 Esker women volunteers, with a dual objective: to introduce Esker's technical professions to a female audience, and to ensure that women feel comfortable within in the technical teams and the company.

To promote IT professions among women, several testimonial videos of Esker employees have been filmed and broadcast on social networks. The aim is to help change mentalities about jobs that are predominantly held by men, and to encourage female applicants.

Esker organizes events to mark International Women's Rights Day, which takes place every year on March 8. In 2023, several activities were organized at Esker headquarters by the Eskuad "Integration of women into Digital Professions": , a presentation of various activities to foster equality between men and women, a series of video testimonials by Esker women from different subsidiaries, posted on social networks, the creation of an ideas box on the theme of gender equality, and the screening of the documentary film Woman by Anastasia Mikova and Yann Arthus-Bertrand.

In 2024, a focus on women in tech was proposed internally with an awareness-raising conference entitled “Technofeminism” led by journalist Mathilde Saliou, a presentation by Eskuad on “The feminization of digital professions,” and a collection of feminine hygiene products for the association “Au tambour” through the collective L'Entreprise des possibles, of which Esker is a member. Members of Eskr's Management Committee also took part in a workshop entitled “Fresque du sexisme” (Sexism in a nutshell). A podcast dedicated to women in tech was recorded to highlight the careers and experiences of two Esker women from the R&D and Consulting teams. Presentations at the AdaTech School and in high schools through its partner L'Digital were also organized during 2024.

Esker signed the international Women’s Forum Manifesto on gender equality and has pledged to participate in Forum meetings. These events provide the opportunity to share best practices on gender diversity. Esker also supports the Professional Women’s Network, an international organization of women leaders that promotes gender balance in the business world, by regularly providing venues for their events.

In 2024, Esker also won the Talents! gold award in the “Feminization of Teams” category for its actions in this area.

Anti-discrimination policies & code of conduct

Several policies and a Code of Conduct were put in place for all Esker entities to guarantee equal hiring and promotion opportunities, to fight against sexual harassment and discrimination, and to ensure a healthy and respectful work environment.

By 2021, all managers in France have been trained in the prevention of sexual harassment and discrimination. Managers also received a full-day training on this subject as part of the "Upskill as an Esker Manager" training course in 2022. All employees in France have also been made aware of this issue. This training program is intended to be gradually extended to all Esker subsidiaries. As a signatory of the Diversity Charter, Esker's Human Resources Department is committed to regularly considering new initiatives, as part of a continuous improvement process in this area.

Parenthood

Aware that parenthood is an integral part of corporate social responsibility, Esker is committed to supporting parents by offering them options designed to preserve the balance between their professional and personal lives. Pregnant women can take advantage of additional remote work arrangements that go beyond the current policies. To facilitate the return from maternity leave, a breastfeeding room has been made available in the French offices in 2022, as well as in the U.S. subsidiary.

Esker is also committed to using the term "co-parent" in France to encompass all forms of family structures, and the minimum seniority required to benefit from co-parenting leave is set at one year (compared to two years in the Syntec collective bargaining agreement). Additionally, in France, one paid day off per year per employee is offered to care for a sick child.

Gender identity

To meet the needs of transgender people who have not had their name changed at France's civil registry office, Esker enables and facilitates the use of their chosen first name. The HR department assists them in using their chosen first name in all nonlegal systems and documents, and offers communication support if the need arises. Employees also have the option of adding their preferred pronoun(s) to the internal directory and to their external email signature.

As part of Transgender Awareness Week, the U.S. subsidiary's "Diversity and Inclusion" Eskuad organized a presentation by the OutReach Madison association, with the aim of raising employee awareness of the many struggles and issues facing the transgender community.

Eskuad "Diversité et Inclusion" in France organized several awareness-raising activities to mark the International Day against Homophobia and Transphobia annually on May 17. The activities include a lunchtime quiz covering the concepts of sex, gender, sexual orientation, trans identity, non-binarity and allyship, a poster campaign in common areas and providing informational resources that enable employees to dive deeper into this subject.

Diversity

Esker considers a broad range of diversity to be an asset, and encourages it by promoting international collaboration and the development of talent worldwide. Diversity initiatives focus in particular on recruitment and international career development. Various initiatives are undertaken to develop intercultural exchanges, such as inter-subsidiary language exchanges to develop language skills. Employees from certain multi-localized teams are also required to travel regularly to meet their international peers, and share experiences and best practices.

Esker is proud to support the JeNeSuisPasUnCV initiative, which aims to put candidates in touch with each other on the basis of their skills alone, rather than only their educational qualifications.

On an international scale, an Esker-wide conference on "Diversity and Inclusion: 'Beyond diversity' across three time zones to cover all subsidiaries was proposed in 2024 and hosted in French and English by Caroline Therwath Chavier, founder of The Allyance.

In France, a working group dedicated to Diversity and Inclusion was created in July 2022, to address various themes such as gender identity, disability, parenthood, neurodiversity, ethnicity or job stereotypes, to continue making Esker an inclusive company.

This year, the Diversity working group proposed several initiatives that address neurodevelopmental disorders:

An "Inclusion of Neurodivergence" conference was hosted by Lali Dugelay, Founder of *Atypie At Work*. The aim of this conference was to raise general awareness of neurodevelopmental disorders (ASD, ADHD, Dys...), which affect 1 in 6 people, and to identify the practices to adopt to facilitate collaboration, and continue to make diversity a real lever for cohesion and innovation at Esker.

A coffee-break training was held to enable employees to test their knowledge of disabilities and neurodiversity.

A poster campaign was displayed in the cafeterias, which included practical information to raise awareness of neurodevelopmental disorders and share tips on how to better adapt to and include neurodivergent people.

Additional initiatives throughout the year included:

- A training course offered by *Handigital*, dedicated to managers and Scrum-Masters to support people with Autism Spectrum Disorders (ASD) at work.
- A dedicated event on World Autism Awareness Day (April 2, 2024).
- A guide to raising awareness of autism spectrum disorders in the workplace.

88.4% of employees agree with the statement: "I feel accepted for who I am at Esker." - Source: Annual internal satisfaction survey for 2024, conducted via the Zest platform.

Accessibility & disability

Esker is committed to providing an inclusive and accessible environment for everyone. The premises are fully equipped to accommodate people with reduced mobility (PRM). Access ramps, adapted elevators, and accessible restrooms are available in all offices. In addition, reserved parking spaces are available near the main entrances. Esker is constantly working to improve its infrastructure to ensure that every employee and visitor can move around independently and safely.

Through one of its service providers Esker promotes the professional integration and job retention of people with disabilities.

In June 2024, nearly 50 Eskerians participated in the Activ' Challenge, a quiz game about various disabilities. During the European Week for the Employment of People with Disabilities, three activities were organized: a conference hosted by Malakoff Humanis; distribution of flyers about the RQTH (procedure and conditions of access to assistance for disabilities) and a conference with AMF Telethon, an organization committed to disability awareness. Employees were also introduced to the disability point person, who can assist them with the RQTH procedure. Esker also offers two days of PTO to any employee who would like to apply for or renew their RQTH status.

To mark National Disability Day, an awareness campaign was carried out in the U.S. subsidiary.

Actions taken in 2024

- Mandatory training for new hires (in France) about sexual harassment & gender discrimination
- Participation in the Activ' Challenge & the European Week for the Employment of People with Disabilities for employees of the head offices
- Raising awareness about neurodiversity in the workplace through a dedicated working group (in France)
- LGBTQIA+ awareness & inclusion activities at head offices & the U.S. subsidiary
- Raising awareness among employees at the US subsidiary on issues related to inclusion and diversity through awareness campaigns, internal webinars, and participation in external events.
- Diversity & inclusion training for the Corporate HR Team

Community engagement

KEY INDICATORS

- 0.1% of revenue allocated to sponsorship
- 1 workday annually of paid time off given to employees to volunteer with non-profit causes
- 2,5 days of PTO donated by employees to "Entreprise des Possibles"

Sponsorship program

While businesses contribute to the development of local economies by creating jobs and value, their impact can be multiplied by partnering with other local actors to encourage synergies and innovation.

Esker's sponsorship approach was developed by integrating employee input and is centered around three key points: the environment, as it is a key issue for Esker employees; education because giving young people insights and access to the professions of the future will improve their job opportunities; and outreach in local communities, as Esker wants to maintain and strengthen its roots in its home region and stay involved in local issues. Esker believes that access to culture and education are key to building an inclusive and just society.

EDUCATION

Esker supports several educational institutions in the Lyon region through financial and personal commitments. Esker employees give presentations at various schools in the region about their professions. Tours of Esker's offices are organized for students, offering an opportunity to learn about business activities. Additionally, the Esker Junior Academy offers students from middle schools in underprivileged priority education districts the opportunity to participate in a one-week program to learn about the software development process, from R&D to the implementation process for the customer. These endeavors promote access to the job market for students, while simultaneously increasing the supply of technical expertise on the job market and positively impacting Esker's reputation among the local population.

CULTURE

Since 2021, Esker has been involved with the Institut Lumière and Cinémas Lumières. This year Esker donated €50K to support the Institute and bring employees together to enjoy an innovative cultural program highlighting Lyon's culture. As one of the organizers of Lyon's Lumière Film Festival, Institut Lumière was an obvious choice for Esker to partner with, since it also has roots in Lyon, enjoys an international outlook and embraces the same ESG commitments.

Since 2015, Esker has supported the Biennale de Lyon, which showcases numerous local artists. This year, Esker signed a sponsorship partnership with the Biennale, to contribute to the emergence of and access to culture for all by choosing international excellence and professionalism.

THE LOCAL ECONOMY & OUTREACH

Esker management's involvement with local business associations such as the Digital League (since 2014), supports innovation and the economic development of regional businesses. The Digital League is a regional association of more than 500 companies in the digital industry and seeks to pool efforts to promote best practices between entrepreneurs, schools, laboratories, investors, and institutions, with the goal of creating winning synergies.

In 2023, Esker also entered into a partnership with the regional organization LDigital, which supports and raises awareness for women working in digital professions and opportunities in Auvergne Rhône-Alpes through mentoring programs, professional workshops and networking.

ESG Day

Esker offers employees in the U.S. and France one extra day of PTO to participate in community events or to volunteer at an organization with a social or environmental purpose of their choice.

In 2021 Esker France joined Entreprises des Possibles to be able to take concrete actions and demonstrate a sense of community. This group of companies works in the Lyon region to reintegrate underprivileged and unhoused persons into society. This support takes the form of a financial donation from Esker, and also offers employees the opportunity to get involved by carrying out volunteer activities, or by donating PTO, matched 100% by Esker.

4 EMPLOYEES DONATED
2.5 DAYS
OF THEIR PTO

DONATIONS MATCHED
100%
BY ESKER

EQUALING
€2,591.50 €
DONATED

Local community engagement

In addition to the global sponsorship activities, Esker subsidiaries are involved locally with organizations that are important to their employees. Individuals can provide support in the form of volunteering their time for non-profit causes. Below are some of the organizations supported by Esker subsidiaries around the world:

In France, Esker led a Christmas charity drive in collaboration with Entreprise des Possibles and Les Suricates, collecting 40 kilos of baby care and sports equipment, as well as toys and books.

A second drive collected 25 kilos of hygiene and personal care products for people in need.

At Esker's UK subsidiary, a fundraiser was organized in the form of a bake sale and raffle. These initiatives raised £244 for Bridge the Gap, a local charity based in Derby that focuses on children's mental health. A collection of Christmas and Easter gifts was also organized among employees to gather presents for children from disadvantaged families supported by the Children First Derby charity. A group of volunteer employees also helped out at Markeaton Park. They helped improve facilities for children, people with disabilities, and people in financial difficulty, with the aim of improving their quality of life and well-being. A group of Eskerians volunteered their time to the RSPCA Derby and Just for Dogs, supporting these two animal shelters.

The US subsidiary supports several food banks, such as Second Harvest and WayForward, by organizing volunteer missions and fundraising events throughout the year.

In Germany, Esker has supported several associations with donations, including *Schutzgemeinschaft Deutscher Wald* (German Forest Protection Association) and the "Hunger in Africa" project organized by the NGO "*Aktion Deutschland hilft*."

Actions 2024

- Renewal of a sponsorship agreement with the Institut Lumière & the Biennale de Lyon
- 550 work hours donated by employees to support non-profit causes
- Educational presentations of employees at local schools (mock interviews, school forums, etc.)
- Local community engagement in all subsidiaries
- Charity collections organized in subsidiaries
- Donation of 2.5 days of paid leave to Entreprise des Possibles

Social indicators

Indicators	Scope	2022	2023	2024	GRI standards
Characteristics & social policy					
Total workforce at year-end	**Group**	**953**	**1,042**	**1,080**	*GRI 102-7*
	France	**488**	**522**	**537**	
FTE employees at year-end	Group	940.4	1,034.47	1,060.06	
Average number of FTE employees	Group	900.1	1,015.63	1,055.81	
FTE permanent employees at year-end	Group	893.37	1,021.47	1,046.06	
Percentage of permanent employees at year-end	**Group**	**98.22%**	**98.46%**	**98.7%**	
Number of departures	Group	120	94	98	
- resignation	Group	8.29% (79)	4.41% (46)	4.54% (49)	
- termination	Group	0.63% (6)	1.73% (18)	1.94% (21)	
- other reasons for departure	Group	3.04% (29)	1.63% (17)	1.57% (17)	
- end of fixed-term contracts	Group	0.52% (5)	1.15% (12)	1.02% (11)	
Number of departures of FTE permanent employees	Group	115.15	79.22	83.77	
Restructuring that has led to collective layoffs over the year	Group	No	No	No	
Percentage of total workforce located in the country of the registered offices	Group	51.21%	50.10%	49.72%	
Percentage of permanent workforce located in the country of the registered offices	Group	49.89%	48.66%	48.52%	
Percentage of workforce operating in countries considered precarious in terms of fundamental worker rights (USA & Asia)	Group	29.70%	27.45%	27.69%	
Average age of employees (years)	**Group**	**38.3 years**	**38.11 years**	**38.3 years**	
Share of managers	France	88.11%	92%	92%	
Payroll (€ thousands)	Group	94,061	114,776	126,803	
Median salary (€ thousands)	Group	56,381	59,643	61,833	
Average salary (€ thousands)	Group	69,857	73,503	74,743	

Indicators	Scope	2022	2023	2024	GRI standards
Percentage of employees covered by benchmark living wage analysis	Group	-	100%	100%	
Percentage of employees paid below the living wage	Group	-	0%	0%	
Employer appeal & talent retention					
Staff turnover rate	**Group**	**13.1%**	**9.26%**	**9.28%**	*GRI 401-1*
	France	**11.44%**	**8.29%**	**7.21%**	
Number of jobs created (excluding acquisitions)	Group	114	52	38	
Number of employees hired	**Group**	**234**	**156**	**136**	
Percentage of permanent contracts among new hires	Group	91.81%	92.31%	91.91%	
Number of new employee referrals	Group	51	40	30	
Number of subscribers to LinkedIn page	France	13,897	18,071	22,685	
Number of new interns	Group	29	19	29	
Percentage of interns hired at the end of their internship	Group	11	17	31	
Number of “Discovery” interns (one week)	Group	20% (5/25)	36.8% (7/19)	17.24% (5/29)	
Number of employees on work-study programs & apprenticeships	France	11	6	7	
Percentage of new hires under the age of 28	Group	36.64%	33.33%	44.85%	GRI 401-1
Number of new employees aged 55 and over	Group	5	3	2	
Employee stock ownership plan	France	Yes	Yes	Yes	
Existence of a profit-sharing plan	France	Yes	Yes	Yes	
Percentage of eligible employees who have signed up for the employee savings plans	**France**	**80.39%**	**85.11%**	**80.11%**	
Percentage of labor disputes	France	0	1	0	
Completion of employee satisfaction surveys	Group	Yes	Yes	Yes	
Employee adoption of Esker culture	Group	90.8%	90.5%	84.7%	
Employee satisfaction rate	Group	91.3%	87.8%	84.7%	
Percentage of employees who recommend Esker as a great place to work	**Group**	**91.4%**	**87.9%**	**83.5%**	
Average company affiliation (years)	**Group**	**6.2 years**	**5.97 years**	**6.36 years**	
Percentage of part-time employees	Group	5.25% (50)	4.89% (51)	4.07% (44)	

Indicators	Scope	2022	2023	2024	GRI standards
Percentage of workforce covered by a collective agreement	Group	50.37%	49.33%	48.98%	
Number of meetings with staff representatives	France	18	32	39	
Availability of occasional childcare (emergency & planned)	France	Yes	Yes	No	
Career management & skills development					
Percentage of employees taking part in an annual performance review	**Group**	**100%**	**96%**	**99.46%**	*GRI 404-3*
Development of an individual career plan for all employees	France	Yes	Yes	Yes	
Number of employees completing internal professional training during the year	Group	1,043	1,096	1,134	*GRI 404-1*
Number of employees completing external professional training during the year	Group	459	513	613	
Percentage of staff taking internal training	Group	100%	100%	100%	
Percentage of staff taking external training	**Group**	**48.16%**	**49.23%**	**56.76%**	
Total number of training hours completed by employees - Internal training - External training	Group	**26,607** 16,576 10,030	**35,953** 14,494 21,459	**28,438** 10,065 18,373	
Average number of training hours per employee	**Group**	**25.48 hours**	**32.56 hours**	**26.83 hours**	
External training budget	**Group**	**461,896**	**429,295**	**320,878**	
	France	**166,033**	**202,364**	**153,543**	
Training budget (including trainer pay)	Group	€1,146,610	€1,094,373	€1,073,656	
Share of contribution to training (training budget/payroll)	Group	1.22%	0.95%	0.85%	
Number of internal changes	**Group**	**107**	**79**	**90**	
Internal mobility rate	**Group**	**11.23%**	**7.58%**	**8.33%**	
Health & safety in the workplace					
Frequency rate of occupational accidents	**Group**	**0.583%**	**3.29%**	**2.52%**	*GRI 403-9*
Severity rate of occupational accidents	**Group**	**0.0006**	**0.0302**	**0.01**	*GRI 403-9*
Absenteeism rate	**Group**	**1.7%**	**1.73%**	**1.88%**	*GRI 403-9*
Percentage of employees trained in first aid	France (excluding CalvaEDI)	13.33%	12.45%	12.85%	*GRI 403-5*
Percentage of employees covered by ISO 45001 certification	Group	2.62%	2.21%	2.13%	
Percentage of employees covered by health and social insurance benefits	Group	51.21%	50.10%	49.72%	

Indicators	Scope	2022	2023	2024	*GRI standards*
Equal opportunity, diversity & inclusion					
Distribution of employees by gender	Group	Women: 31.48% Men: 68.52% Non-binary: 0%	Women: 32.44% Men: 67.56% Non-binary: 0%	Women: 32.41% Men: 67.59% Non-binary: 0%	*GRI 405-1*
	France	Women: 29.71% Men: 70.29% Non-binary: 0%	Women: 31.42% Men: 68.58% Non-binary: 0%	Women: 31.03% Men: 67.97% Non-binary: 0%	
Percentage of women in management positions	**Group**	**32.35%**	**32.31%**	**30.69%**	
	France	**30.49%**	**32.18%**	**29.89%**	
Percentage of women among new hires	**Group**	**36.75%**	**39.10%**	**36.03%**	*GRI 401-1*
Gender equality index	France	91/100	91/100	97/100	
Pay gap between men and women	**France**	**3.96%**	**-3.74%**	**2.80%**	
Percentage of female employees given raises in the year after their return from maternity leave	Group	100%	100%	100%	
Adaptation of working conditions for exceptional family/health situations to retain employees	Group	Yes	Yes	Yes	
Percentage of (> age 55) in the workforce	Group	7.24%	7.68%	8.24%	
Percentage of (> age 55) by gender	Group	Women: 30.43% Men: 69.57%	Women: 28.75% Men: 71.25%	Women: 26.97% Men: 73.03%	
Percentage of disabled employees in the workforce	Group	0.52%	0.58%	0.65%	
Breakdown of disabled employees by gender	Group	Women: 4/5 Men: 1/5	Women: 4/6 Men: 2/6	Women: 6/7 Men: 1/7	
Number of nationalities represented in the workforce	**Group**	**36**	**38**	**38**	
Number of nationalities represented in management	**Group**	**14**	**13**	**14**	
Amount spent for purchases from adaptive organizations (ESAT,EA, TIH)	**France**	**€7,755.5**	**€14,583**	**€18,405**	

Indicators	Scope	2022	2023	2024	*GRI standards*
Community engagement					
Donations benefitting education	France	€140,000	€85,400	€103,525	
Donation benefitting cultural activities	France	€180,000	€245,000	€100,000	
Percentage of annual revenue allocated to sponsorships	**Group**	**0.1%**	**0.2%**	**0.1%**	
Employee work hours donated to nonprofit causes	**Group**	**225 hours**	**598 hours**	**550 hours**	
Employee PTO days donated to "l'Entreprise des Possibles"	France	14.5 days	10 days	2.5 days	

4

Contribuing to the Protection of the Planet

Due to the fact that IT activities significantly contribute to climate change by consuming energy, emitting CO2 as well as place pressure on scarce raw materials, Esker is strongly committed to reducing its carbon footprint. We hope to achieve this by investing in energy efficient measures for our offices, and by recovering waste produced by our mail production facilities. Esker encourages the use of low-carbon transport for commuting and facilitates remote work wherever possible. Esker regularly carries out training for employees with the aim of developing their commitment to environmental protection. IT equipment at the end of its life cycle is handled responsibly, and the energy efficiency of data centers that host Esker's cloud platform is regularly monitored. Esker also remains committed to the continuous renewal of its ISO 14001 certification.

Carbon footprint & energy efficiency

KEY INDICATORS

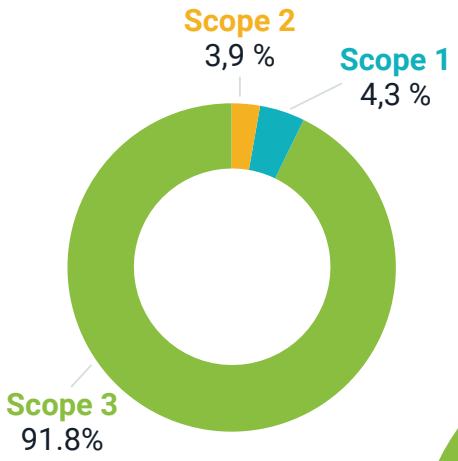
- ISO 14001 certification (France mail production facility & offices)
- Global carbon emissions: 8,784.1 CO2e
  - Scope 1: 377.5 t.CO2.e
  - Scope 2: 341.6 CO2.e
  - Scope 3: 8,065 t.CO2.e
- 42.8 t.CO2e per €m of revenue
- 8.13 t.CO2e per employee

74.8% of Esker employees agree with the statement "I feel that my company takes sufficient account of current environmental issues."– Source: 2024 employee survey performed by the Zest platform.

Annual carbon report

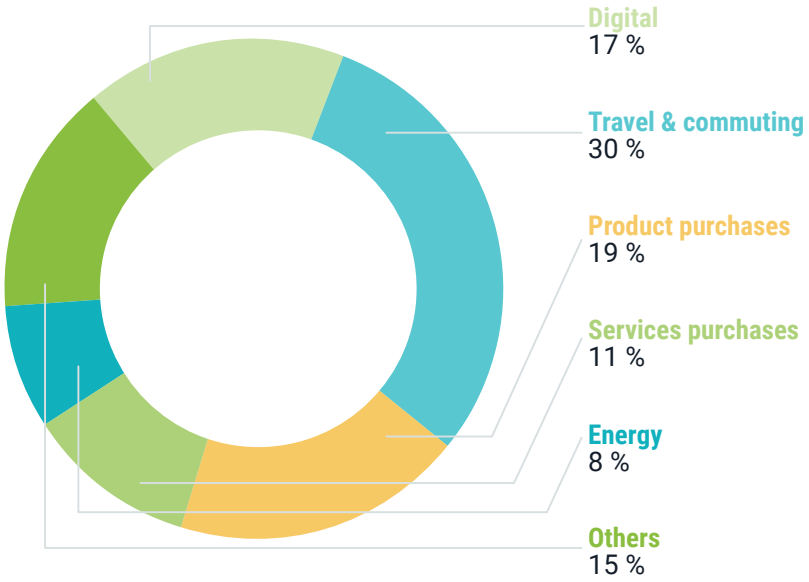
Esker is strongly committed to reducing its environmental footprint and investing in the energy efficiency of its offices and mail production facilities. Esker has proactively established a Carbon Report, which has been published annually for the locations in France since 2018. This was gradually extended to Esker's subsidiaries, identifying where improvements are needed in the company's energy performance. In 2024, Esker's emissions covering Scopes 1, 2, and 3 for its worldwide operations were 8,784.1 metric tons of CO2e. That represents 8.13 t.CO2e per employee.

Breakdown of emissions (% tCO2e)



Scope 1 : 377,5 tCO2e
Scope 2 : 341,6 tCO2e
Scope 3 : 8 065 tCO2.e

Categories scope 3 (% tCO2e)



In 2024 Scope 3 emissions represented 92% of Esker's emissions. The breakdown of these emissions by category and scope is as follows:

Scope	Category	Description	CO2e (tCO2e)
1	1.1	Generation of electricity, heat or steam	100.6
1	1.2	Transportation of materials, products, waste, and employees	231.4
1	1.3	Physical or chemical processing	0 (not affected by Esker's activities)
1	1.4	Fugitive emissions	45.5
Total Scope 1			**377.5**
2	2.1	Electricity related indirect emissions	341.6
2	2.2	Steam, heat and cooling-related indirect emissions	0
Total Scope 2			**341.6**
3	3.1	Purchased goods and services	4,488.5
3	3.2	Capital assets	236.1
3	3.3	Fuel- and energy- related activities not included in Scope 1 or Scope 2	123.5
3	3.4	Upstream transportation and distribution	534.6
3	3.5	Waste generated in operations	157.3
3	3.6	Business travel	1,738.1
3	3.7	Employee commuting	494.9
3	3.8	Upstream leased assets	292.1
3	3.9	Downstream transportation and distribution	0 (emissions linked to the distribution of products sold are included in category 3.1.)
3	3.10	Processing of sold products	0 (not affected by Esker's activities)
3	3.11	Use of sold products	0 (not affected by Esker's activities)
3	3.12	End-of-life treatment of sold products	0.04
3	3.13	Downstream leased assets	0 (no assets for the direct use of Esker customers)
3	3.14	Franchises	0 (not affected by Esker's activities)
3	3.15	Investments	0 (not affected by Esker's activities)
Total Scope 3			**8,065**

In 2022, Esker was awarded Score Carbone® A by Axylia. The Axylia Carbon Score® assesses, on a scale from A to F, a company's ability to pay its carbon emissions equivalence bill. This rating indicates "whether a company is truly profitable and responsible, after accounting for the cost of the CO2 it emits."

Implementation of Greenly

In 2023, Esker implemented the Greenly solution to facilitate environmental data collection for all its subsidiaries. The tool analyzes sources of emissions and can be used to implement an action plan derived from historical and real-time data on the company's carbon footprint. Updatable reports and dashboards will assist in fine-tuning the monitoring of the environmental performance of each region in 2023 and identify the most significant emissions sources.

ISO 14001 certification

ISO 14001 defines the criteria for an environmental management system and provides a framework that companies and other organizations can apply in order to establish effective management of the environmental footprint. Esker began certifying the France mail production facility in 2019 and all offices in France in 2020, paving the way for the implementation of additional improvements to reduce Esker's environmental footprint. In 2024, the ISO 14001 certifications for the offices and mail production facility in France were renewed.

The Imprim'*Vert*® Label

In 2024, the Décines mail production facility obtained the Imprim'Vert® certification. This certification reinforces Esker's position as a responsible player committed to the ecological transition and also enables the company to meet the growing expectations of customers and partners regarding sustainable development.

Sustainable office layout

At all of its sites, Esker chooses sustainable options for the layout of its offices, including LED light bulbs and motion detectors in public areas. Esker optimizes the resources used to develop new business and closely monitors the environmental impacts associated with its mail production facilities. Means of production are continuously optimized in a ongoing effort to reduce electrical consumption. The purchasing and depreciation policy also includes environmental criteria for IT equipment (purchases of EPEAT Bronze and Gold workstations and servers, and Energy Star-certified screens).

In the event of a move or construction work on the premises, the General Services team must systematically conduct an environmental impact assessment before beginning work. This assessment identifies any potential environmental consequences and implements measures to minimize them.

Employee awareness

Esker has implemented several initiatives to raise employee awareness about environmental issues and encourages them to actively engage in environmentally responsible behaviors. Internal communications are also distributed on a regular basis to share Esker's strategy, commitments and accomplishments through newsletters and events.

In 2024, the company launched an "Environmental Awareness" training course on its Esker University online platform. The aim of this training course is to raise awareness among all employees about environmentally friendly practices, covering a variety of topics such as waste management, energy saving, responsible use of resources and sustainable mobility for commuting.

The Spanish subsidiary carried out various waste collection initiatives, resulting in the collection of a total of more than 1,170 kg of waste.

Climate Fresk

Following an initiative by employees who are members of the AES (Environmental and Social Actions Committee), Esker Management decided to roll out the Climate Collage workshop and offer it to all its employees. As a result, five Esker employees volunteered to be trained as facilitators for the workshop in early 2023. In 2024, a total of ten workshops were organized, raising climate change awareness among 89 people.

Participation in this workshop is now a personal and voluntary decision for employees, as Esker wants to engage as many Esker employees as possible without making it mandatory.

Actions taken in 2024

- Renewal of ISO 14001 & ISO 9001 certifications for the French mail production facilities and head offices
- Awareness-raising initiatives across all Esker subsidiaries
- 89 employees participated in 10 internal Climate Fresk workshops
- Imprim'Vert® label obtained by the Décines mail production facility
- 124 employees trained in environmental awareness

Employee mobility & remote work

KEY INDICATORS

- Emissions related to business travel: 1,738 t.CO2e
- Emissions related to commuting: 495 t.CO2e
- 42% of employees use environmentally friendly modes of transportation to commute to work
- 74% hybrid or electric vehicles in the company fleet
- 97.22% of employees are eligible for remote work

Business travel policy

A business travel policy has been rolled out in France, with the aim of reminding employees of environmentally friendly travel practices. A progressive deployment of this travel policy is also planned for all subsidiaries, as part of a continuous improvement and standardization of our practices.

To reduce its CO2 emissions and to encourage the use of low-carbon modes of transportation, Esker is developing a number of incentive programs to promote other mobility options, such as favoring rail over air travel whenever possible or promoting low-carbon or electric vehicles in its fleet.

The Travel Department, which manages travel reservations for head office employees, has included environmental criteria in its policy for choosing airlines and hotels. The carbon emissions generated by employee travel are indicated on the reservation materials to inform them about the environmental impact of their trip. To further reduce the impact of business travel, environmental criteria have been integrated into the choice of airlines. In 2021, the Travel Department, participated in a training course titled "Integrating ESG Into Your Travel and Mobility Program".

The main supplier of the seat reservation tool Selectour Bleu Voyages has been awarded a renewal of the Positive Workplace© CSR label for 2023. It is the first travel company to obtain this CSR label.

Vehicle fleets

74% of Esker's fleet is made up of hybrid or electric vehicles. The entire company fleet is in the process of gradually being replaced with either hybrid or electric vehicles, as the automotive service provider is offering increasingly environmentally friendly options. The rate of replacement is currently at 100% for both the Spain and U.K. subsidiaries.

In France, employees with company vehicles are incentivized to select a hybrid or electric car, by increasing the expense budget for each employee by €100 per month for electric cars and by 55€ per month for hybrids.

Commuting

In France, employees are encouraged to use environmentally-friendly transportation to get to their place of work through the payment of a sustainable mobility reimbursement for employees who use their personal bicycle to get to work. This reimbursement is capped at €220 per year per employee, or €18.33 per month.

Secure bicycle storage facilities and recharging points for electric bikes have been installed at head offices. Employees of the U.S. subsidiary are also encouraged to cycle to work.

As part of Esker's carbon footprint analysis, a survey is carried out every year to find out more about employees' modes of transport. In 2024, 43% of employees responded to this survey (467 respondents).

1,6 tCO2e

Average carbon footprint per employee per year for commuting to and from work

51%

Percentage of employees using public transport or low-emissions transport to get to their place of work (including bicycles, electric scooters and walking)

In order to encourage cycling to work, Esker joined the Objectif Employeur Pro-Vélo (Pro-Cycling Employer) program in 2024. Supported by the French Federation of Bicycle Users (FUB) and ADEME (Agency for Ecological Transition), this label recognizes employers who implement ambitious and specific cycling initiatives in accordance with the specifications developed by the FUB. In 2024, Esker was awarded the Silver Pro-Cycling Employer label. Management, communications, services, safety and equipment are the five areas audited to obtain this certification.

As part of the label, Esker has implemented an Employer Mobility Plan, which allows it to:

- evaluate existing and planned transportation options
- analyze commutes between home, the workplace and business travel
- develop an action plan tailored to Esker's situation and establish a timeline for implementing the actions
- put a financing plan in place

Remote work policy

Esker has adapted to new forms of work organization and to its employees' need for greater flexibility by introducing a remote work policy. Launched in early 2020 to give its employees greater flexibility, accelerated by the COVID-19 pandemic.

Actions taken in 2024

- Increase in the sustainable mobility allowance in France
- Increase in the number of hybrid and electric vehicles in the company fleet
- Installation of three additional charging stations for electric or hybrid vehicles in the headquarters office parking lot
- Organization of Esker Green Week on the theme of soft mobility
- Implementation of an Employer Mobility Plan at the Villeurbanne headquarters

Waste management & circular economy

KEY INDICATORS

- Recovery of 100% of waste from the mail production facility in France excluding non-hazardous industrial waste
- 60% of waste recycled from France offices

Waste reduction & recovery at mail production facilities

Esker aims to cut down on the amounts of raw materials used in its mail processing, as these activities are of course linked to waste production. A high-priority goal is to reduce waste by adhering to the ISO 9001 quality management system and increasing the reuse rate. Esker's main mail production facility is located in France and recovers 100% of its waste. Other facilities are in the process of implementing more accurate waste monitoring systems to reach the same waste recovery rate.

Waste sorting

Raising employee awareness and encouraging waste sorting enable Esker to maximize waste reuse and thereby minimize its environmental impact. Sorting bins are made available throughout the premises, and regular workshops are held to encourage sorting, such as a quiz on the life cycle of waste and an introduction to the concept of zero waste. Since 2022, the French subsidiary has been able to track all its non-hazardous industrial waste, thanks to the integration of this new indicator by its waste management service provider ELISE.

Composting bins were made available to employees at the Villeurbanne head offices and at the U.S. subsidiary for food waste to be recycled.

In France, coffee capsule collection has also set up by the service provider Ana TriCaps, which enables the recycling of all types of coffee capsules. Containers have also been installed to collect cigarette butts, which are then recycled and converted into fuel by Cy-Clope. A zero-waste connected refrigerator has also been in place at head office for several years, with the aim of reducing food packaging waste.

Since 2023, Esker offices in the U.K. have been equipped with sorting garbage cans, enabling office waste to be sorted and recycled.

Actions taken in 2024

- Installation of new signage to simplify waste sorting at the Villeurbanne headquarters
- Training of General Services teams on waste management regulations
- Collection of WEEE in the headquarter offices

The digital carbon footprint

KEY INDICATORS

- 47% of customers hosted on Microsoft Azure (up 10% from 2023)
- Power Usage Effectiveness (PUE) of the data centers:
  - Colt: 1.95
  - CDW: 1.4
  - Azure: 1.2 (2023)
  - AWS: 1.15 (2023)
  - Google Cloud Platform: 1.10 (2023)

Life cycle extension of IT equipment

As an economic performance factor, conserving resources contributes significantly to lowering carbon emissions, and waste recovery supports the development of a circular economy. Esker strives to extend the life cycle of the company's IT equipment and electronic devices as much as possible. This is achieved through an internal maintenance service, the aftersales service of suppliers, and electronic equipment buyback programs benefiting charities chosen by the employee.

Various organizations are responsible for the collection, dismantling, and professional disposal of end-of-life equipment. Waste from electrical and electronic equipment (WEEE) amounted to 562 kg in 2024.

In France, Fairphone mobile phones have been added to the in-house cell phone catalog. This enables employees to choose a sustainable, repairable and fair-trade cell phone.

As part of its ESG roadmap, Esker is committed to extending the lifespan of its IT equipment. In 2023, the lifespan of smartphones for the in-house fleet has been extended from 24 months to 36 months, and employees now have the option of replacing the battery in their phones without having to replace the phones themselves.

Energy efficiency of data centers

The exponential growth of digital technology, with the processing and hosting of an increasing amount of data, is leading to a sharp increase in global energy demand for data centers. Developed by the Green Grid, PUE is the standard industry metric used to measure and monitor the energy efficiency of data centers. PUE is a standard calculation: total kWh used by all site infrastructure divided by the kWh used by IT infrastructure. As a result, Esker obtains the PUE of its major data center providers every year. This guides the selection of future data centers based on company needs.

Microsoft Azure

Whenever possible, to reduce its own environmental footprint, Esker chooses suppliers that are committed to sustainability practices. Therefore, the majority of new Esker customers are hosted by default on Microsoft Azure, which uses a significant amount of renewable energy for its data centers and whose server-based billing model—the more servers you use, the higher the price—encourages moderation.

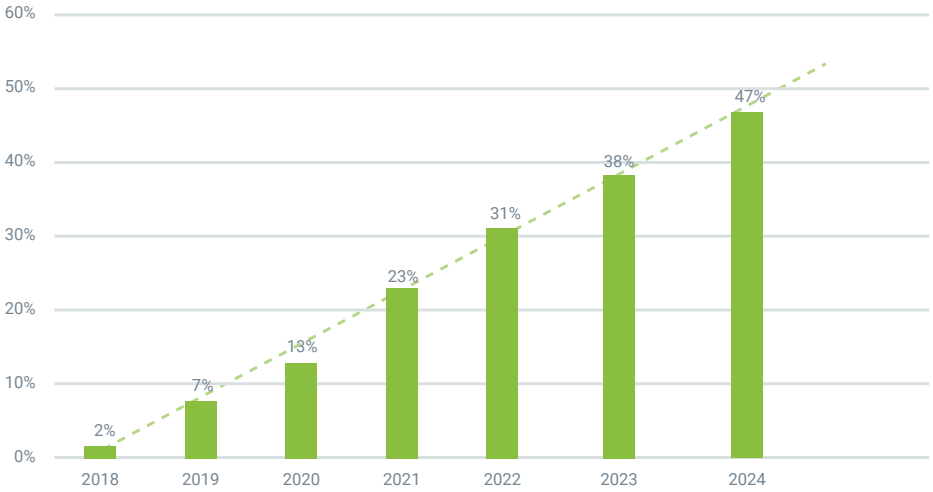
In 2024, 77% of new Esker on Demand customers were hosted on Microsoft Azure. This represents an increase of 5% points compared to 2023. The share of EoD sales generated by customers hosted on Microsoft Azure data centers will reach 47% in 2024, compared to 2% in 2018.

Microsoft has pledged to move to 100% renewable energy in its buildings and data centers by 2025, and to have a negative carbon footprint by 2030.

According to a study on the benefits of cloud computing, migrating from local data centers to the Microsoft Cloud would significantly reduce the company's carbon footprint*.

By 2027 Esker aims to have 60% of its customers hosted on Microsoft Azure.

Number of EoD customers hosted on Microsoft Azure data centers



Source : The Carbon Benefits of Cloud Computing: A Study on the Microsoft Cloud in partnership with WSP. 2020. Microsoft.

Environmentally responsible development

Esker also ensures that the R&D teams are attentive to the digital footprint of the software, encourages the optimizations of services and limits energy consumption.

Actions taken in 2024

- 77% of new Esker on Demand customers are hosted on Microsoft Azure
- 562 kg of WEEE recovered (France only)
- €4,678 raised for non-profit organizations through internal resale of IT equipment
- Addition of a CO2 equivalent and repairability index to the in-house mobile phone catalog

Environmental indicators

Indicators	Scope	2022	2023	2024	*GRI standards*
Carbon footprint & energy efficiency					
Number of ISO 14001 certified sites	Group	2	2	2	
Percentage of employees covered by ISO 14001 certification	Group	51%	50%	50%	
Assessment/review of greenhouse gas emissions	Group	Yes	Yes	Yes	
Total CO2 emissions (t.CO2e)	Group	**4,409**	**8,370.4 (1)**	**8,784.1**	
	France	**1,735**	**(2)**	**4,927.8**	
Amount of CO2 emitted per employee (t.CO2e)	Group	4.6	8.03	8.13	
Intensity of CO2 emissions (amount of CO2 per million euros of revenue)	Group	27.73 t.CO2.e/M€	46.8 t.CO2.e/M€	42.8 t.CO2.e/M€	
Amount of CO2 emitted by source:					
Business travel (t.CO2e)	Group	808	1,317	1,738	*GRI 305-1, 305-2*
	France	354	(2)	787	
Commuting (t.CO2e)	Group	626	552	495	*GRI 305-3*
	France	160	(2)	87.5	
	Per employee	0.65	0.53	0.46	

Indicators	Perimeter	2022	2023	2024	GRI standards
Amount of CO2 emitted by scope:					
Direct GHG emissions: Scope 1 (t.CO2e)	Group	212	203	377.5	*GRI 305-1*
	France	103	(2)	128.2	
Indirect GHG emissions: Scope 2 (t.CO2e)	Group	686	426	341.6	*GRI 305-2*
	France	44	(2)	30.7	
Other indirect GHG emissions: Scope 3 (t.CO2e)	Group	3,510	7,733	8,065	*GRI 305-3*
	France	1,589	(2)	4,769	
Power consumption (kWh)	Group	2,131,382	1,997,045	1,600,729	*GRI 302-1*
	France	1,128,584	873,851	778,702	
Percentage of renewable energy purchased or produced	Group	7.1%	23%	21%	
Consumption of gas (MWh)	Group	172.8	455.23	555.59	
Consumption of water (m3)	Group	3,696	4,122	3,749	
Energy audit conducted	France	No	No	No	
Employee awareness training regarding the climate emergency	France	Yes	Yes	Yes	
Number of employees taking part in a Climate Fresk session	France	-	79	89	
Employee mobility & remote Work					
Percentage of hybrid or electric cars in the vehicle fleet	**Group**	**54%**	**60%**	**74%**	
Number of employees receiving transportation reimbursement	France	201	209	216	
Total amount of transportation reimbursement	France	€54,666	€58,435	€66,434	
Number of employees receiving sustainable transportation bonus	France	143	172	175	
Total amount reimbursed through the sustainable transportation bonus	France	€25,549	€30,433	€34,907	
Percentage of employees who use environmentally friendly modes of transportation to commute	**Group**	**43%**	**53%**	**51%**	
	France	**75%**	**82%**	**74%**	
Percentage of employees who can work remotely	**Group**	**94.54%**	**96.16%**	**97.22%**	

Waste management & circular economy					
Mail production facilities (France, Spain, UK & U.S. only)					
Amount of recycled waste (excluding non-hazardous industrial waste)	France	93 metric tons	87.8 metric tons	91.1 metric tons	*GRI 306-4*
	U.S. (3)	7.1 metric tons	7.1 metric tons	0.97 metric tons	
	Spain	0.58 metric tons	0.29 metric tons	0.29 metric tons	
	UK	-	-	6 metric tons	
Recycling rate (excluding non-hazardous industrial waste)	France	100%	100%	100%	
	U.S.	75 %	75 %	75%	
	Spain	100%	100%	100%	
Offices (France & U.S. only)					
Amount of recycled waste (excluding non-hazardous industrial waste)	France	3,473 kg	3,209 kg	5,969 kg	*GRI 306-4*
	U.S. (4)	-	1,339 kg	2,505 kg	
Amount of non-recycled waste	France	2,648 kg	4,425 kg	4,026 kg	
	U.S. (4)	-	1,847 kg	1,691 kg	
Waste recycling rate	France	57%	42%	60%	
The digital carbon footprint					
Percentage of revenue from EoD customers hosted on Microsoft Azure data centers	**Group**	**30%**	**37%**	**47%**	
Percentage of new EoD customers hosted on Microsoft Azure	Group	56%	72%	77%	
Power Usage Effectiveness (PUE) of the data centers	**Group**	**Colt: 1.52** **CDW: 1.2** **Azure: 1.18** **AWS: no information available**	**Colt: 1.69** **CDW: 1.21** **Azure: 1.18 (2022)** **AWS: no information available** **Google Cloud Platform: 1.10**	**Colt: 1.95** **CDW: 1.4** **Azure: 1.2 (2023)** **AWS: 1.15 (2023)** **Google Cloud Platform: 1.10 (2023)**	*GRI 302-5*
Amount of recovered WEEE (kg)	**France (without Calva EDI)**	**1,132 kg**	**873.6 kg**	**562 kg**	
Percentage of IT/electronics equipment recycled	France (without Calva EDI)	100%	100%	100%	
Average lifecycle of a computer	France & Americas	5 years	5.3 years	5.5 years	
Average lifecycle of mobile phone	France	-	2.4 years	3.7 years	
Lifecycle of a computer	France	4 years	5 years	5 years	
Lifecycle of mobile/smart phone	France	24 months	36 months	36 months	
Lifecycle of servers	France	5 to 7 years	5 to 7 years	5 to 7 years	

(1) To reflect the recommendations of the GHG Protocol, Greenly has updated the emission factors used in the carbon footprint calculation, which has impacted the overall result of the 2023 carbon footprint. This "re-baselining" aligns the calculations with the most recent and accurate data available, ensuring a more accurate assessment of the carbon footprint. This update is essential to ensure the transparency and reliability of environmental reporting.

(2) The software used (Greenly) to calculate the carbon footprint did not allow for the same level of granularity for the year 2023.

(3)The quantity of waste recycled in 2024 in the United States is calculated on the basis of an estimated weight, calculated according to the number of pages printed during the year in the mail production facility on the basis of waste recycled in the France mail production facility. For previous years, the weight was estimated by the waste collection provider.

(4) The quantity of waste recycled in the U.S. offices is calculated on the basis of an estimated weight, calculated according to the number of employees on the basis of data from the France offices.

Report details

Topics excluded from the non-financial statement

Considering the nature of Esker's activities as presented in this document and, in particular, its business model, it would appear that the implications of regulations on sustainable food (combating food insecurity, respecting animal welfare, responsible, fair and sustainable food practices, and combating food waste) are limited for the company.

Methodological explanations & limitations

The process for collecting information and indicators will be routinely updated, notably in light of the change of scope, and awareness among contributors will be raised in order to reinforce the quality and applicability of the information.

Reporting on certain indicators may have limitations due to:

- The absence of national and/or internationally recognized definitions
- The necessary estimation, representativeness of the measures, or limited availability of external data required for calculations
- The practical procedures for collecting and recording this information

For that reason, whenever possible, definitions, methodologies, and, where applicable, the associated margins of uncertainty, are specified for the corresponding indicators.

Details & methods used for calculating key indicators

Governance indicators

Governance aspects

Percentage of independent directors on the Supervisory Board: Independent directors are members of the Board with no conflicts of interest who, through their knowledge and independent judgment, contribute to the Board's ability to carry out its duties.

Percentage of women on the Supervisory Board: Claire Valencony was one of eight members of Esker's Supervisory Board.

Percentage of share capital owned by founders, their families and executives: Jean-Michel Bérard, President of the Board and company founder, held 6.4% of the share capital and 10.6% of voting rights on December 31, 2024 . This information is indicated in a document provided monthly by the corporation's bank, titled: "Shareholder Voting Rights (Securities Detail)".

Monitoring of share capital (ownership >=34% of shares) by one shareholder or group of shareholders: No shareholder holds more than 34% of the share capital. Share capital is monitored based on a document provided by the corporation's banks. Esker does not have stock ownership information for a significant portion of the share capital (bearer shares).

Existence of double or multiple voting rights: Existence of double voting rights for registered shares held for more than two years.

Existence of shareholder agreement(s): The Shareholder Agreement is a private agreement. Currently, corporate management is not aware of the existence of any shareholder agreements.

Publication of Board Rules of Procedure on website: The Rules of Procedure of the Supervisory Board are available on this web page: https://www.esker.com/investors/shareholders-meeting/

Governance structure: Esker is a public limited company with an Executive Board and a Supervisory Board.

Effective tax rate: Esker SA (France) is subject to a tax rate of 10%. The Esker's effective tax rate (world-wide) is 14.63%.

Number of meetings to present financial results: Management holds half-yearly meetings with investors to present financial and commercial results.

Ethics & compliance

United Nations Global Compact Member: Esker has been a signatory to the Global Compact France since 2019.

CEO's salary relative to the world mean salary: The ratio of the total annual compensation of Esker's CEO to the median total annual compensation of all employees worldwide. The calculation takes into account open-ended contracts, fixed term contracts for increases in activity, work-study contracts and apprenticeships, but excludes internships. Total annual compensation includes both fixed and variable compensation. Employees are counted on a full-time equivalent basis.

Presentation of ESG strategy to the Supervisory Board: Esker's ESG Manager presented the strategy, actions and results of the ESG policy at the Supervisory Board meeting in September 2024 .

Formalization of a business conduct and anti-corruption policy: In accordance with the Sapin II law, a Code of Conduct "defining and illustrating the various behaviors to be proscribed as likely to characterize acts of corruption or influence peddling" has been drafted and implemented within the company. CalvaEDI (Paris site) is excluded from the indicators linked to the internal code of conduct.

Percentage of employees made aware of the code of ethics (business conduct and anti-corruption policy): All employees, as well as all new hires in France, are required to take an online training course to inform them about the internal code of conduct. Those considered to be "at risk" (department managers, sales, marketing and consulting teams) have taken a 2-hour training course provided by an external, independent organization. Other employees follow an online training course.

Responsible supply chain

Formal Sustainable Purchasing Policy: Esker's Sustainable Procurement Policy is available on this link:

https://cloud.esker.com/fm/others/sustainable_procurement_policy-en.pdf

Existence of a Code of Conduct for suppliers: The Supplier Code of Conduct is available here:

https://cloud.esker.com/fm/others/esker_supplier_code_of_conduct-co.pdf

Identification of economically dependent suppliers: The list of suppliers was reviewed by Esker management while taking into consideration the volume and type of purchases as well as the size and economic soundness of these entities. This review found no significant supplier dependence on Esker. This situation is consistent with the company's business, which involves less the purchase of materials and services than skilled human resources.

Existence of a quality management system: ISO 9001 certification, which sets out the criteria for a Quality Management System, was obtained and renewed for the Décines mail production facility and the Villeurbanne office.

Business indicators

Data protection & security

ISO 27001 certification of the Esker on Demand platform: ISO 27001:2013 certification obtained for Esker on Demand services.

Existence of an internal IT policy: Esker's IT policy is signed by each new employee and is available on the company's intranet.

Number of complaints for non-compliance with GDPR: Number of complaints received for disregarding GDPR regulations, consisting of an official request to the CNIL or local equivalent.

Percentage of employees who have completed online training on data protection and security: Training conducted through the internal training tool, Esker University, which tracks the number of employees trained and who have passed the test following the online training on data protection and security. Each employee is required to complete this training within two months after joining the company or otherwise lose access to their Esker account. This percentage reflects the number of employees who have taken this training out of the number of employees registered for the training and serving the company as of December 31. It excludes people on long-term sick leave (over 12 months).

Existence of IT system penetration tests: Penetration tests are performed regularly by an external service provider to assess the vulnerability of the Esker's IT systems.

Presentation of IT risks to the governance bodies at least once per year: Esker's ISSO is regularly asked to report on the identified risks and actions implemented by teams to the Board of Directors and the Supervisory Board. Security is a priority issue for Esker and is discussed at most meetings of the governance bodies.

Innovation & customer satisfaction

Uptime of the Esker on Demand platform: The Esker on Demand platform is available 24/7 in real time on the TrustEsker site, which Esker on Demand platform customers can access.

Amount invested in R&D: This amount includes R&D expenses over the reporting period.

R&D spending % of annual revenue: Percentage of revenue spent on R&D during the reporting period.

Customer satisfaction survey: Surveys are sent to Esker on Demand platform users on a random basis or following interactions with customer-facing staff.

Customer NPS score: Customer satisfaction rate based on surveys sent to Esker on Demand users following interactions from the Consulting, Support and eXperience team members. Each survey contains the question "Would you recommend Esker?" The results of these surveys are processed and monitored by the U.S. CX Manager.

Formal Business Continuity Plan: Esker's Business Continuity Plan describes the strategy to be implemented in dealing with identified risks, based on their probability of occurrence and severity of impact, and defines the related procedures and resources.

Social indicators

Scope, data collection & processing

The scope includes: All Esker subsidiaries.

Contributors and tools used: As Salesforce is the HR database, the headcount is consolidated by the Human Resources department, and each subsidiary's HR admin has submitted a report to head offices. All these contributors interact according to HR policies, which include harmonizing practices. HR reporting is based on each month's "Position History", i.e. an employee history at the end of each month, which makes it possible to refine reporting on previous months.

Characteristics & social policy

Total headcount at year-end: The total headcount at year-end includes employees with an employment contract with Esker at the end of the reporting period. Each employee counts as one unit, regardless of the number of hours worked.

FTE employees at year-end: This figure is for the scope specified above. Each employee is counted as a full-time equivalent based on their work time percentage.

Average number of FTE employees: Reflects the average number of employees over the year, i.e., the average headcount for each month.

FTE permanent employees at year-end: Only Full-Time Equivalent employees on an open-ended contract with Esker at year-end are taken into account.

Percentage of permanent employees at year-end: Represents employees on an open-ended contract with Esker, therefore excluding fixed-term contracts (temporary contracts, professional training contracts, and apprenticeships), among all employees with an employment contract with Esker on 31/12.

Number of departures: Shows the number of employees whose employment contract ended during the year. The breakdown of departures by reason shows the percentage and number of departures for each reason worldwide during the reporting year out of the average number of employees over the same period.

- Resignations are contract terminations at the initiative of the employee.
- Dismissals are at the initiative of the company, and apply to permanent contracts only (fixed-term contracts can only be terminated by mutual agreement)
- The termination of fixed-term contracts also covers apprenticeship contracts
- Other reasons for termination include the end of trial periods and termination by mutual agreement between the employee and the company for all contracts (permanent, fixed-term, apprenticeship and professional training), as well as retirement and invalidity.

Number of departures of FTE permanent employees: Takes into account the number of permanent contract employees in the reporting year based on their work time percentage up until the day od departure.

Percentage of total workforce located in the country of the registered office: Includes the employees of Esker France and CalvaEDI out of the total workforce at year-end.

Percentage of workforce operating in sensitive countries in terms of fundamental labor rights (Asia and U.S.): Covers the entire workforce of the subsidiaries Esker Hong Kong, Esker Singapore, Esker Malaysia and Esker USA out of the total workforce at year-end.

Payroll: Total of accounting item 64, which includes compensation and social security expenses at year-end.

Median salary: Shows the salary at mid-point of the data set of all workforce salaries. The salary used to determine the median is the hypothetical annual salary of the period and of the total workforce at year-end. The conversion rate used is the average annual rate for the reporting year. Employees are counted on a full-time equivalent basis.

Average salary: The salary used to determine the average is the hypothetical annual salary of the period and of the total workforce at year-end. The conversion rate used is the average annual rate for the reporting year. Employees are counted on a full-time equivalent basis.

Percentage of employees covered by the reference living wage analysis: The workforce considered is that which has an employment contract with Esker. Temporary workers and secondment contracts are not taken into account. Employees are considered on a full-time equivalent basis. The subsistence wage taken into account is that used by the ILO: the international near-poverty level is set at $6.85 per day. The international extreme poverty line is set at $2.15 per day.

Percentage of employees paid below the living wage: The workforce considered is that which has an employment contract with Esker, excluding temporary workers and secondment contracts.

Employer appeal & talent retention

Staff turnover rate: Equals the number of departures relative to the average over the reporting year.

Number of jobs created (excluding acquisitions): Equals the increase in the number of employees from the previous year.

Number of employees hired: Covers employees hired over the reporting year on open-ended contracts, fixed-term contracts for increases in activity, professional training contracts and apprenticeships.

Percentage of permanent contracts among new hires: Number of new employees with an open-ended or permanent contract, company-wide, in the reporting year, compared to the number of new employees hired over the reporting period.

Employee stock ownership plan: Presence in France of a company savings plan, capped for contributions to the Esker corporate mutual fund.

Existence of a profit-sharing plan: The profit-sharing plan was initiated by management in 1989 to reward employees for their efforts to contribute to Esker's growth. At Esker, profits are shared equally: each employee, regardless of their position or salary, will receive the same amount, in proportion to the time worked during the reporting year.

Percentage of eligible employees who have signed up for the employee savings plans: This figure reflects the number of active employees who have invested in the mutual fund as of December 31 of the reporting year, divided by the number of employees on September 30 of the reporting year (bearing in mind that employees are required to serve for at least three months before investing in the corporate mutual fund).

Employee adherence rate to Esker culture: Number of employees who responded with 4 or 5 stars to the question "I feel aligned with Esker culture and values (#PositiveWorking)" out of the total number of employees who participated in the internal satisfaction survey conducted in early 2025 for the year 2024 via the Zest platform. 5 stars correspond to "strongly agree" and 4 stars correspond to "somewhat agree."

Employee satisfaction rate: Number of employees who responded with 4 or 5 stars to the question "I am satisfied working at Esker" out of the total number of employees who participated in the internal satisfaction survey conducted in early 2025 for the year 2024 via the Zest platform. 5 stars correspond to "strongly agree" and 4 stars correspond to "somewhat agree." As the survey tool is different from the one used in 2024, the calculation of the satisfaction rate is impacted.

Percentage of employees who recommend Esker as a great place to work: Number of employees who rated 4 or 5 stars for the statement "I recommend Esker as an employer and workplace within my network" out of the total number of employees who participated in the internal satisfaction survey conducted in early 2025 for the year 2024 via the Zest platform. 5 stars corresponds to "strongly agree" and 4 stars corresponds to "somewhat agree."

Percentage of part-time employees: Percentage of employees working less than full time out of all employees worldwide as of December 31.

Percentage of workforce covered by a collective agreement: Covers the total number of employees of Esker France.

Career management & skills development

Percentage of employees taking part in an annual performance review: Performance reviews take place during an annual meeting with the direct manager at least once a year for all Esker employees. Employees absent during the interview period are excluded.

Development of an individual career plan for all employees: In France, the career plan review takes place every year rather than every two years as required by French law. In addition, an assessment is conducted every six years during the career plan review to check that all annual reviews have been carried out.

Number of employees completing external professional training during the year: Includes employees completing training provided by an external organization.

Average number of training hours per employee: Calculated by dividing the average number of employees during the reporting period by the number of training hours completed over the reporting year (includes both internal and external training).

Share of contribution to training: Reflects the training budget (including the gross salaries of French and U.S. trainers) in proportion to total payroll. Trainer salaries are calculated on a full-time equivalent basis.

Number of internal changes: Equals the number of employees who changed positions within Esker.

Employee health & safety

Frequency rate of occupational accidents: Number of accidents with injury-related medical leave (including commuting accidents) X 1,000,000/total number of theoretical hours worked, company-wide. An occupational accident is defined as a sudden event which, for whatever reason, causes the employee physical or psychological injury and occurs in the course of their work. A commuting accident is a sudden and unforeseen event that causes physical injury and occurred during the journey between the employee's home and the place of work, or between the place of work and a food service location during their lunch break. The first day of absence due to an accident at work or on the way to work is excluded from the calculation.

Severity rate of occupational accidents: Number of days not worked due to accidents at work and commuting accidents (including X 1,000) / number of theoretical hours worked worldwide. Number of days of medical leave validated by social security during the reference period. The first day of medical leave is excluded from the calculation, as it often corresponds to the day of the accident, i.e. the same workday. As the calculation method was changed in 2022, data from previous years have been recalculated accordingly.

Absenteeism rate: Number of hours not worked (company-wide), including all absences, divided by the theoretical number of hours worked. Includes absences due to illness/accidents, family events and sabbaticals and other unpaid absences.

Days are calculated in working days. For Esker USA, PTO is not counted as absences but as leave. Maternity leave is excluded from the number of absences. The calculation method and scope (excluding maternity leave and PTO) having been updated in 2022, the absenteeism rate for previous years has been recalculated to comply with the new formula.

Equal opportunity, diversity & inclusion

Gender equality index: Score obtained, for France only, based on five criteria and a legally defined scope. The first criterion relates to the gender pay gap (including variable compensation), the second measures the gap in the distribution of individual raises, the third measures the gap in the distribution of promotions, the fourth relates to raises upon returning from maternity leave, and the fifth establishes the number of women among the top 10 earners.

Pay gap between men and women: Remuneration based on the number of full-time equivalents (taking into account the employee's length of presence during the annual reporting period, and any part-time calculation of average FTEs)

Adaptation of working conditions for exceptional family/health situations to retain employees: Consideration of and attention given to each request by the HR department in consultation with the manager and/or the team, and potentially the occupational physician (e.g., approval of part-time work for a temporary period, additional days of remote work granted exceptionally, approval of part-time work medical leave).

Percentage of disabled employees in the workforce: Percentage of employees identified with a disability among all Esker employees. This information is confidential and restricted in Esker's HRIS.

Environmental Indicators

Scope, data collection & processing

The scope of Esker's carbon footprint and environmental indicators includes the following subsidiaries: France, Germany (2 sites), the U.S. (including Termsync), the U.K. (including Market Dojo), Spain, Italy, Asia (including Hong Kong, Singapore and Malaysia), Australia. Subsidiaries in France, the U.K., the U.S. and Spain have their own mail production facility.

Business in the following countries: Netherlands, Belgium, Argentina and Canada, as well as CalvaEDI (Paris site) and Neotouch Cloud Solution (Ireland) have been excluded from the scope of consolidation, as they represent less than 2% of Esker employees, do not have a mail production facility, and employees mainly work from home. Their impact is therefore considered negligible.

Data was collected on the basis of information requested from subsidiaries by head offices and entered into the Greenly tool. A Data Collection Manager was appointed for each subsidiary to collect, analyze and transmit the data. A training session was held to present and explain how the data needs to be assembled.

The Market Dojo subsidiary, which was integrated on 01/06/2022, has been fully taken into account in the extra-financial reporting for the year 2023 .

The method used to account for emissions is based on the Greenhouse Protocol. All data collected was processed using the Greenly digital application. Each subsidiary's data was recorded individually before consolidation.

Carbon footprint & energy efficiency

Under the GHG Protocol, emissions are divided into three Scopes: direct emissions (Scope 1), indirect energy-related emissions (Scope 2) and other indirect emissions (Scope 3).

- **Scope 1:** Scope 1 greenhouse gas (GHG) emissions are direct emissions from sources owned and/or controlled by the organization.
- **Scope 2:** Scope 2 greenhouse gas (GHG) emissions are indirect GHG emissions associated with energy. These are emissions linked to the production of electricity, heat or steam imported for the organization's activities. This scope is divided into two categories of emissions: indirect emissions linked to electricity consumption and indirect emissions linked to the consumption of energy other than electricity.
- **Scope 3:** Scope 3 greenhouse gas (GHG) emissions are non-energy related indirect emissions induced by the organization's activities upstream and downstream of its operational perimeter. Scope 3 of the GHG Protocol is divided into 15 emission categories (e.g. purchases of goods and services, fixed assets, business travel, commuting, waste generated, use of products sold, etc.).

Quantity of CO2 emitted by source:

- **Business travel** : Emissions linked to business travel take into account fuel consumption by company vehicles or long-term leases, as well as business travel by any other means of transport (private car or rental, plane, train). It should be noted that budget lines dedicated to this item have also been included.
- **Home-workplace travel:** Emissions linked to home-workplace travel are based on respondents to an in-house survey, and have been extrapolated to the total number of employees. The survey response rate was 60%.

Amount of CO2 emitted by scope:

- **Scope 1**: Includes emissions from stationary combustion sources (gas and generators), direct emissions from mobile heat engine sources (fuel consumption by company fleet vehicles). It should be noted that employees can use company vehicles to commute to and from work. Esker has chosen to include these emissions in Scope 1 because the company can have a direct impact on reducing them. Direct fugitive emissions (leaks from cooling equipment) are excluded. Esker is not affected by direct emissions from non-energy processes and biomass (soils and forests).
- **Scope 2:** Includes indirect emissions related to power consumption (lighting and usage). Esker is not affected by indirect emissions from purchased steam, heat, or cooling (consumption from heating or cooling distribution networks).
- **Scope 3:** Includes all other types of emissions. Esker takes into account:

- purchasing of goods and services,
- inbound and outbound freight,
- business travel by non-operated means of transport (business travel by employees using their own vehicles; business travel by air/train)
- employee commuting (obtained via an internal survey - data extrapolated to all employees)
- immobilization of IT equipment (computers, screens, printers), vehicles when operated (fleet or long-term leasing) and buildings owned,
- waste generated (for sites in France, Spain and the United States). Data provided by the various collection service providers are taken into account. Collected waste that is not weighed (e.g. when collected by a local authority) is not taken into account, as it is difficult to estimate. However, they are considered negligible compared with the other flows already traced.
- energy-related emissions not included in categories 1 and 2

Emissions linked to upstream leasing assets, investments, visitor and customer transport, downstream merchandise transport, use of products sold, end-of-life of products sold, downstream franchising, downstream leasing do not apply to Esker and are therefore not be included.

Total electricity consumption (KWh): Power consumption is calculated based on supplier invoices and does not include consumption by Esker-contracted data centers.

Percentage of renewable energy purchased or produced: Indicator calculated on the basis of the percetage of renewable energies per energy supplier. It should be noted that this information is sometimes not known or provided (notably for the Australia, Asia and United States sites, and for the common areas of the Villeurbanne site, etc.).

Employee transportation

Number of hybrid/electric cars in the vehicle fleet: The number of hybrid or electric cars in the vehicle fleet is determined by the vehicle details provided in long-term lease agreements. This includes vehicles actually delivered during the period and not merely made available by the provider (there is sometimes a slight discrepancy between the two figures). The U.S., German (excluding e-Integration), Asia, and Australian subsidiaries do not have a fleet of company vehicles.

Subsidiary	2020	2021	2022	2023	2024
France	12 / 47	18 / 47	25 / 50	35 / 52	42 / 52
United Kingdom	3 / 8	7 / 8	7 / 8	8 / 8	11 / 11
Germany	-	-	-	0 / 2	1 / 2
Germany (e-integration)	1 / 6	1 / 5	1 / 5	1 / 6	1 / 3
Spain	7 / 7	9 / 9	10 / 10	12 / 12	13 / 13
Italy	0 / 6	0 / 7	0 / 7	0 / 14	0 / 11
TOTAL	23 / 74	35 / 76	43 / 80	56 / 94	68 / 92

Number of employees benefiting from the transportation bonus: Number of employees in France benefiting from reimbursement of their monthly or annual public transport tickets such as: TCL (Lyon public transport), SNCF, Vélov and E-Vélov, and for CalvaEDI the RATP tickets.

Number of employees benefiting from the sustainable mobility package: Number of employees in France benefiting from the Mobilités Durables package. The sustainable mobility package, corresponding to compensation for the use of a personal bicycle, is capped at capped at €200 per calendar year per employee (i.e. €16.66 per month).

Percentage of employees using a low-emission mode of transport for their commute: A survey of employees commuting habits was carried out as part of Esker's carbon footprint survey. All employees who replied that they travel to work on foot, by bicycle, electric engines (excluding cars) or by public transport were taken into account. The proportions are estimated on the basis of all respondents (including those working remotely).

Waste management & the circular economy

Mail production facilities: Esker has mail production facilities in France, the United Kingdom, the United States, Spain, Singapore and Australia. The data included in the carbon footprint calculation concerns all mail production facilities, except those in Singapore and Australia. For reporting purposes, only the waste management of mail production facilities in France and the United States, which account for 99% of the activity of all of Esker's mail production facilities, is considered. It should be noted that these facilities generate waste (paper, cardboard and ink scraps), as opposed to office waste.

Offices (France only): The waste recycling service provider for Esker's offices in Villeurbanne supplies quarterly activity reports indicating the quantity of waste recycled. The annual quantity corresponds to the sum of these quantities. Since April 2022, CIW (common industrial waste) has been weighed and included in the the balance sheets.

Quantity of waste recycled: Includes recycling of waste paper, cardboard, wood, plastic and ink. For France, data comes from reports provided by the waste management service provider (Chimirec for ink and Paprec for paper/cardboard/plastic). For the United States, the service provider establishes an average weight in relation to the size of containers used by the plant, applies this average to the number of containers collected over the year, and estimates the weight of waste collected at the mail production facility.

The digital carbon footprint

Percentage of sales generated by customers hosted on Microsoft Azure data centers: Percentage of sales generated for customers with contracts hosted on Microsoft Azure towers, out of total annual sales. Subscription and traffic are included, service is excluded.

Power Usage Effectiveness (PUE) of data centers: The data center energy efficiency indicators provided were found on websites, official statements, or provided directly by suppliers.

Quantity of WEEE recycled: Used or end-of-life WEEE is collected and appropriately disposed of, including computer servers, network switches, computers (laptops and desktops), monitors, printers, battery chargers, adapters and electrical appliances.

Recycling rate for digital/electronic equipment: Percentage of digital or electronic equipment collected and recycled by external company Elise - Meleze.

Average lifespan of computers: Average lifespan of a discarded asset at Esker, for computers (laptops and desktops) decommissioned between 01/01 and 12/31 of the reference year. Included: Esker France (Décines and Villeurbanne) and Esker Americas (USA + Canada + Latin America + remote employees).

N.F.S. Attestation

Report of one of the Statutory Auditors, appointed as Sustainability Statutory Auditors, on the verification of the Consolidated Non-Financial Statement

Year ended December 31, 2024

This is a free English translation of the report by one of the Statutory Auditors issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the Shareholders,
In our capacity as Statutory Auditor of your company (hereinafter the "Entity"), appointed as Sustainability statutory auditor in accordance with Article 34 of Ordinance No. 2023-1142 of December 6, 2023. We have conducted procedures to express a limited assurance conclusion on the historical information (observed or extrapolated) in the consolidated non-financial statement, prepared in accordance with the Entity's procedures (hereinafter the "Guidelines"), for the year ended December 31, 2024 (hereinafter the "Information" and the "Statement", respectively), as presented in the Group management report pursuant to Articles L. 225-102-1, R. 225105 and R. 225-105-1 of the French Commercial Code.

Conclusion

Based on the procedures we have performed as described in the section. "Nature and scope of procedures" and the evidence we have obtained, nothing has come to our attention that cause us to believe that the non-financial statement is not prepared in accordance with the applicable regulatory provisions and that the Information, taken as a whole, is not fairly presented in accordance with the Guidelines in all material respects.

Preparation of the non-financial performance statement

The absence of a commonly used generally accepted reporting framework or a significan body of established practice on which to draw to evaluate and measure the Information allows for different, but acceptable, measurement techniques that can affect comparability between entities and over time.

Consequently, the Information needs to be read and understood together with the Guidelines, summarised in the Statement and available on request from its headquarters.

Limits inherent in the preparation the Information

The Information may be subject to uncertainty inherent to the state of scientific and economic knowledge and the quality of external data used. Some information is sensitive to the choice of methodology and the assumptions or estimates used. for its preparation and presented in the Statement.

Responsibility of the Company

Esker Management is responsible for:

- selecting or establishing suitable criteria for the preparation of the Information;
- preparing a Statement pursuant to legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators;
- preparing the Statement by applying the Entity's "Guidelines" as referred to above; and
- designing, implementing and maintaining internal control over information relevant to the preparation of Information that is free from material misstatement, whether due to fraud or error.

The Statement has been prepared by applying the Company's Guidelines as referred to above.

Responsibility of the Statutory Auditor appointed as independent third party

Based on our work, our responsibility is to express a limited assurance conclusion on:

- the compliance of the Statement with the requirements of Article R. 225-105 of the French Commercial Code;
- the fairness of the historical information (observed or extrapolated) provided pursuant to part 3 of sections I and II of Article R. 225-105 of the French Commercial Code, i.e. the outcomes of policies, including key performance indicators.

As we are engaged to form an independent conclusion on the Information as prepared by management, we are not permitted to be involved in the preparation of the Information as doing so may compromise our independence.

It is not our responsibility to provide a conclusion on:

- the Company's compliance with other applicable legal and regulatory provisions;
- the compliance of products and services with the applicable regulations.

Applicable regulatory provisions and professional guidance

We performed the work described below in accordance with Articles A. 225-2 of the French Commercial Code, with the professional guidance issued by the French Institute of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes) applicable to such engagement, in particular the professional guidance issued by the Compagnie Nationale des Commissaires aux Comptes, Intervention du commissaire aux comptes - Intervention de l OTI - déclaration de performance extra-financière, and with the international standard ISAE 3000 (revised) [1].

Independence and quality control

Our independence is defined by Article L. 821-28 of the French Commercial Code and French Code of Ethics for Statutory Auditors (Code de déontologie). In addition, we have implemented a system of quality control including documented policies and procedures aimed at ensuring compliance with applicable legal and regulatory requirements, ethical requirements and the professional guidance issued by the French Institute of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes) relating to this engagement.

Means and resources

Our work engaged the skills of three people between March and May 2025 and took a total of five weeks.

To assist us in conducting our work, we referred to our corporate social responsibility and sustainable development experts. We conducted multiple interviews with people responsible for preparing the Statement. Our work involved the use of information and communication technologies that enabled us to carry out procedures and interviews remotely, without hindering their execution.

Nature and scope of procedures

We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the Information is likely to arise.
The procedures we performed were based on our professional judgment. In carrying out our limited assurance engagement on the Information :

- We obtained an understanding of all the consolidated entities' activities] and the description of the main risks associated;
- We assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, taking into account, where appropriate, best practices within the sector.
- We verified that the Statement includes each category of social and environmental information set out in section III of Article L. 225-102-1, and includes, where applicable, an explanation of the reasons justifying the absence of the information required under the second paragraph of Section III of the same article.
- We verified that the Statement provides the information required under Article R.225-105 II of the French Commercial Code where relevant with respect to the main risks, and includes, where applicable, an explanation for the absence of the information required under Article L.225-102-1 III, paragraph 2 of the French Commercial Code.
- We verified that the Statement presents the business model and a description of the main risks associated with all the consolidated entities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the main risks.
- We referred to documentary sources and conducted interviews to:
  - assess the process used to identify and confirm the main risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the main risks and the policies presented; and
  - corroborate the qualitative information (measures and outcomes) that we considered to be the most important Concerning certain risks2 our work was carried out on the consolidating entity, while for other risks (anti-discrimination policy and code of conduct, energy efficiency of data centers, business travel policy and customer satisfaction via the Net Promoter Score), our work was carried out on the consolidating entity and on a selection of entities.
  - We obtained an understanding of internal control and risk management procedures implemented by the Entity and assessed the data collection process aimed at ensuring the completeness and fairness of the Information.

- For the key performance indicators and other quantitative outcomes[3] that we considered to be the most important, we implemented:
  - analytical procedures that consisted in verifying the proper consolidation of collected data as well as the consistency of changes there to;
  - tests of details, using sampling techniques, in order to verify the proper application of definitions and procedures and reconcile the data with supporting documents. This work was carried out on a selection of contributing entities4 and covers between 74% and 94% of the consolidated data relating to the key performance indicators and outcomes selected for these tests;
- We assessed the overall consistency of the Statement in relation to our knowledge of all the consolidated entities.

The procedures performed in a limited assurance review are less in extent than for a reasonable assurance opinion in accordance with the professional guidelines of the French National Institute of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes); a higher level of assurance would have required us to carry out more extensive procedures.

Lyon, May 27th, 2025

One of the Statutory Auditors,

DELOITTE & ASSOCIÉS

Arnauld de GASQUET

Partner, Audit

[1] ISAE 3000 (revised) - Assurance engagements other than audits or reviews of historical financial information

[2] Anti-discrimination policy and code of conduct, energy efficiency of data centers, business travel policy and customer satisfaction via the Net Promoter Score

[3] Ratio of the CEO s salary compared to the world median salary, share of employees made aware of the code of ethics (France), rate of employees who have successfully completed online security and data protection awareness training, workforce (total, gender), number of recruitments (total, gender), rate of women in management positions, number of departures, turnover rate, number of hours of external training, number of accidents, number of days lost due to accidents, millions of theoretical hours worked, frequency rate of work accidents, severity ratio of work accidents, absenteeism rate, total quantity of C02 emissions (tC02e) scope 1,2 and 3, consumption electricity, quantity of recycled/non-recycled waste (USA mail plant)

[4] Esker USA et Esker France