ESKER IMPACT REPORT 2021

NON-FINANCIAL STATEMENT

Extract from the Universal Registration Document

January 1, 2021 - December 31, 2021

ESKER®

A MESSAGE FROM JEAN-MICHEL BERARD

ENSURING VALUE CREATION WITHIN THE BUSINESS ECOSYSTEM

In today's increasingly uncertain world, the health, economic and environmental crises can unexpectedly transform into opportunities for organizations to reinvent themselves, redefine their values and corporate culture, so that they can rethink the way they create value and growth.

Esker was already undergoing a repositioning process even before COVID-19 changed the way we live and think about the future. This repositioning strategy emerged as we came to the realization that we are not just a provider of back-office process automation solutions. Our solutions also have a strong impact on all stakeholders in our customers' business ecosystems:

- Employees who are no longer burdened with tedious, time-consuming tasks find more meaning in their work by developing new skills.
- Customers who can simplify their order process enjoy greater transparency and flexibility in paying their invoices.
- Suppliers can send their invoices in the format they prefer and increase the chances of getting paid on time.

Ultimately, the company's entire business ecosystem reaps the benefits of the growth generated by the implementation of our solutions. The COVID-19 pandemic has merely amplified the need for businesses to operate in harmony with their ecosystem and develop greater resilience to future storms. A cloud platform that can be accessed anytime, anywhere in the world, to process customer orders and supplier invoices, and which employees can use to work remotely, has become an actual survival tool for many of our customers and their users.

While increasing tenfold by way of our customers, our social impact is reflected in our engagement with communities, especially the cultural organizations and schools that we have supported for many years. Internally, our HR policy empowers us to attract and retain talent, with an employee turnover rate of less than 10%. Meanwhile, 90% of our employees recommend Esker as a great place to work. We provide our employees with training opportunities and the option of changing jobs internally or at one of our subsidiaries. In 2021, 85 Esker employees moved into new positions within the company worldwide. Diversity and equal opportunity are key concerns and pay gaps are readjusted every year in a bid to achieve greater equity. Finally, the health and safety of our employees remained a priority in 2021, as the pandemic continued to spread. Even outside the government-imposed lockdown periods, 93% of Esker employees were able to work remotely. This new way of working has profoundly changed our company structure and will have lasting effects. We are also continually adapting our policies to meet our employees' expectations so that they can work in the best possible conditions.

Naturally, our commitment to the planet remains at the heart of our business, as the developer of a cloud platform that aims to eliminate the paper used in companies' administrative processes. We also reduced our own CO2 emissions per million euros of revenue by 13% between 2020 and 2021. An environmentally responsible travel policy, complete and efficient waste management from our mail production facilities, and life cycle extension of IT equipment, have enabled us to better manage our impact on the environment. These efforts expand beyond the company's walls into our supply chain through our Supplier Code of Conduct and Sustainable Purchasing Policy implemented in 2021 at Esker's Lyon head office. The impact of digital technology and data centers of our cloud service providers is carefully monitored, primarily by measuring the power usage effectiveness (PUE) of the hosting service providers.

In 2021, we also focused on corporate governance, with emphasis on ethics and transparency. To give more importance to environmental, social and governance (ESG) issues, a specific committee was created within our Supervisory Board and an ESG performance objective was added into the calculation of variable compensation paid to Management Committee members.

Lastly, we continue to invest in promoting a great customer experience by spending significantly on R&D, bringing the uptime of our platform to nearly 100%, and developing stricter security and data protection policies.

Our ESG performance has earned us the EcoVadis Platinum Medal, highest distinction from the rating agency. This ranking places Esker in the top 1% of companies assessed. We have also renewed our commitment to the United Nations Global Compact, whose principles we continue to uphold, and which are an integral part of Esker's strategy and operations.

I am more convinced than ever that there can be no sustainable growth without a balanced ecosystem and that we must build a foundation that promotes positive-sum growth for organizations and their employees, customers, suppliers, and of course our planet. Our success and positive impact cannot be achieved without the participation of our stakeholders, whom I would like to thank on behalf of Esker for their trust and commitment to our efforts."

JEAN-MICHEL BÉRARD
Founder and Chairman of the Esker Board of Directors

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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 stated facts and data will occur.

It is based on data, assumptions, and estimates considered reasonable by the company and is subject to change due to uncertainties pertaining to related 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 or a combination of risks could have results significantly different from those mentioned in any forward-looking information, it being further understood that none of the forward-looking information constitutes a guarantee of actual results.

INTEGRATING ESG INTO ESKER'S BUSINESS ACTIVITIES

OUR BUSINESS

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 96% of Esker's revenue in 2021. The balance represents revenue from the sale of licenses, maintenance contracts, and related updates.

The Cash Conversion Cycle

By developing Artificial Intelligence (AI) technologies and automating business documents used for ordering and invoicing, Esker accelerates the procure-to-pay (P2P) and order-to-cash (O2C) business cycles and makes them more fluid.

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 800+ 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.

Esker unlocks strategic value for administrative, finance and customer service professionals by automating tedious, time-consuming tasks so that they can increase their efficiency and develop new, higher value-added skills.

Esker is a mid-market company headquartered in Lyon, France, with 839 employees in 14 countries, of which 50% in France, 15% in the rest of Europe, 27% in the Americas, and 7% in Asia-Pacific. The Group generated €133.7 million in revenue in 2021, with international sales accounting for more than 70% thereof. Revenue breaks down as follows: €103.6 million from SaaS, €23.2 million from Consulting and €6.9 million from legacy business.

The analysis of the company's financial position and business is available in Chapter 1.3 of the Universal Registration Document.

RESPONSIBILITY & IMPACT OF PRODUCTS

A company's success implies much more than its financial results and cannot 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 circumstance

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 jobs

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.

LOOKING TO THE FUTURE WITH PEACE OF MIND

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 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 has been a lifesaver during the 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 AT 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 more strategic and more rewarding 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

> Instead of focusing on data entry, our staff has been able to work on tasks like proactive outgoing calls to maintain a positive customer experience and increase revenue."
>
> KATHY WIGGINTON, CUSTOMER SERVICE DIRECTOR, AMEROCK HARDWARE

REDUCING THE CARBON FOOTPRINT BY GOING PAPERLESS

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

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

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."

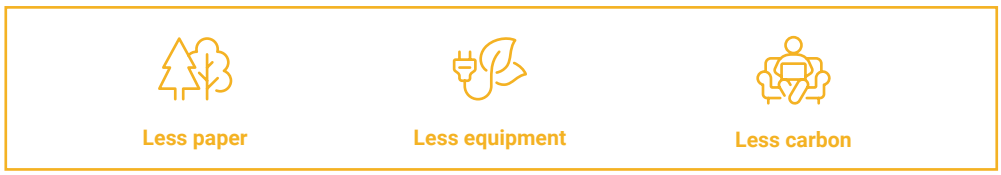
ALBERTO BARBERO, CUSTOMER SERVICE MANAGER, BEL SPAIN

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

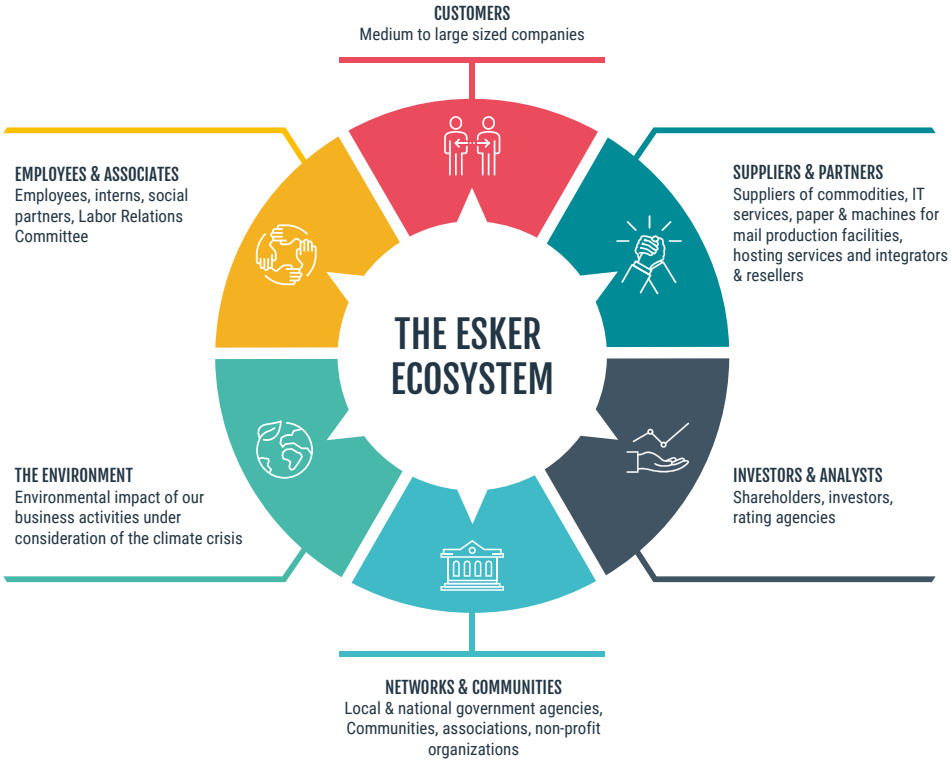
Esker's solutions enable us to take the quality of our customer service to the next level. Instant and transparent interactions are the two keys to achieving our goal of a paperless future."

ALAIN FAVRE, CEO, GÉCITECH



STAKEHOLDERS & ECOSYSTEMS

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



BUSINESS MODEL

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

RESOURCES & CHALLENGES

FINANCIAL & INDUSTRIAL CAPITAL

- **Solid financial profile -** *business debt: 1 169 K€; treasury: 34 821 K€, representing a company-wide net worth of 34 821 K€ on Dec. 31, 2021*
- **Market confidence:** *Market capitalization of €2B on Dec. 31, 2021*
- **Robustness of Esker on Demand platform infrastructure & operational performance:** *quality, security & reliability - ISO 27001 Certification*

HUMAN & INTELLECTUAL CAPITAL

- **Recruitment & retention of talent, staff development -** *839 employees disitributed across 14 countries*
- **Investments in R&D, innovations, partnerships and forecasting of technological advancements -** *R&D spending for 2021: 10% 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,** responding to customer needs and societal changes in companies 6,000 Esker on Demand customers (of those 1,400 exclusively for process automation solutions)
- **Ethical behavior & respecting regulations**
  0 complaints received for non-compliance with GDPR regulations
- **Use of natural resources -** GHG emissions in 2021: *3 511*t CO2e

OUR BUSINESS

OUR MISSION

In an increasingly uncertain world, business success is multi-faceted. More than just cutting costs, it's about long-term value creation and relationship building. Esker is a global cloud platform that's built to unlock this strategic value — embodying the same mission and over-arching goals shared by our customers.

#PositiveSumGrowth

CORPORATE CULTURE

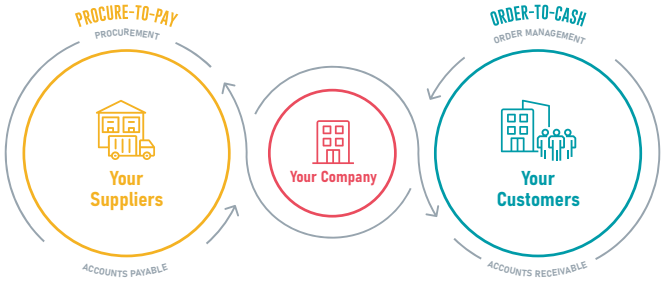
- 5 key corporate values:
  - One team beyond boundaries
  - More grattitude, less attitude
  - Dare to innovate, initiate and iterate
  - Good vibes only
  - All actions toward satisfaction
- Agile methodology
- Commitment to sustainable development

ASSETS

- Single cloud-based platform for all business cycles
- Global presence
- Adaptation & integration into existing systems
- Dynamic innovation & investment strategies
- Compliance & security
- Pioneer of cloud computing and AI technology

PRODUCTS

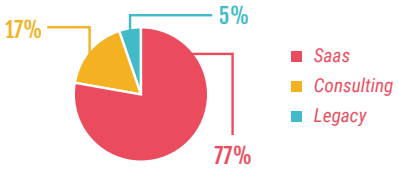
- **Esker on Demand cloud platform users -** *600,000+*
- **O2C & P2P solutions:** *1B annual transactions on EOD*



LOCATIONS

VALUE CREATION & IMPACT

▪ **Revenue 2021:** *€134 M (+20% compared to 2020), 70% of which outside France*



COLLABORATORS

- Employee satisfaction rate: *90% of employees recommend Esker as a "great place to work"*
- Training budget: *€649,000*
- Total payroll: *€84,139 M*

CUSTOMERS

- Customer satisfaction rate - transactional NPS: 62%
- Service uptime: 99.980%
- Benefits to the customer business ecosystem
- Customer recognition program

ESKER IMPACT AWARDS

ENVIRONMENT

- CO2 emissions: *26.26 tCO2.e per €1M of revenue (-13% compared to 2020)*
- Eco-efficiency of offices & data centers
- Environmental policies for mail production facilities - *ISO 14001 certification and 99% of waste is recycled*
- Business travel policies: *46% of vehicle fleet is hybrid or electric*

COMMUNITY ENGAGEMENTS

- Fraud risk reduction measures: *96% of employees completed training*
- Gender equality - *Index Penicaud: 91/100 (France only)*
- Sponsorship program: *€282,000 supporting cultural & educational causes*
- Job creation: *150 new employees in 2021*

SUPPLIERS & PARTNERS

- Supplier Code of Conduct & Responsible Purchasing policy
- Technological partnerships for shared growth

INVESTORS & ANALYSTS

- Recurring revenue
- 19% of organic growth in 2021 (compared to 7.8% in 2020)
- 21.8% profitability (GOI) in 2021 (compared to 19.6% in 2020)
- 11% operating margin

Lessons Learned from the COVID-19 Pandemic

A new way of working:

The COVID-19 pandemic highlighted a growing need to rethink work arrangements, such as new tools and flex time. Although the pandemic brought a slight slowdown in hiring in 2020 and 2021, particularly at the locations outside the head offices, forecasts for 2022 are optimistic and will be revised upwards to continue fueling company growth.

Ecosystems:

In addition to not knowing how the COVID-19 pandemic will evolve, companies are operating in a time of immense economic uncertainty. Considering these circumstances, Esker supports the idea of strengthening the ties between customers and suppliers, between the organization and its employees, and between people and the planet.

Resilience:

The COVID-19 pandemic has demonstrated that organizations need to be prepared for uncertainty, so that they can better respond to future crises. Businesses must accelerate their digital transformation to grow, and Esker's solutions help them do just that by providing tools that build greater resilience.

Positive-sum growth:

The COVID-19 pandemic continues to impact every aspect of our lives. That is why it is more important than ever to build a foundation that promotes positive-sum growth. This entails committing to ESG policies and using technology that is advantageous for all stakeholders.

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 the Esker's internal and external stakeholders.

- **Acting ethically and responsibly,** starting with company governance and its supply chain 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.

The table below illustrates the breakdown of the four pillars of Esker's ESG strategy, its policies and actions, the results measured by key performance indicators as well as targets and goals going forward.

Challenges and Risks	Policies and Actions	Results	Targets and Goals
Acting ethically and responsibly			
Ethical governance and compliance	Act transparently and set an example at all company levels by promoting a culture of integrity and ethical conduct	• 100% of Supervisory Board Members are independent • 100% attendance at Supervisory Board meetings • 2 of the 3 Supervisory Board members are women • 96% of Esker France employees (excluding CalvaEDI) have received training on business conduct and anti-corruption policies • CEO's salary is less than 9 times Esker's worldwide median salary	Continue to maintain a fully independent Supervisory Board with high attendance and gender representation rates
Responsible supply chains	Work with partners and suppliers who adhere to ethics and responsibility standards and take actions that support sustainable development	• Supplier Code of Conduct (Head Office only) • Sustainable Purchasing Policy (Head Office only) • Adherence to the Responsible Supplier Relations Charter (Head Office only)	Support business partners in implementing and improving their ESG policies to ensure that all strategic suppliers meet Esker's ESG criteria by 2025
Community engagement	Provide financial and human support to cultural and educational organizations, local communities and charities	• 0.2% of revenue allocated to sponsorship • 1 workday per year of paid time off to volunteer for non-profit causes	Maintain financial support for partner organizations and encourage employees to use their ESG day to reach 1,000 hours by 2023

Challenges and Risks	Policies and Actions	Results	Targets and Goals
Building customer trust			
Data protection and security	Protect customer dara from internal and external threats	• ISO 27001 certification for Esker on Demand cloud platform operations • Zero complaints for non-compliance with applicable regulations (GDPR) • 99.8% of employees trained on data protection and security	Renew ISO 27001 certification and bolster security on the Esker on Demand platform by creating Business Recovery Plans for all EoD environments by 2022
Innovation and customer	Offer innovative solutions by investing heavily in R&D and high availability of services, and ensure correct user adoption of Esker solutions with dedicated teams	• Average uptime of the Esker on Demand cloud platform: 99.98% • 10.5% of annual revenue invested in R&D • Customer NPS: 61.83%	Achieve a customer net promoter score of 65% by 2025
Recognizing the value of human capital			
Workplace appeal and talent retention	Retain and attract new talent by implementing policies that promote workplace well-being	• 839 employees 50% in France • 99.9% of those are full-time permanent • Staff turnover rate: 9.4% • Average age: 38 • 6.3 years average company affiliation • 90% of employees recommend Esker as a company to work for • 83% of eligible employees have signed up for the employee savings plans (France only, excluding CalvaEDI)	Maintain employee satisfaction and recommendation rates at over 90%
Professional development	Offer training and career advancement opportunities	• 100% of employees have an individualized career development plan • 52.6% of employees completed external training in 2021 • 18.83 hours of training on average per employee and per year • Staff of 11 in-house professional development trainers	Continue offering a minimum of one professional development training opportunity every three years
Employee health and safety	Ensure a safe work environment with effective risk prevention	• Accident rate: 1.9% • Severity rate: 0.2% • Absenteeism rate: 3.15% • 12.97% of employees trained in First Aid practices (France only, excluding CalvaEDI) • 93% of employees make use of remote work accommodations	Renew ISO 45001 certification in 2022 (for France mail production facility)
Equal opportunity, diversity and inclusion	Promote a culture of diversity and inclusion representing Esker's Equal Opportunity Principles	• Representation of women: - 31.1% of total workforce - 30.65% of management - 34% of new hires • Gender pay gap: 4% • 32 nationalities in the workforce, 12 nationalities in management	Raise diversity and inclusion awareness of management by end-2022

Challenges and Risks	Policies and Actions	Results	Targets and Goals
Contribute to protecting the planet			
Carbon footprint and energy efficiency of measures	Limit environmental impact by reducing energy consumption and greenhouse gas emissions	• Global Carbon Report: 3,511 t.CO2e o/w Scope 1: 189 t.CO2e, Scope 2: 659 t.CO2e, and Scope 3: 2,663 t.CO2e • ISO 14001 certification of France mail production facility • Emissions (offices and mail production facilities): 2,813 t.CO2e • Intensity of CO2 emissions: 26.26 t.CO2e per €m of revenue (-13% from 2020) • 19,250 trees planted with Reforest'Action	Set carbon reduction targets using frameworks such as the Science Based Targets Initiative by end-2022
Employee transportation and remote working	Limit business travel and promote transportation with low environmental impact	• Emissions from business-related travel: 287 t.CO2e • 46% hybrid or electric vehicles in the fleet • Emissions related to commuting: 411 t.CO2e • 93% of employees can work remotely • 51% of employees use environmentally friendly modes of transportation to commute	Reach 50% hybrid or electric vehicles in the fleet by end-2023
Waste management and circular economy	Maximize amount of recycled waste, encourage circular economy principles in company activities to reduce environmental footprint	• Recovery of 99% of waste from the France mail production facility (excluding non-hazardous industrial waste)	Increase amounts of recycled materials at mail production facilities to 100% by 2025
Digital carbon footprint	Selection of data center hosting services according to transparency of their environmental footprint and commitment to environmental protection	• Onboarding of new customers on Microsoft Azure • PUE monitoring of supplier data centers • Raising employee eco-design awareness • Buyback program for computer and telephone equipment, with proceeds going to the employee's chosen charity	Increase percentage of sales to customers hosted on Microsoft Azure to reach 50% of SaaS business by 2025

Risks & Non-Financial Challenges

RISKS IDENTIFIED BY STAKEHOLDERS

By creating a ESG Committee within the Supervisory Board in 2021, 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
Through the ESG questionnaires included in the RFP process required by customers or directly by the company's sales staff who report findings to ESG teams, Esker incorporates customer viewpoints and can anticipate future trends.

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

In 2021, Esker was placed in the ImpactESG Index® ranking on ***ChooseMyCompany.com***. It achieved a score of 7.98/10, with 75.1% positive reviews of its ESG policy, and came in 3rd nation-wide among companies with over 100 employees.

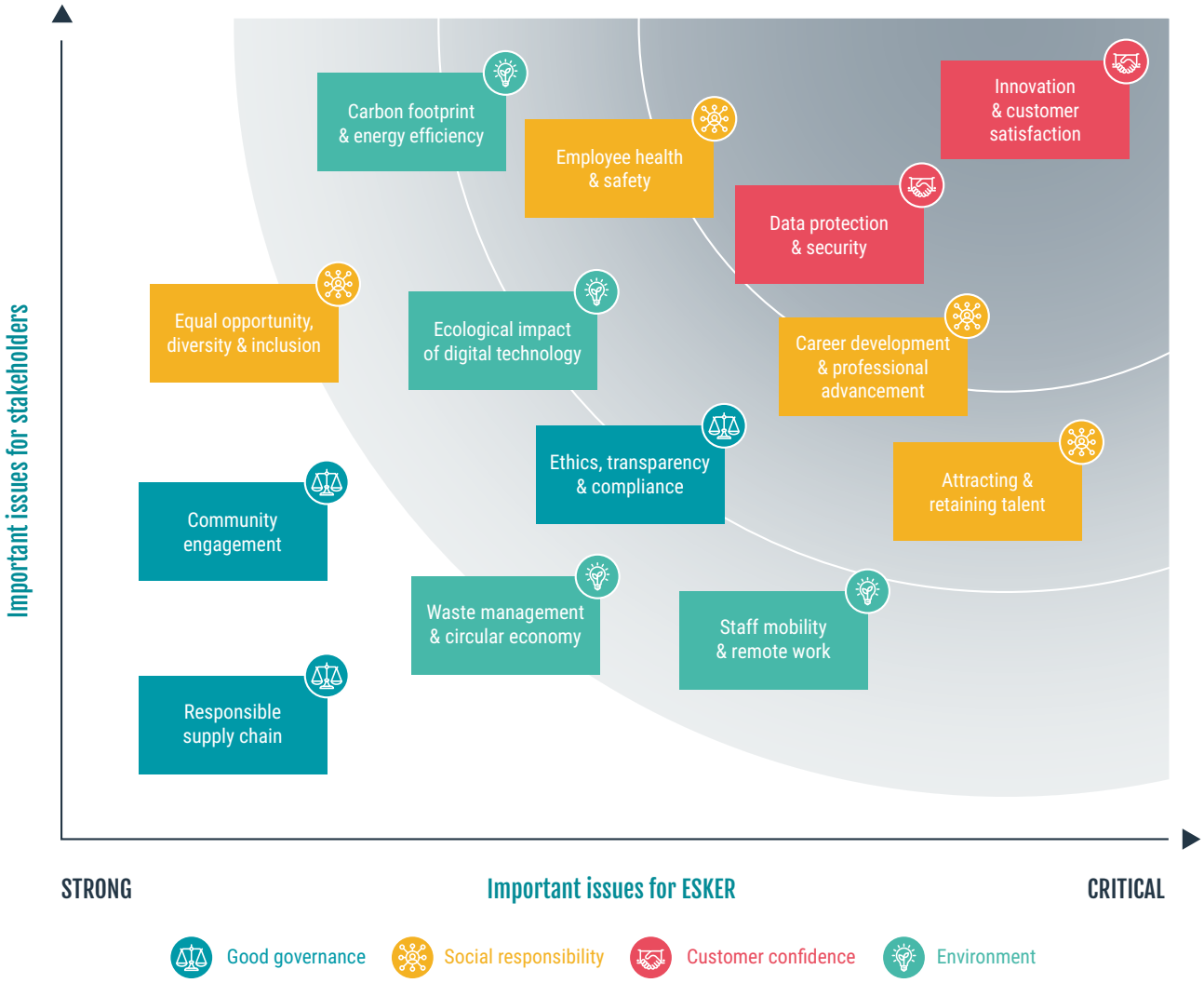
Partners & suppliers
ESG risks and their ranked importance are also continuously updated according to evaluations submitted by Esker's partners and suppliers. Any new or recurring issues are taken into account, and the ESG action plan is adjusted in accordance with external stakeholder expectations

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.

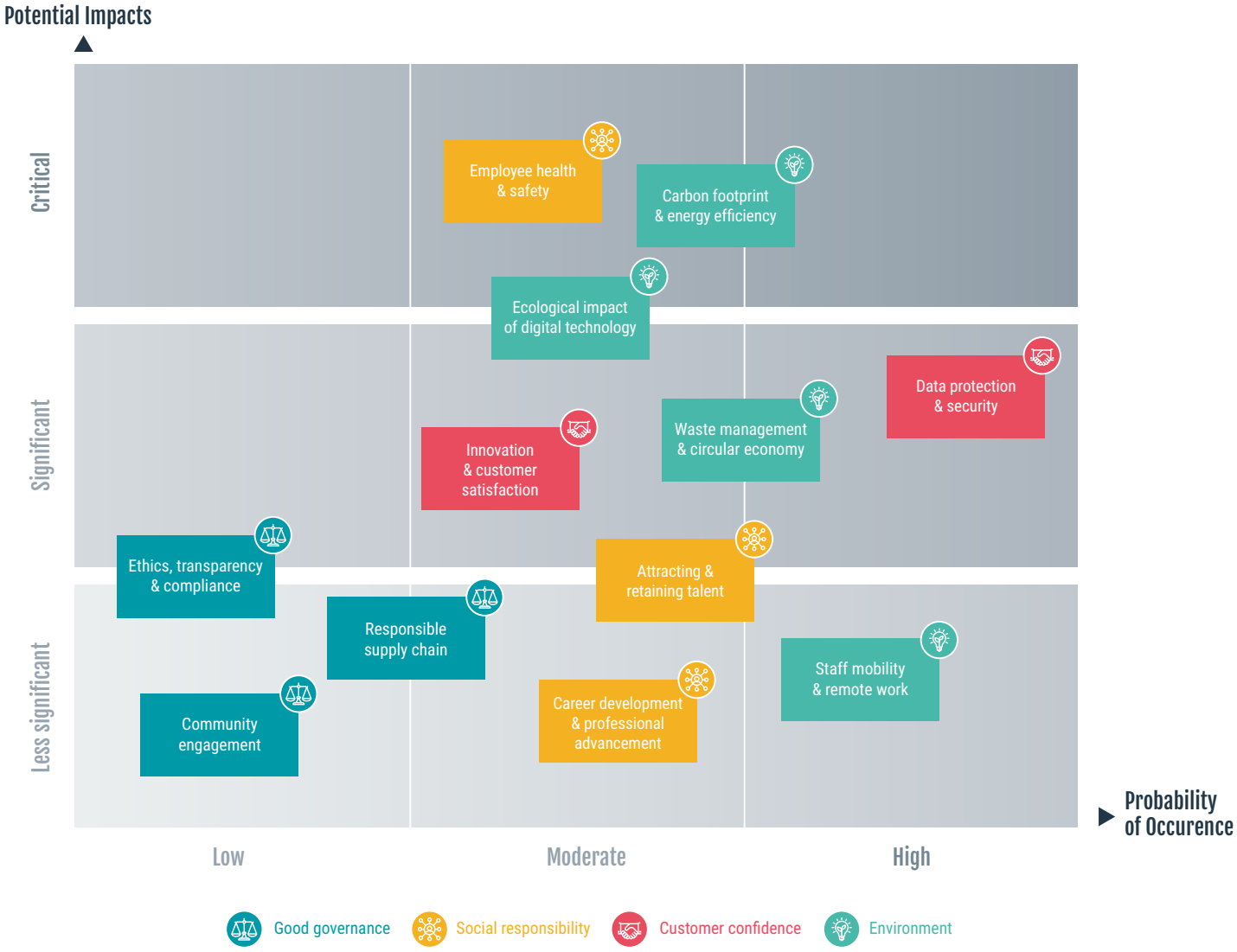
These issues are documented in the materiality matrix below. The y-axis shows the importance of issues for stakeholders, and the x-axis shows the issue impact on the company itself.



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. A new area – remote working – was added to the employee mobility category, as the continued COVID-19 pandemic in 2021 highlighted the need to rethink work organization.

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 2021. 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:



ESG Governance

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

- For environmental factors, data processing operations could raise questions about data center energy consumption. On the other hand, Esker's solutions significantly reduce paper use.
- For factors concerning fair employment practices, Esker's business is growing fast. The company is therefore recruiting, training and retaining staff working predominantly in R&D, consulting and sales.

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.

SUPERVISORY BOARD SOCIAL & ENVIRONMENTAL COMMITTEE

A Social and Environmental 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, the Social and Environmental Committee helps ensure that ESG policy is implemented according to the guidelines at Esker. This included adding another ESG criterion to the performance objectives on which the variable compensation paid to the CEO and Management Committee members is based (10% in 2021, 15% in 2022). This criterion mainly addressed the salaries for female employees and measures to prevent sexual discrimination. Governance issues are also addressed. In 2021, the first self-assessment questionnaire was circulated, and the MiddleNext Corporate Governance Code was adopted.

ESG COMMITTEE

A ESG committee, comprised of the operational directors (CIO, CFO and HR Director) and four Management Committee members (Chair of the Executive Board, COO, Global Marketing Director and Director of Global Consulting and Support Services) and coordinated by a ESG Manager (working in parallel in other roles within the -company), meets once a month at Esker's head office 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 the summary of ratings assigned to the company by non-financial rating agencies

ENVIRONMENTAL & SOCIAL ACTION COMMITTEE

At the head office, 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 collection) of consistent social policies.

The Committee also coordinates ESG days, a company program in which employees can volunteer with non-profit organizations during working hours. The same team plans and organizes Esker Green Week, an event that brings together employees and various organizations to raise awareness about environmental issues by setting up talks, workshops and activities.

SUBSIDIARY OFFICERS

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

> **Esker's growth strategy and positioning is to provide businesses with sustainable, innovative solutions, enabling them to have a positive impact on their stakeholders and on society at large. ESG is therefore an integral part of our business and our DNA. The entire company – from employees to the Supervisory Board – is involved in implementing our ESG program."**
>
> EMILIE EXARTIER, CORPORATE MARKETING AND ESG STRATEGY MANAGER AT ESKER

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 appropriation of the Sustainable Development Goals by the French business world.

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

In line with the identified priorities cited above, the business model and commitments made, Esker has identified the following areas of value creation in line 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 where the company sees the ability to have a significant impact and can maximize its contribution.

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 ▪ Supporting reforestation programs ▪ 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 2021, Esker reported a considerable increase in its ESG performance, as attested by two top non-financial rating agencies: EcoVadis and Gaïa Rating.

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. After earning the Silver Medal in 2019 and the Gold Medal in 2020, Esker earned the Platinum Medal in 2021, with a score of 74/100 (compared to 68/100 in 2020), placing Esker in the top 1% of companies evaluated by the platform.

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

Indicator	2019	2020	2021
Overall Score	51/100	68/100	74/100
Environment	50/100	70/100	70/100
Social and Human Rights	60/100	70/100	80/100
Ethics	40/100	70/100	70/100
Sustainable Purchasing	40/100	50/100	60/100

GAÏA INDEX

The quality of Esker's ESG policy was acknowledged by the financial community, particularly by socially responsible investing (SRI) via the Gaïa Rating Index. This rating is independently assessed by EthiFinance, an SRI platform. Esker obtained a rating of 76/100 in 2021 (compared to 71/100 in 2020).

Website: *http://www.gaia-rating.com*

Indicator	2019	2020	2021
Overall Score	60/100	71/100	76/100
Governance	49/100	69/100	71/100
Social	68/100	76/100	81/100
Environment	71/100	75/100	82/100
External Stakeholders	61/100	61/100	75/100

IMPACT ESG INDEX

The ImpactESG Index® ranking was created by ChooseMyCompany.com and recognizes companies whose employees positively evaluate their company's ESG practices. Esker came in 3rd in the 2021 ImpactESG Index® ranking of companies with over 100 employees, achieving a score of 7.98/10.

Website: *https://choosemycompany.com/fr/classements/2021/impact*

1

ACTING ETHICALLY & RESPONSIBLY

To safeguard credibility and the trust of its stakeholders, 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 makes a positive contribution 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
- 2 out of the 3 Supervisory Board members are women

91.3% of Esker employees state that "My company acts ethically in carrying out its business activities" – 2021 ImpactESG Index® survey

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 three independent members, two 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.

MiddleNext Corporate Governance Code is available in French ***here.***

DIRECTOR INVOLVEMENT & SUCCESSION PLAN

Esker's HR Director, CFO and CIO are regularly invited to Management Committee meetings to present on 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 succesion plans be drawn up for all board positions as well as for their direct reports. Succession plans are also drawn up for the Management Committee.

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 benefitting 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

ACTIONS IN 2021

- Adherence to the MiddleNext Corporate Governance Code
- Availability of regular financial information, in English and French, on the investor websites
- Semi-annual presentations of the financial results, in English and French
- Participation in professional investor trade shows
- About 100 meetings held annually with analysts and investors

Ethics & Compliance

KEY INDICATORS

- CEO's salary is < 9 times Esker's worldwide median salary
- 96% of employees have obtained awareness training about business conduct and anti-corruption policies

EXECUTIVE COMPENSATION

The annual gross variable compensation of Jean-Michel Bérard, Esker CEO, can reach a maximum of €247,000. This compensation is calculated based on three indicators:

- Revenue growth, allocated at 60%,
- Profitability, allocated at 30%
- Growth in certain indicators, allocated at 10%

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 9.

Since 2021, 10% of the variable compensation of other Management Committee members is based on the same ESG criterion 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 the protection of 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 2021, all head office managers and employees obtained awareness training about bullying and sexual harassment.

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.

CONDUCTING BUSINESS

Compliance with the regulations of the Sapin II Law has been implemented by the Administrative and Financial Departments. This compliance is an opportunity to support Esker's transformation by strengthening the ethical and exemplary corporate culture introduced under the aegis of general management.

As part of conducting business responsibly, an internal code of conduct "defining and illustrating the various behaviors to be prohibited for their likelihood of characterizing acts of corruption or influence-peddling" was drafted. Additionally, an internal whistleblowing system was implemented to prevent and detect acts of corruption and influence-peddling. Esker has mapped corruption risks to closely monitor high-risk locations (Singapore, Malaysia, and Hong Kong). For the US subsidiary, a local code of conduct is regularly reviewed, and employees are expected to know and follow the guidelines.

Finally, Esker enforces compliance with the rules applicable to all countries where the company operates, including regulations designed to prevent tax evasion. To date, none of Esker's entities have been subject to a tax adjustment.

ANTI-CORRUPTION TRAINING

Esker employees are responsible for compliance with and for prevention of corrupt practices within the organization, and for working with 3rd 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 session for executives and employees in relevant positions. Employees in positions with less exposure receive mandatory awareness training through e-learning presentations. In all, 96% of employees at the head offices received training or participated in awareness sessions.

ACTIONS IN 2021

- Renewed commitment to the United Nations Global Compact
- ESG criterion added to the variable compensation of Management Committee members
- Employee awareness training on bullying and sexual harassment
- Anti-corruption training completed for majority of employees (96%)

Sustainable Supply Chain

KEY INDICATORS

- Formal Sustainable Procurement Policy at the head office
- ESG Code of Conduct for suppliers at head office

SUPPLIER CODE OF CONDUCT

Esker's head office provides a code of conduct for significant suppliers, which they can sign and adhere to voluntarily, to ensure their commitment to complying with rules on 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 is defined as 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 s Supplier Code of Conduct is available ***here.***

SUSTAINABLE PURCHASING POLICY

Esker's Sustainable Procurement Policy implemented at the head office is based on the 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 substitutability risk. These suppliers were then assessed on several ESG criteria: ISO certifications, adherence to the Code of Conduct and the United Nations Global Compact, and their 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. The specific processes it covers will be implemented over the course of 2022. 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 and will be rolled out company-wide by the end of 2022.

Charte RELATIONS FOURNISSEURS ET ACHATS RESPONSABLES

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 RAW MATERIALS

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.

ACTIONS IN 2021

- Formal Sustainable Purchasing Policy (head office only)
- Charter for Responsible Supplier Relations signed by the Esker's head office

Community Engagement

KEY INDICATORS

- 0.2% of revenue allocated to sponsorship
- 1 workday annually of paid time off given to employees to volunteer with non-profit causes

SPONSORSHIP STRATEGY

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

Esker's sponsorship strategy, developed including employee input, is centered around three key points: the environment because it is a key issue of high concern to Esker employees; education because working with young people and giving them access to the professions of the future will improve their job opportunities; and outreach in local communities because Esker wants to maintain and strengthen its roots in its home region and stay involved in local concerns. Access to culture and education is key to building an inclusive and just society. Good-quality education ensures the employability of future generations, while access to cultural activities offers everyone the opportunity to develop new perspectives and critical thinking skills and providing the ability to understand the world on a global scale. Esker also strives to highlight the assets of its home region of Rhone-Alpes, enabling Esker's growth and ability to recognize the influential effect of regional characteristics.

EDUCATION

Esker helped create a research chair at the INSEEC to focus on artificial intelligence and continues to actively contribute by offering its expertise. Esker also supports several educational institutions in the Lyon region through financial and personal commitment. Esker employees give presentations at various schools in the region about their profession. Tours of Esker 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 through to the implementation process for the customer. This support for schools promotes 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 this population.

CULTURE & THE ARTS

Since 2015, Esker has been involved with the Biennale de Lyon, which calls on members of the local community to support its artistic creations and their implementation. By partnering with the Biennale de Lyon, Esker is supporting access to cultural events for everyone. The Biennale has an impact both internationally and locally, with visitors, local businesses, journalists, and artists coming together from all over the world.

In 2021, a new sponsorship program was signed and launched with the Institut Lumière and Cinémas Lumières. This partnership brings employees together to enjoy an innovative cultural program highlighting Lyon's heritage. 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.

ECONOMY & LOCAL 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.

ESG DAY

Esker employees are encouraged to participate in community events with a social or environmental purpose. To do so, they receive one day of paid time off per year (France and the US) to volunteer at a local organization of their choice.

LOCAL COMMUNITY ENGAGEMENT

In addition to the global sponsorship strategy, 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:

ACTIONS IN 2021

- Sponsorship agreement with the Institut Lumière
- Hosting of two local middle school classes for the Esker Junior Academy program
- 462 work hours donated by employees to support non-profit causes
- Educational presentations of employees at local schools (mock interviews, school forums, and more)
- Local community engagement

2

BUILDING CUSTOMER TRUST

Esker's market is changing rapidly. As such, 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.

Data Protection & Security

KEY INDICATORS

- ISO 27001 certification for the Esker on Demand platform
- Zero complaints for non-compliance with the General Data Protection Regulation (GDPR)
- 99.8% of employees trained on data protection and 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 issue for Esker. The COVID-19 pandemic has only exacerbated this challenge."

PASCAL HENRY, ISSO AT ESKER

ALLOCATED RESOURCES

Special teams have been assigned to the safety and 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 quarterly automated vulnerability scans.

ISO 27001 CERTIFICATION

Esker has an audited, ISO 27001-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 complete a security maturity questionnaire and provide ISO 27001, SSAE 18, and SOC1 audit reports, certificates, or certifications.

EMPLOYEE TRAINING & AWARENESS

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

DATA PROTECTION & USER RIGHTS

Since GDPR 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 IN 2021

- ISO 27001 certification renewed for the Esker on Demand platform
- Annual intrusion tests performed by an independent external service provider
- Quarterly automated vulnerability scans
- Selection and monitoring of critical suppliers of the Esker on Demand platform
- Reinforcement of the security team

Innovation & Customer Satisfaction

KEY INDICATORS

- Uptime of the Esker on Demand platform: 99.98%
- 10.5% of revenue invested in R&D
- Customer NPS: 61.83%

93.1% of Esker employees state that "We continuously try to create value for our customers" – 2021 ImpactESG Index® survey

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 for their business needs. Esker has implemented business continuity procedures and strengthened 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 2021.

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 throughout their life cycle.

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, ensure that customers make the best use of solutions, and improve available solutions through user feedback as part of a continuous enhancement process.

Esker's Customer Experience Team Promise: Valued – Understood – Engaged

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

Understood: We will actively listen, acknowledging 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 score 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 all user surveys. 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 both random systematic surveys sent to Esker on Demand users post-interaction with the Consulting, Support, and Customer Experience teams. The score increases every year and was 61.83 in 2021.

STRATEGIC PARTNERSHIPS

Esker and its global network of partners continue to drive innovation so that they can provide companies with the broadest possible range of services, covering all aspects of the O2C and P2P business processes.

Partners play a key role in the service and benefits provided to customers by combining their expertise with Esker technologies. The diversity and complementary fit of their solutions, their geographic locations, and their industry and technical expertise enhance the value of Esker solutions and are able to meet a greater number of requirements expressed by companies.

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

ACTIONS IN 2021

- 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 and solution-related risks

3

RECOGNIZING THE VALUE OF HUMAN CAPITAL

Esker's employees are its greatest resource. Esker must therefore be capable of attracting, recruiting and retaining its employees and helping them grow by providing them with a work environment that promotes cultural diversity and guarantees equal opportunity.

Characteristics & Social Policy

KEY INDICATORS

- 839 employees, 50% in France
- 99.9% have full-time, permanent contracts
- Average age: 38

HUMAN CAPITAL

As of December 31, 2021, Esker has 839 employees in 14 countries, of which 50% in France, 15% in the rest of Europe, 27% in the Americas, and 7% in Asia-Pacific. Their average age and company affiliation are 38 and 6.3 years, respectively. Of the workforce, 31.07% are women, and 68.93% are men. There are 32 nationalities represented in the workforce.

ONBOARDING OF NEW EMPLOYEES

In-house trainers organize sessions at the beginning of each month for each incoming group of new hires. A dedicated room is available to accommodate a 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. This training usually lasts one week, starting with one full day followed by half-days. The remainder of the time is spent with the team. This week-long training includes new hires from all departments, so it is also a chance for them to meet one another.

An online document, called Guide for Eskerians, is available on the company's intranet. This gives employees easy access to all the information they need about their career and life at Esker, including office maps, IT tools, time off and absences, benefits, insurance benefits, local activities near Esker's offices, important contacts, and more.

CONSIDERATE & ATTENTIVE MANAGEMENT

All Esker management has undergone workplace professionalism and etiquette training in the importance of making employees feel valued and boosting team morale. Employees receive corresponding training in order to apply these principles in their day-to-day work. The Guide for Eskerians reiterates the training principles and serves as a reminder to managers.

A special training course for management, "Upskill as an Esker manager", was launched in 2021 at the head offices. Structured into two two-day sessions, this program 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 team. One day in the program focuses on diversity and inclusion. A final module on labor law will be added in 2022. Launched as a pilot project in France, the program will be rolled out to subsidiaries in 2022.

As the COVID-19 pandemic has created mental health issues for many people, Esker provided head office managers with online training to help them stay connected to their teams, detect potential issues early on and offer support when necessary.

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 work. Workshops were first conducted in all subsidiaries, with more than 100 staff volunteers sharing anecdotes about life at Esker focusing on what sets it apart from other companies. These narratives highlighted the typical behavior 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, confirming 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 attractive displays posted in offices and on company websites. They were also distributed on company swag products to encourage internalization by the employees. Esker's company culture efforts continue to enjoy a 92.4% approval rating.

ACTIONS IN 2021

- Presentation of Esker's values and corporate culture on Day One of New Hire training
- Management training provided for all head office management

Employer Appeal & Talent Retention

KEY INDICATORS

- 150 employees recruited in 2021
- Staff turnover rate: 9.4%
- 90% of employees recommend Esker as a great place to work
- 6.3 years average company affiliation
- Employee profit-sharing plans
- 83% of eligible employees have signed up for the employee savings plans (France only, excluding CalvaEDI)

87.4% of Esker employees state that “Employee well-being is a key concern for management” – 2021 ImpactESG Index® survey

> To ensure the sustainability and development of the company’s business, Esker needs to know how to attract and retain employees with advanced and complementary expertise, a challenge that is all the more difficult in the highly competitive tech field, where available jobs far exceed demand. This is especially true in creating a fulfilling human, material, and professional environment that encourages individuals to use their skills to benefit the company and recommend Esker as a great place to work."
>
> AURÉLIE GUIMERA, HR DIRECTOR AT ESKER

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, incentivized by matching employer contributions.

The optional profit-sharing plan was initiated by 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. At December 31, 2021, 355 active employees had signed up for the employee savings plan out of 427 eligible employees, representing 83% of employees in France.

ENSURING EMPLOYEE PERSONALITY & CULTURAL FIT

Esker employees are counted on to share their support for an agile corporate culture and continuous improvement approach. 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 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.

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. 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.

THE HR SCRUM TEAM

Esker’s hiring policy, prepared by an internal HR scrum team of hiring managers, an HR communications officer, scrum masters and employee volunteers, revolves around a number of key points: the development of Esker’s employer brand by highlighting the company’s culture, expertise and areas of differentiation; valuing different professions and the work of external teams; and simplifying the hiring process, diversifying sourcing to facilitate applications of different profiles and promoting an attractive referral program.

TRANSPARENCY & VISIBILITY

* Source : Latest DARES report from August 2021 based on 2019 data (in French): https://dares.travail-emploi.gouv.fr/publication/participation-interessement-et-epargne-salariale-en-2019

In addition to presenting key figures, solutions, and technologies, the HR brochure 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, employee testimonial videos are regularly produced and posted on the careers website and social media to give Esker employees a voice and present the company in a simple and honest way.

EMPLOYEE RECOMMENDATION & REFERRAL PROGRAM

The annual employee satisfaction survey found that over 90% of employees would recommend working at Esker to a friend or colleague. With an employee turnover rate of less than 10%, these results show that the vast majority is satisfied with their experience at Esker.

A referral bonus is granted to employees to encourage them to share job vacancies with their networks. Staff referrals have been working extremely well for many years and helped find nearly a quarter of new hires.

RELATIONSHIPS WITH EDUCATIONAL INSTITUTIONS

Esker also builds relationships with schools to provide them with academic support, introduce the company to future graduates, and make it easier to attract talent. Esker is a sponsor of the Class of 2021 INSA IT Department (National Institute of Applied Sciences), a patron of the 42 Lyon programming school and partner to EDEN School and CPE engineering school. 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, with themed conferences on agility or artificial intelligence, coaching sessions to prepare students for job interviews, and networking receptions for Esker employees and students.

With recent graduates making up the majority of new hires, Esker places great importance on the next generations. As co-founder of a research chair at the INSEEC, Esker is involved in the development of future generations and supports them in their education starting in middle school through the Esker Junior Academy Program. This initiative offers internships for third-year middle school students from priority education districts and assists them in the job search process.

OFFICE LAYOUT

By listening to its employees, Esker provides workplace conditions that match their expectations. The office layout was designed in consultation with employees and their elected representatives, and many spaces were configured to meet the diverse needs of the teams. Esker also strives to foster a healthy work environment through a strong and positive corporate culture and to encourage a healthy work-life balance, for example by allowing and encouraging sports activities on the premises, and multiple break rooms. Self-service beverages, coffee machines and fruit baskets are made available in the offices.

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. Despite the fact that employees were unable to be on-premises during the multiple lockdowns, a number of virtual events were organized to encourage interaction. Photo contests, quizzes, and other activities helped maintain a good atmosphere, even when working from home. At the US subsidiary, events and challenges were organized outdoors when they couldn't be held at the office, such as hiking, climbing, and fly-fishing.

ACCOMMODATING REMOTE WORK

In early 2020, remote work was tested at the head offices, allowing employees to work from home up to one day per week while trying to keep the teams strong and effective. This experiment was accelerated by the start of COVID-19 and allowed Esker to adapt quickly to the new regulations imposed by the pandemic. In France, additional equipment and an allowance to cover costs incurred by remote working were provided during the lockdowns. Employees at most subsidiaries are now able to work remotely. In France up to 50% of work time can be done remotely.

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, the CEO shares team achievements and upcoming projects at company 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. 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, individual employee performance is reviewed, and objectives are set so that everyone understands their role in the company's mission and the achievement of its vision.

Osker is a peer recognition system that was introduced to showcase high-performance projects and activities. In 2021, the program was widely implemented in France and is a powerful instrument for rewarding individual and collective achievements.

SOCIAL DIALOGUE

Each of the company's subsidiaries have its own system for the representation of employees through the bodies defined by law. Beyond the measures taken to comply with legal provisions and regularly organized meetings, the company attaches considerable importance to social dialogue, which contributes to its economic performance. In this context, employee representatives may be consulted for matters not included in the mandatory topics.

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

In France, the Social and Economic Committee and senior management meet regularly to negotiate company agreements, such as agreements regarding: Gender Equality, Remote Work, Right to Disconnect Charter, Supplementary Health Insurance, and Profit-Sharing.

EXCEPTIONAL PURCHASING POWER BONUS

In 2019, France introduced an exceptional employee bonus exempt from income tax and social contributions, called the "Macron bonus". Paid by employers to employees on a voluntary basis and under specific conditions, this exceptional purchasing power bonus was distributed by Esker for 2018, 2019 and 2021.

ACTIONS IN 2021

- Profit-sharing bonus paid to all employees at head office
- €2,000 referral bonus
- Workshops conducted at schools on AI and the Agile methodology
- Sponsoring of the INSA IF 2021 Graduating Class, partnership with 42 Lyon programming school, INSSEC Research Center project participation
- 150 new hires
- Implementation of new remote work charter
- Exceptional Purchasing Power Bonus disbursed
- 10 meetings organized between of Social and Economic Committee and management

Career Management & Skills Development

KEY INDICATORS

- 100% of employees took part in an annual performance review
- Percentage of staff receiving external training: 52.60%
- 18.83 hours average of professional development, per employee and per year

81.4% of employees surveyed agreed with the statement "My company has an active policy for training and employee development" – 2021 ImpactESG Index® survey

DEFINITION OF NEEDS

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

The training policy 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. Trainings 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 nine people throughout France and the United States handles team skills development, when employees first join the company, and then throughout their career at Esker. 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 center called Esker University that offers numerous online modules to all employees worldwide. In-person sessions are held for new hires (during the pandemic, these sessions were held remotely). The training activities are scheduled by managers according to their and the new hire's needs.

TRAINING GAMIFICATION

To make it even easier to learn about Esker products, the in-house training team has begun 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.

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. Developers spend time with customers, which makes their work more meaningful and lets them see the solution they've developed in a real-world application. Esker also encourages all new developers to train with the Consulting or Support teams after they've been with Esker for one year, to make it easier to understand each person's day-to-day activities and challenges.

ACTIONS IN 2021

- New non-technical and personal development training provided on the Esker University platform
- Three new trainers hired for the internal training team, in France and the U.S.
- 85 internal job changes

Health & Safety in the Workplace

KEY INDICATORS

- Frequency rate of occupational accidents: 1.9%
- Severity rate of occupational accidents: 0.2%
- Absenteeism rate: 3.15%
- 12.97% of employees trained in first aid (France only, excluding CalvaEDI)
- 93% 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 the 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 office and the U.S. are equipped with height-adjustable desks to limit the risk of musculoskeletal disorders (MSDs).

Employees at the mail production facility in France have the appropriate safety equipment for their work, such as safety shoes and ear plugs. In 2021, ergonomic anti-fatigue floor mats, sit-stand chairs and lift tables were installed to enhance employee comfort. Staff participated in an activity on MSDs and sleep in relation to their specific schedules. The ISO 45001 certification of a mail production facility in France reflects Esker's efforts to continuously improve its performance in safety and risk prevention.

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 all offices worldwide, Esker provides employees with break rooms and recreation areas equipped with foosball tables and gaming consoles. A multipurpose room at the head office can be used for yoga and gymnastics sessions that Esker employees can attend during their lunch break. In France, employees can also enjoy massages organized by the Social and Economic Committee, and fruit baskets are provided once a week for a healthy and nutritious break. In France and the US, health information sessions are provided in a Lunch'n'Learn format through health insurance partners. All employees can be reimbursed for any membership or purchase made for their well-being, such as a gym membership or the purchase of a new exercise bike or athletic shoes.

In 2021, remote sports activities and yoga classes were organized so that employees could exercise from home.

THE RIGHT TO DISCONNECT

With the introduction of a unilateral charter on the Right to Disconnect, Esker reaffirms the importance of the proper workplace use of digital and professional communications and the need to regulate them so employees can enjoy their rest and leave time, as well as a healthy work-life balance. This charter is appended to the company's internal regulations. Esker agrees to schedule meetings during regular work hours. Early morning or late evening meetings must be avoided when possible, or at least planned well in advance.

Several talks open to all employees were led by experts in 2021 on good remote work practices and balancing mental workloads.

ISO 45001 CERTIFICATION FOR MAIL PRODUCTION FACILITIES

Esker has launched the ISO 45001 certification process for the Décines mail production facility. This international standard provides a framework for identifying, controlling, and reducing occupational health and safety risks. The certification allows for the integration of procedures with the Quality and Environmental Management System under ISO 9001: 2015 and ISO 14001: 2015.

HEALTH PROTOCOLS

In this second year of the COVID-19 pandemic, employee health remained a priority for Esker. The health situation has been closely monitored for the past two years, and management has implemented all recommended or required government measures. Information messages are regularly sent to employees to keep them informed of the latest updates to health protocols. An online document was created to list all measures and related updates. Information sessions were launched to respond to employee questions and concerns. The right to work remotely was also extended to support employees through transitions between changing health restrictions.

As the health situation is a source of anxiety and stress, awareness training was provided for all managers so that they can offer even better guidance and be more attentive to the needs and concerns of their teams. An external helpline managed by health professionals was also set up to bring psychological support to employees who feel the need for it.

ACTIONS IN 2021

- Exceptional bonus paid to cover employee expenses during government-mandated remote work (France only)
- Employee volunteers trained in first aid and fire evacuation
- ISO 45001 certification obtained for the France mail production facility
- Online lecture organized on remote work

Equal Opportunity, Diversity & Inclusion

KEY INDICATORS

- 31.1% of workforce are women
- 30.65% of management are women
- 4% gender pay gap
- 32 nationalities represented in workforce
- 12 nationalities represented in management

76.6% of employees surveyed agreed with the statement "My company reflects the diversity of the society in which we live" – 2021 ImpactESG Index® survey

GENDER EQUALITY

Esker promotes equal opportunities for men and women and equal access to the same level of responsibility within the company. Furthermore, gender diversity is encouraged wherever possible, as it fosters innovation, creativity and collaboration within teams.

To make it easier for women to return from maternity leave, a lactation room is made available in the U.S. subsidiary. One is also being prepared in France for 2022.

In France, one day of paid leave is granted per year and per employee to stay at home with a sick child.

REPRESENTATION OF WOMEN

Esker's workforce includes 31.1% women worldwide and 30.65% women among management, demonstrating an equitable policy of promotion between men and women. Two of the three members of the Supervisory Board are women, as are two of the eight members of the Management Committee.

To promote higher numbers of women in IT professions, several video testimonials of Esker employees have been posted on social media to highlight jobs that remain mostly held by men and to encourage women applicants by changing mindsets.

In 2021, an event was organized in France on March 8, International Women's Day, featuring a quiz to spotlight inspiring women from across all industries. Gender equality legislation was also presented. The Group's 250 women employees were celebrated around the world on social media. A working group was formed of Esker women volunteers, and co-led by HR, to implement new internal and external initiatives that could bring more women into tech jobs.

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.

GENDER EQUALITY INDEX

Designed to advance equal pay for women and men within companies, the Gender Equality Index allows companies to transparently measure gender pay gaps and highlight their progress points. When wage disparities are found, corrective measures are taken. The Index is a 100-point scale calculated on the basis of five indicators: the gender pay gap, the gap in the distribution of individual raises, the gap in the distribution of promotions, the number of female employees given raises upon returning from maternity leave, and parity among the top 10 earners.

Esker earned a score of 91/100 in 2021 for France and the following scores for each of the indicators:

36/40	20/20	10/15	15/15	10/10
Pay gap	Pay raise gap	Promotion gap	Return from maternity leave	High compensation

ANTI-DISCRIMINATION POLICIES & CODE OF CONDUCT

Policies and codes of conduct are in place for all Esker subsidiaries to ensure a safe work environment, guarantee equal opportunities for hiring and promotion to all employees, and prevent sexual harassment and discrimination.

In 2021, all managers received training on sexual harassment and sexual discrimination, and all employees participated in an internal awareness program. A talk on diversity and inclusion was held in December 2021 for all Eskerians to raise awareness about stereotypes and combat all forms of discrimination. Managers also have a full day of training on diversity and inclusion as part of the "Upskill as an Esker Manager" training.

The diversity charter engages the HR department to review and continuously improve its policies on this issue.

87.5% of employees surveyed agreed with the statement "In my company, we encourage and respect diversity: attitude towards women, respect for different backgrounds, beliefs and gender identities, LGBTQ, and people with disabilities" 2022 Happy@Work® survey

GENDER IDENTITY

The HR department assists trans-identity individuals in the process of changing their first name if they request, by using a customary first name in all systems or non-legal documents, and by providing support in communications. Employees have the option to add their identity pronouns to the internal Esker directory and their external email signature.

CULTURAL & SOCIAL DIVERSITY

Cultural diversity ensures the company's consistent growth. Esker leverages its cultural diversity by fostering exchanges to learn how to work together better and by encouraging the development of talent around the world. Diversity initiatives focus particularly on hiring and international developments. Inter-subsidiary exchanges are regularly organized to allow for the sharing of experiences and best practices within the teams. This allows all Esker employees to develop intercultural awareness.

Esker is proud to support the "JeNeSuisPasUnCV" ("I am not a CV") initiative, which aims to connect candidates based solely on their skills and not on their past experience or qualifications.

ACCESSIBILITY & DISABILITY

One of the waste management companies for Esker's head office operates according to an employment inclusion and retention program for people with disabilities, which Esker fully endorses. Additionally, another awareness campaign was held in 2021 with the help of Pete Stone, founder of the organization Just Different as well as a diversity and inclusion consultant. The one-hour videoconference brought together all employees in France to focus on diversity and inclusion. The first campaign in the same format was organized in 2020, focusing on disabilities in the workplace.

During European Disability Employment Week, Esker's Disability Officer conducted a quiz to raise employee awareness and demystify the issue. This event also provided the opportunity for employees to learn about and assist them with applying for disabled worker status, which entitles them to two additional days of paid leave.

ACTIONS IN 2021

- Talk on diversity and inclusion for all employees (head office)
- Commitment to the International Women's Forum and Manifesto on gender equality signed
- Training for managers and awareness-raising for employees on sexual harassment and gender-based violence
- Support of the "JeNeSuisPasUnCV" initiative
- Disability awareness presentation for employees at head office

4

SUPPORTING THE TRANSITION TO A LOW-CARBON ECONOMY

There is no denying that IT business activities contribute to pressures on energy resources, CO2 emissions and the scarcity of raw materials. Esker is strongly committed to reducing its environmental footprint by investing in its office layouts and by recovering a growing proportion of its waste from the mail production facilities. Esker reduces the number of business trips and facilitates remote work wherever possible. Careful attention is given to the IT equipment and a recycling program at the end of its useful life. Additionally, the energy efficiency of data centers hosting Esker's cloud platform is continuously monitored. Esker pursues continuous improvement aligned with the ISO 14001 certifications.

Carbon Footprint & Energy Efficiency

KEY INDICATORS

- ISO 14001 certification (France mail production facility and offices)
- Global Carbon Report: 3,511 t.CO2e
  Scope 1: 189 t.CO2.e
  Scope 2: 659 t.CO2.e
  Scope 3: 2 663 t.CO2.e
- Offices and facilities: 2,813 t.CO2e
- 26.26 t.CO2e per €m of revenue

76.6% of Esker employees state that "Our company takes actions to reduce energy consumption" – 2021 ImpactESG Index® survey

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. It was gradually extended to Esker's subsidiaries, identifying improvements needed in the company's energy performance as a whole. In 2021, Esker's emissions covering Scopes 1, 2, and 3 for its worldwide operations were 3,511 metric tons of CO2e. That comes out to 26.26 t.CO2e per million euros of revenue, representing a 13% decrease from 2020.

IMPLEMENTATION OF SUSTAINABILITY CLOUD

In 2021, Esker implemented the Salesforce Net Zero Cloud 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 are expected to help fine-tune the monitoring of the environmental performance of each region in 2022.

ISO 14001 CERTIFICATION

ISO 14001 defines the criteria for an environmental management system and provides a framework that companies and other organizations can apply to establish for effectively managing the environmental footprint. Esker began certifying the France mail production facility in 2019 and the French offices in 2020, paving the way for the regular implementation of additional improvements to reduce Esker's environmental footprint. In 2021, the ISO 14001 certifications for the offices and mail production facility in France were renewed.

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 business and closely monitors the environmental risks associated with its mail production facilities. Means of production are continuously optimized in a continuous 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).

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.

78.8% of Esker employees state that "Employees have adopted environmentally responsible daily habits" – 2021 ImpactESG Index® survey

The Environmental and Social Action Committee held the first Esker Green Week in June 2021. This event aimed to raise the awareness of Esker employees about protecting the environment through talks, workshops and challenges. Minimizing the use of digital technology, environmentally sustainable transport, sustainable diets, waste recovery, climate collage, and more. Many topics were discussed during the week, which brought together more than 150 Esker employees at the company's head office.

REFORESTATION PROJECTS

While Esker prioritizes reducing its emissions over offsetting them, other actions are implemented to have a positive impact on the environment. Planting various species of trees to reforest the planet is a vital challenge in the fight against climate change and the protection of biodiversity. Esker has partnered with Reforest'Action to plant 5,000 trees in Haiti in 2019, 6,250 trees in Tanzania in 2020, and 8,000 trees in India in 2021.

Esker's support has resulted in a total of 19,250 trees planted, which represents 2,887 metric tons of CO2 stored, according to Reforest'Action. More information on Esker's action is available here: ***www.reforestaction.com/esker***

Esker employees are also involved in tree planting activities each year, particularly in the Spanish subsidiary, which supports the Deverde association.

ACTIONS IN 2021

- Platform implemented to monitor carbon emissions (Salesforce Net Zero Cloud)
- 8,000 trees planted by Esker-supported Reforest'Action
- Esker Green Week talks and workshops to raise employee awareness about the climate emergency
- ISO 14001 and ISO 9001 certifications renewed for the France mail production facility and head office
- Energy-efficient solutions installed: LED lights, motion sensors, low-power displays
- Energy audit of France offices and mail production facility

Employee Mobility & Remote Work

KEY INDICATORS

- Emissions related to business travel: 287 t.CO2e
- 46% hybrid or electric vehicles in the fleet
- Emissions related to commuting: 411 t.CO2e
- 93% of employees eligible for remote work
- 51% of employees use environmentally friendly modes of transportation to commute to work

BUSINESS TRAVEL POLICY

To reduce its CO2 emissions and 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 for business travel 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.

VEHICLE FLEETS

More than 45% of Esker's fleet consists of hybrid or electric vehicles. The company vehicle fleet is gradually being replaced by hybrid or electric vehicles by including more eco-friendly options in the selection presented by the car service provider to employees. This percentage was 87.5% in the U.K. subsidiary and 100% in the Spanish subsidiary.

COMMUTING

In France, employees are encouraged to use modes of transportation with a low environmental impact to get to their workplace, by offering reimbursements for the Lyon public transit system, a mileage allowance for employees who cycle to work as well as by making bicycle parking available on the premises. A transportation bonus is available for employees in France and covers up to €600 per year of the cost of sustainable transportation services for their commute to and from work. Employees of the U.S. subsidiary are also encouraged to bike to the office.

93KM

Average distance travelled per week

490 kg.CO2e

Carbon footprint/ employee/year

51%

of employees use public transit or transportation with a low environmental impact to commute to work

Because travel and commuting were heavily impacted by the pandemic, it is difficult to assess the change in Esker's environmental performance through its carbon footprint relative to 2019. However, a slight increase can be noted between 2020 and 2021, from 456 kg.CO2e per employee in 2020 to 490 kg.CO2e in 2021.

REMOTE WORK POLICY

Launched in early 2020 to give its employees greater flexibility and accelerated by the COVID-19 pandemic, Esker's remote work policy allows employees to work remotely two days per week, plus two "floating" days during the month, for a total of 50% of their work time. Due to health restrictions, commuting remained a very low source of emissions in 2021 and is expected remain low in the future. Esker's electrical consumption at its head office (excluding common areas) increased 10% between 2020 and 2021. As of 2021, the consumption of the building's common areas is monitored as well. Management also plans to take into account the electrical consumption for remote work for its next carbon reports, as employees now work part-time from home.

ACTIONS 2021

- Transportation bonus implemented for employees at head office
- Increase in hybrid or electric vehicles in the company fleet
- Encouraging remote meetings and rail transport over air travel for business trips
- Charging stations installed for hybrid and electric cars in the head office parking garage

Waste Management & Circular Economy

KEY INDICATORS

- Recovery of 99% of waste from the mail production facility in France (excluding non-hazardous industrial waste)
- 98% 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 by nature linked to waste production. A high-priority goal is to reduce waste by minimizing it through an ISO 9001 quality management system and increasing the rate at which waste is reused. Esker's main mail production facility is in France. It recovers 99% of its waste (the remaining 1% includes soiled materials and drums). Other facilities are in the process of implementing more accurate waste monitoring systems to reach the same waste recovery rate.

At present, non-hazardous industrial waste cannot be monitored because it is managed by the local public authorities, which provide no collection data. Non-hazardous industrial waste per employee is estimated to be immaterial (130 kg per employee, i.e., 2% of the total amount of waste generated). A more accurate estimate will be performed for the following years.

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.

ACTIONS IN 2021

- Availability of sorting bins on the premises
- Waste reduced by providing tableware and coffee mugs
- Recycling awareness campaigns organized

The Digital Carbon Footprint

KEY INDICATORS

- 22.6% of customers hosted on Microsoft Azure (up 9.92 points from 2020)
- Power Usage Effectiveness (PUE) of the data centers:
  Colt: 1.55
  CDW: 1.23
  Azure: 1.125
  Equinix: 1.29-1.40
  AWS: information not available

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 after-sales 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 764 kg in 2021.

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 (except AWS, which does not report the metric). This guides the selection of future data centers based on company needs.

USE OF 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.

The company has not emitted carbon since 2012 and has pledged to report a negative carbon footprint by 2030. The Carbon Benefits of Cloud Computing is a 2020 study conducted in partnership with WSP, a global consulting firm specialized in earth sciences and environmental consulting services. The study supports research showing that moving on-premises data centers to the Microsoft Cloud would considerably reduce the carbon footprint.

ENVIRONMENTALLY RESPONSIBLE DEVELOPMENT

Esker is also committed to the optimization of software use and the reduction of energy use for its development teams. During Esker Green Week, an event organized by the company in June 2021 to raise employee awareness about environmental issues, Frédéric Bordage, founder of GreenIT.fr (a leading environmental awareness website), gave a keynote speech on minimizing the use of digital technology.

ACTIONS IN 2021

- Default implementation of new Esker on Demand customers on Microsoft Azure
- 764 kg recovered electrical and electronic equipment (WEEE) – France only
- Educating the Development Teams about optimizing processes

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

REPORT DETAILS

Non-financial reporting covering all ESG indicators at the corporate level was initiated in 2019. This approach highlights a positive dynamic and will result in the gradual extension of the scope for these indicators and their adoption by all subsidiaries, or at least the two main Esker subsidiaries—France and the United States—when the information is not available for the other subsidiaries.

Esker's ESG reporting is managed by the ESG Committee and a network of contributors in all Esker subsidiaries. The majority of the ESG data is collected through individual discussions with correspondents in the subsidiaries, a dedicated ESG reporting tool, and other internal reporting mechanisms. The data provided by the individual contributors is then consolidated at the global level.

The reporting covers the period from January 1 to December 31, 2021, for all indicators, and the scope is the same as for financial reporting, i.e., all Esker subsidiaries (except where reported).

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

Indicators	Scope	2019	2020	2021	*GRI standards*
Governance Aspects					
Percentage of independent directors on the Supervisory Board	**Group**	**75%**	**75%**	**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)**	**66% (2 out of 3)**	*GRI 102-22, 405-1*
Number of Board meetings	Group	4	4	5	
Total number of special Board committees	Group	2	3	3	
Existence of an audit committee	Group	Yes	Yes	Yes	
Existence of a compensation & nominating committee	Group	Yes	Yes	Yes	
Existence of an ESG committee	Group	No	Yes	Yes	
Percentage of women on the Management Committee	Group	14% (1 out of 7)	14% (2 out of 7)	25% (2 out of 8)	
Percentage of share capital owned by founders, their families & executives	Group	13.10%	7.90%	6.7%	
Monitoring of share capital (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	No	No	Yes	
Governance structure	Group	Dual (Supervisory Board)	Dual (Supervisory Board)	Dual (Supervisory Board)	
Effective tax rate	Group	26.95%	21.13%	22.4%	
Percentage of fees for audits in auditor fees		90.47%	89.61%	88.01%	
Number of meetings to present financial results	Group	2	2	2	
Number of visitors to Investors website	Group	3,200 (FR) 4,000 (EN)	4,584 (FR) 8,225 (EN)	4,717 (FR) 8,713 (EN)	

Indicators	Scope	2019	2020	2021	*GRI standards*
Ethics and Compliance					
United Nations Global Compact Member	**Group**	**Yes**	**Yes**	**Yes**	
CEO's salary relative to the world median salary	**Group**	**9,53 times the median salary**	**9,54 times the median salary**	**8,77 times the median salary**	*GRI 102-38*
Presentation of ESG strategy to the Supervisory Board	Group	-	-	Yes	
Formal policy on business conduct and anti-corruption measures	France (excluding CalvaEDI)	-	Yes	Yes	
Percentage of employees with awareness training on business conduct & anti-corruption policies	**France (excluding CalvaEDI)**	**-**	**-**	**96%**	*GRI 205-2*
Number of violations of the internal code of conduct	France (excluding CalvaEDI)	-	-	0	
Existence of an ethics whistleblowing system	France	-	Yes	Yes	
Number of incidents reported by a whistleblower	France	-	-	0	*GRI 206-1*
Number of harassment reports	France	0	1	1	*GRI 406-1*
Sustainable Supply Chain					
Formal Sustainable Purchasing Policy	**France**	**-**	**-**	**Yes**	
Adherence to the Sustainable Supplier Relations Charter	**France**	**-**	**-**	**Yes**	
Integration of social & environmental criteria into purchasing practices	France	-	-	Yes	
Integration of supplier location into purchasing practices	France	-	-	Yes	
Existence of an ESG Code of Conduct for suppliers	**France**	**-**	**Yes**	**Yes**	
Analysis of supplier ESG risks	France	-	-	Yes	
Number of targeted suppliers covered by a ESG assessment	France		-	50	*GRI 308-1, GRI 414-1*
Average supplier payment deadline (in days)	France	28	28	30	
Identification of economically dependent suppliers	France	-	Yes	Yes	
Existence of a quality management system	France	Yes	Yes	Yes	
Percentage of business with ISO 9001 certification	France	<50%	<50%	<50%	
ESG score of the main paper supplier of the mail production facility (Stora Enso)	France	EcoVadis: Platinum	EcoVadis: Platinum MSCI: AA	EcoVadis: Platinum MSCI: AAA	

Indicators	Scope	2019	2020	2021	*GRI standards*
Community Engagement					
Amount benefitting education	France	€90,000	€50,000	€55,000	
Amount benefitting cultural activities	France	€250,000	€50,000	€200,000	
Percentage of annual revenue allocated to sponsorships	**Group**	**0.3%**	**0.1%**	**0.2%**	
Employee work hours donated to non-profit causes	**France**	**271**	**34**	**462**	

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.

Average rate of attendance at Supervisory Board meetings: Represents the attendance of the directors at Supervisory Board meetings.

Percentage of women on the Supervisory Board: Esker's Supervisory Board members are Marie-Claude Bernal, Nicole Pelletier-Perez and Jean-Pierre Lac.Two out of the three members are women.

Number of Board meetings: The Supervisory Board meets every quarter. There was one Extraordinary General Meeting in 2021.

Special Board committee(s): The three special committees of the Supervisory Board are the Audit Committee, Compensation Committee, and Social and Environmental Committee.

Percentage of women on the Management Committee: Anne Grand-Clément and Claire Valencony are members of the Management Committee, which has eight members.

Percentage of share capital owned by founders, their families and executives: Jean-Michel Bérard, President of the Board and company founder, held 6.2% of the share capital and 10.5% of voting rights. 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 corporation with an Executive Board and a Supervisory Board

Effective tax rate: Esker SA (France) is subject to a tax rate of 10%. The Group's effective tax rate is 22.7%.

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

Number of visitors to the Investors website: The number of unique visitors recorded by Google Analytics, Esker's website data analysis tool.

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.

Presentation of strategy to the Supervisory Board: The Esker ESG Manager presented the strategy, actions and results of the ESG policy at the Supervisory Board meeting in September 2021.

Formal policy on business conduct and anti-corruption measures: In accordance with the French Sapin II Law, a code of conduct "defining and illustrating the various behaviors to be prohibited for their likelihood of characterizing acts of corruption or influence-peddling" has been drafted and implemented in company-wide. CalvaEDI (Paris site) is excluded from indicators relating to the Internal Code of Conduct.

Percentage of employees with awareness training on business conduct and anti-corruption policy: All Esker employees and all new hires must take an online training course to raise their awareness of the Internal Code of Conduct. Individuals deemed "at risk" (department managers, sales, marketing and consulting teams) took a two-hour training course led by an external and independent organization. Other employees took an online training course. The percentage is calculated by taking the number of active employees on December 31 who have taken the external training or online awareness course out of the total number of active employees on December 31. The remaining 4% represents employees who have not yet completed the training at the time of reporting.

Number of violations of the Internal Code of Conduct: No violation of the Internal Code of Conduct was reported to the ethics whistleblowing committee.

Existence of an ethics whistleblowing system: An internal ethics whistleblowing committee receives reports of violations of the Code of Conduct.

Number of incidents reported through a whistleblower: In accordance with the French Sapin II Law, a procedure has been put in place in the company that would allow a whistleblower to report a breach of ethics that has come to their attention.

Number of harassment reports: Number of reports submitted to the HR department in 2021 for all employees worldwide.

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***

Adherence to the Sustainable Procurement and Supplier Relations Charter: Esker is a signatory to the Sustainable Procuement and Supplier Relations Charter, established by Médiation des Entreprises and the Conseil National des Achats, and is committed to promoting and complying with its 10 principles.

Integration of social and environmental criteria into purchasing practices: Social and environmental criteria, such as ISO 14001, ISO 9001, ISO 45001 and ISO 26000 certifications or the EcoVadis rating for suppliers, are included in the supplier assessment information sheet.

Integration of supplier location into purchasing practices: Supplier location is a criterion in the Supplier Assessment process.

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***

Analysis of supplier ESG risks: Supplier risks are listed in the Supplier Assessment Information sheet.

Number of targeted suppliers covered by a ESG assessment: The 50 largest suppliers in France must be reviewed in a ESG assessment by the Esker's Sustainable Procurement Manager.

Average supplier payment deadline: French law requires a maximum supplier payment deadline of 30 days following the date of receipt of goods or services.

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.

Percentage of business with ISO 9001 certification: Esker's two French sites (Décines and Villeurbanne) are ISO 9001 certified, which accounts for less than 50% of Esker's business.

CSR rating for the main paper supplier: Stora Enso, the main paper supplier for the Décines mail production facility, has ranked among the top 1% of companies rated by EcoVadis since 2017 (source: Stora Enso Annual Report 2021)

COMMUNITY ENGAGEMENT

Amount paid to support education and cultural activities: The total amounts paid under sponsorship agreements, backed by contracts signed with Esker-supported organizations.

Percentage of the amount allocated to sponsorship out of annual revenue: Percentage of the amount paid under sponsorship agreements out of revenue for the same period.

Number of hours used by employees out of their workdays supporting non-profit causes: Information collected from employees who volunteered with non-profit causes in 2021.

BUSINESS INDICATORS

Indicators	Scope	2019	2020	2021	*GRI standards*
Data Protection and Security					
ISO 27001 certification of the Esker on Demand platform	**Group**	**Monitored**	**Recertified**	**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 and security	**Group**	**100%**	**100%**	**99.8%**	
Existence of IT system penetration tests	Group	Yes	Yes	Yes	
Presentation of IT risks to the governance bodies at least once a year	Group	No	Yes	Yes	
Customer Innovation and Satisfaction					
Uptime of the Esker on Demand platform	**Group**	**99.853%**	**99.878%**	**99.980%**	
Amount invested in R&D	Group	€10,478,000	€12,633,000	€14,075,000	
R&D spending (% of annual revenue)	**Group**	**10.1%**	**11.3%**	**10.5%**	
Customer satisfaction survey	Group	Yes	Yes	Yes	
Customer NPS	**Group**	**59.08%**	**60.84%**	**61.83%**	
Formalized Business Continuity Plan	**Group**	**-**	**Yes**	**Yes**	

DATA PROTECTION & SECURITY

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

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

Number of complaints for non-compliance with GDPR: An official request to the CNIL or local equivalent is considered a complaint.

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, 2021. 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 Management Committee and the Supervisory Board. Security is a priority issue for Esker and is discussed at most meetings of the governance bodies.

CUSTOMER SATISFACTION & TRUST

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 period.

R&D spending out of annual revenue: Percentage of R&D spending over the period out of revenue for the same period.

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

Customer NPS: Customer satisfaction rate based on surveys sent to Esker on Demand platform users on a random basis or following actions from the Consulting (U.S.), Support (U.S. & Europe) and Customer Experience (U.S. & Europe) staff. Each survey contains the question "Would you recommend Esker?". The findings from 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

Indicators	Scope	2019	2020	2021	*GRI standards*
Characteristics and Social Policy					
Total workforce at year-end	**Group**	**675**	**765**	**839**	*GRI 102-7*
FTE employees at year-end	Group	663	749.36	827.76	
Average number of FTE employees	Group	681	765	804	
FTE permanent employees at year-end	Group	642	755.33	826.76	
Percentage of permanent employees at year-end	**Group**	**98.22%**	**99.21%**	**99.9%**	
Number of departures	Group	49	67	77	
- resignation	Group	5.61% (36)	5.54% (40)	5.77% (47)	
- termination	Group	0.15% (1)	0.83% (6)	0.86% (7)	
- other reasons for departure	Group	1.87% (12)	2.22% (16)	2.08% (17)	
- end of fixed-term contracts	Group	-	0.69% (5)	0.61% (6)	
Number of departures of FTE permanent employees	Group	49	63.50	75	
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 office	Group	54.63%	52.94%	51.43%	
Percentage of permanent workforce located in the country of the registered office	Group	54.75%	52.70%	51.43%	
Percentage of workforce operating in sensitive countries in terms of fundamental labor rights (Asia & U.S.)	Group	28.04%	28.49%	30.48%	
Average age of employees	**Group**	**37.9**	**37.9**	**38.0**	
Share of managers	France	85	86	89.77	
Payroll (€ thousands)	Group	59,961	68,712	84,139	
Median salary (€ thousands)	Group	50,341.4	50,328	53,520	
Average salary (€ thousands)	Group	61,744	61,017	64,922	

Indicators	Scope	2019	2020	2021	*GRI standards*
Employer Appeal and Talent Retention					
Staff turnover rate	**Group**	**10.0%**	**9.1%**	**9.4%**	*GRI 401-1*
Number of jobs created (excluding acquisitions)		112	90	75	
Number of employees hired	**Group**	**163**	**154**	**150**	
Percentage of permanent contracts among new hires	Group	94%	95%	98%	
Number of new employee referrals	Group	34	21	28	
Number of subscribers to LinkedIn page	France	4,950	8,178	10,396	
Number of new interns	Group	16	14	18	
Percentage of interns hired at the end of their internship	Group	6% (1/16)	29% (4/14)	16.6% (3/18)	
Number of employees on work-study programs & apprenticeships	France	-	-	2	
Percentage of new hires under the age of 28	Group	39%	37.7%	35%	*GRI 401-1*
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**	**-**	**-**	**83%**	
Percentage of labor disputes	France	-	-	0	
Completion of employee satisfaction surveys	Group	Yes	Yes	Yes	
Employee adoption of Esker culture	Group	-	87.60%	92.4%	
Employee satisfaction rate	Group	95% (France)	88%	90%	
Percentage of employees who recommend Esker as a great place to work	**Group**	**90% (France)**	**84%**	**90%**	
Average company affiliation (years)	**Group**	**6.4**	**6.8**	**6.3**	
Percentage of part-time employees	Group	5.0% (34)	4.8% (37)	4.6% (39)	
Percentage of workforce covered by a collective agreement	Group	54.63%	53.99%	50.36%	
Number of meetings with staff representatives	France	10	10	16	
Occasional childcare (emergency & planned)	France	-	-	Yes	
Percentage of employees working remotely	Group	-	93%	93%	

Indicators	Scope	2019	2020	2021	*GRI standards*
Career Management and Skills Development					
Percentage of employees taking part in an annual performance review	**Group**	**100%**	**100%**	**100%**	*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	400 (France)	815	892	
Number of employees completing external professional training during the year	Group	-	283	441	
Percentage of staff taking internal training	Group	100%	100%	100%	
Percentage of staff taking external training	**Group**		**36.99%**	**52.60%**	
Total number of training hours completed by employees o/w: - internal training - external training	Group	9,472 (France) - -	13,862 8,003 5,859	15,347 9,726 5,621	
Average number of training hours per employee	**Group**	**28.44 hours (France)**	**18.12 hours**	**18.83 hours**	*GRI 404-1*
External training budget	France	135,614	106,474	115,754	
	Group	**-**	**180,383**	**140,791**	
Training budget (including trainer pay)	Group	€357,870	€596,580	€693,810	
Share of contribution to training (training budget/payroll)	Group	0.60	0.87	0.82	
Number of internal changes	**Group**	**34**	**75**	**85**	
Employee Health and Safety					
Frequency rate of occupational accidents	**Group**	**7.05%**	**3.68%**	**1.9%**	*GRI 403-9*
Severity rate of occupational accidents	**Group**	**0.41%**	**0.08%**	**0.2%**	*GRI 403-9*
Absenteeism rate	**Group**	**2.85%**	**2.8%**	**3.15%**	*GRI 403-9*
Percentage of employees trained in first aid	France (excluding CalvaEDI)	15%	14.2%	12.97%	*GRI 403-5*
Percentage of employees working remotely	**Group**	**-**	**93%**	**93%**	

Indicators	Scope	2019	2020	2021	*GRI standards*
Equal Opportunity, Diversity and Inclusion					
Distribution of employees by gender: - Women - Men - Non-binary	Group	29.33% 70.66% 0%	30.59% 69.41% 0%	31.1% 68.9% 0%	*GRI 405-1*
Percentage of women in management positions	**Group**	**29.54%**	**31.53%**	**30.65%**	
Percentage of women among new hires	**Group**	**34.35%**	**31.17%**	**34%**	*GRI 401-1*
Gender equality index	France	90/100	91/100	91/100	
Pay gap between men and women	**France**	**4.5%**	**3.3%**	**4%**	
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	No	Yes	Yes	
Percentage of (> age 55) in the workforce	Group	21.00%	15.29%	8.21%	
Percentage of disabled employees in the workforce	Group	1.1% (France)	0.5%	0.36%	
Number of nationalities represented in the workforce	**Group**	**25**	**31**	**32**	
Number of nationalities represented in management	**Group**	**11**	**12**	**12**	

SCOPE, DATA COLLECTION & PROCESSING

The scope for social data is the same as for financial reporting and covers all Esker subsidiaries. The social indicators originate in large part from the internal reference used to prepare the social report for the entities concerned. Esker's workforce data (headcount, new hires, outgoing employees, company affiliation, accident rates) and training is centralized in the HR Information System. Each subsidiary has submitted a specific absenteeism report on its entity for consolidation at the company's head office.

WORKFORCE & SOCIAL POLICY

Total workforce at year-end: This number includes employees under an employment contract with Esker at year-end, covering open-ended, fixed-term (temporary increase in activity), professional training and apprenticeship contracts. This includes employees with suspended contracts (sabbatical, long-term illness, etc.) and excludes contracts drawn up to replace employees (maternity, illness), interns, temporary workers, outside consultants, Volunteers for International Experience (VIEs), and members of the Supervisory Board. Each employee counts as one unit, unless specified as full-time equivalent (FTE). For France, employees who left Esker on December 31, 2021 are included in the headcount.

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.

Number of departures: Shows the number of employees whose employment contract ended during the year, including open-ended, fixed-term (temporary increase in activity), professional training and apprenticeship contracts. This includes employees with suspended contracts (sabbatical, long-term illness, etc.) and excludes contracts drawn up to replace employees (maternity, illness), interns, temporary workers, outside consultants, Volunteers for International Experience (VIEs), and members of the Supervisory Board. 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, while 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 for permanent contracts only.

Number of departures of FTE permanent employees: Takes into account the number of employees in the reporting year based on their work time percentage.

Restructuring that has led to collective layoffs over the year: No employees were laid off during the reporting year.

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 permanent workforce located in the country of the registered office: Includes the permanent 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.

Average age of employees: Calculated based on the age of all employees worldwide on December 31 of the reporting year.

Share of managers: Total managers in France on December 31, covering Esker France and CalvaEDI, based on the total workforce of these two entities on December 31.

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

Median salary: Shows the salary at the middle point within 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.

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.

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. It does not include new vacancies waiting to be filled.

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. This includes employees with suspended contracts (sabbatical, long-term illness, etc.) and excludes contracts drawn up to replace employees (maternity, illness), interns, temporary workers, outside consultants, Volunteers for International Experience (VIEs), and members of the Supervisory Board. Internal movements and contract adjustments are not included in this number.

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

Number of new employee referrals: Covers the number of employees hired on referral by an Esker employee worldwide over the reporting period.

Number of subscribers to LinkedIn page: Refers to the number of subscribers to the Esker France LinkedIn page at the end of December.

Number of new interns: Number of internships at the Esker head office or subsidiaries for several weeks or months to fulfill a study year or degree requirement. Middle school internships are not included.

Percentage of interns hired at the end of their internship: Share of interns who signed an employment contract with Esker out of the total number of interns hosted worldwide.

Number of employees on work-study programs and apprenticeships: Covers the total number of employees hired on apprenticeships or professional training contracts in France during the reporting year.

Percentage of new hires under the age of 28: Percentage out of the total number of new hires worldwide over the reporting year.

Employee stock ownership plan: Presence in France of a company savings plan with Esker matching 100% of contributions, 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: As reported by the service provider that manages the head office's employee savings platform, 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).

Percentage of labor disputes: No labor disputes were recorded for the reporting year.

Completion of employee satisfaction surveys: A satisfaction survey is conducted of all people working at the company, including interns, during the reporting year. The system used allows each employee to answer the survey only once, via a personal link sent by email.

Employee adoption of Esker culture: An answer option to the question in the worldwide survey conducted by ChooseMyCompany.com, covering all active employees, in mid-January following the reporting year, the date the survey began.

Employee satisfaction rate: For 2019, the employee satisfaction rate was based on employee responses to the statement "Esker is a great place to work" in the annual survey conducted by Great Place To Work, and for 2020 to the question "Are you happy working at Esker?". For 2021, it was the overall score from the survey conducted by ChooseMyCompany.com.

Percentage of employees who recommend Esker as a great place to work: The answer to the question in the worldwide survey conducted by ChooseMyCompany.com, covering all active employees, in mid-January following the reporting year, the date the survey began. This rate reflects the number of "strongly agree" and "somewhat agree" responses to the question "I would recommend my company/organization to a friend to come and work" out of all responses to this question.

Average company affiliation: Average (in years) calculated based on the years of company affiliation of all employees worldwide as of December 31, 2021. The scope is the same as the one used to determine the total workforce at year-end.

Percentage of part-time employees: Percentage of employees working less than full time out of all employees worldwide as of December 31, 2021.

Percentage of workforce covered by a collective agreement: Covers the total number of employees of Esker France, excluding the CalvaEDI and employees located in Belgium. The workforce taken into account is based on the same scope as the total workforce at year-end.

Number of meetings with staff representatives: For France only, these meetings bring together members of the Social and Economic Committee and company management.

Occasional childcare (emergency and planned): Service set up in 2021 offering 10 days of occasional childcare per year and per child of employees, as of the age of three months. This allowance is divided into five days for emergency care and five days for planned care.

Percentage of employees working remotely: A Remote Work Charter was introduced in France, which includes a list of jobs not eligible for remote work.

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.

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 internal professional training during the year: Includes employees within the same scope as that for the total workforce (interns, VIEs and temporary workers are not taken into account). Equals the total number of employees receiving internal training during the year, whether or not they were still employed by the company on December 31 of the reporting year. Internal training includes programs led by in-house trainers. The program must have an educational purpose to be counted as internal training.

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

Percentage of staff taking internal training: Employees completing internal professional training during the year out of total number of employees at year-end. All employees are required to take training on IT security as well as the Social Media Charter.

Percentage of staff taking external training: Employees completing external professional training during the year out of total number of employees at year-end.

Total number of training hours completed by employees: Equals, for external training, all hours employees spent in training led by an external provider and, for internal training, all hours employees spent in training led by Esker's in-house training or other departments.

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.

External training budget: The budget allocated to training includes expenditures on training for 2021.

Training budget (including trainer pay): The budget allocated to training covers expenditures on training for 2021 and includes trainer pay. Internal trainers are included in proportion to the time they work with Esker's training department. The budget covers employees of Esker France and Esker USA.

Share of contribution to training: Reflects the training budget (including the gross salaries of French and U.S. trainers) in proportion to total payroll.

Number of internal changes: Equals the number of employees who changed positiions within Esker in 2021. Changes between subsidiaries are also taken into account.

EMPLOYEE HEALTH & SAFETY

Frequency rate of occupational accidents: Number of accidents with injury-related sick leave (including commuting accidents) X 1,000,000/number of theoretical hours worked, worldwide. 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. Declarations submitted to the French national health service (or equivalent body) are taken into account, whether or not the accident has been formally recognized as an occupational accident, as recognition is not necessarily official on December 31 of the reporting year. The number of theoretical hours worked is 7 for France, 7.5 for the subsidiary Esker and 8 for all other subsidiaries.

Severity rate of occupational accidents: Number of days lost due to workplace and commuting accidents (including occupational illness) X 1,000/ number of theoretical hours worked, worldwide. Equals the number of days of sick leave due to occupational accidents confirmed by the national health system during the reporting year. Theoretical hours worked are calculated based on the number of theoretical days worked at each subsidiary. Weekends and public holidays are not counted and absences are not deducted (to correspond to the theoretical working time). Part-time employees are taken into account in proportion to their theoretical work time over the year and are not counted as full-time.

Absenteeism rate: Number of hours not worked worldwide, including all absences —illness/accidents, maternity/paternity/adoptions, and family events — compared to the number of theoretical hours worked. The days are calculated in business days.

Percentage of employees trained in first aid: Percentage of employees who have taken first aid training out of all employees, in France only.

EQUAL OPPORTUNITY, DIVERSITY & INCLUSION

Distribution of employees by gender: Percentage of male, female and non-binary employees out of total Esker employees.

Percentage of managers by gender: Number of men, women, and non-binary in management positions, compared to the total number of managers worldwide.

Percentage of women among new hires: Number of women hired in the reporting year compared to the total number of employees hired worldwide.

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: Score obtained in calculating the gender equality index. All components of compensation packages are taken into account, except:

- Severance packages and retirement allowances - Hardship allowances that do not concern the employee - Length of service bonuses - Overtime or additional hours
- Profit-sharing bonuses

For each employee, compensation is compared to the number of FTEs, taking into account the employee's length of service during the annual reporting period and, if applicable, the proportion of part-time work.

Then the average pay per FTE is calculated.

All active employees during the annual reporting period are taken into account, except:

- Apprentices or employees on a professional training contract
- Employees serving under a third-party company
- Expatriate employees
- Employees absent for more than half the reporting period

Percentage of female employees given raises in the year after their return from maternity leave: Covers employees who returned from maternity or adoption leave (possibly extended by parental leave) during the reporting period, and during which general and/or individual pay increases were granted to employees in the same professional category, or failing that, to all company employees. Despite their absence for more than half of the reporting period, these employees are taken into account in calculating the indicator.

Adaptation of working conditions for exceptional family/health situations to retain employees: Consideration for 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 (> age 55) in the workforce: Covers Esker employees over age 55 at December 31.

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.

Number of nationalities represented in the workforce: Number of nationalities identified among the employees worldwide.

Number of nationalities represented in management: Number of nationalities identified among management worldwide.

ENVIRONMENTAL INDICATORS

Indicators	Scope	2019	2020	2021	*GRI standards*
Carbon Footprint and Energy Efficiency					
Number of ISO 14001 certified sites	Group	1	2	2	
Assessment/review of greenhouse gas emissions		Yes	Yes	Yes	
Total CO2 emissions (t.CO2e)	France	1,533	1,157	1,377	
	Group	-	3,399	3,511	
Amount of CO2 emitted per employee	Group	-	4.69	4.18	
Intensity of CO2 emissions (amount of CO2 per million euros of revenue)		-	30.27 t.CO2e/€m	26.26 t.CO2.e/€m	
Amount of CO2 emitted by source:					
- Offices & factories (t.CO2e)	France	915	945	1,125	*GRI 305-1, 305-2*
	Group	-	2,696.8	2,813	
- Business travel (t.CO2e)	France	467	120	130	*GRI 305-3*
	Group	-	343.1	287	
- Commuting (t.CO2e)	France	151	92	122	*GRI 305-3*
	Group	-	348.7	411	
	Per employee		0.456	0.490	
Amount of CO2 emitted by scope:					
- Direct GHG emissions: Scope 1 (t.CO2e)	France	196	120	106	*GRI 305-1*
	Group	-	381	189	
- Indirect GHG emissions: Scope 2 (t.CO2e)	France	39	40	43	*GRI 305-2*
	Group	-	629	659	
- Other indirect GHG emissions: Scope 3 (t.CO2e)	France	1,298	997	1,228	*GRI 305-3*
		-	2,390	2,663	
Power consumption (kWh)	France	680,856 (excluding common areas)	696,229 (excluding common areas)	1,064,053	*GRI 302-1*
	Group	-	1,756,855	2,036,713	
Energy audit conducted	France	-	-	Yes	
Employee awareness of the climate emergency	France	Yes	Yes	Yes	
Number of trees planted with Reforest'Action	Group	5,000	6,250	8,000	
Amount allocated to Reforest'Action projects (in €)	Group	3,750	4,967.5	7,950	

Indicators	Scope	2019	2020	2021	GRI standards
Employee Mobility and Remote Working					
Percentage of hybrid or electric cars in the vehicle fleet	**Group**	**17%**	**31%**	**46%**	
Number of employees receiving transportation allowance	France	183	176	234	
Total amount reimbursed through the transportation allowance	France	€54,371	€36,490	€28,963	
Number of employees receiving sustainable transportation bonus	France	69	81	104	
Total amount reimbursed through the sustainable transportation bonus	France	€9,975	€13,563	€17,683	
Percentage of employees who use environmentally friendly modes of transportation to commute	**Group**	**-**	**-**	**51%**	
	France	**-**	**-**	**74%**	
Percentage of employees who can work remotely	**Group**	**93%**	**93%**	**93%**	
Amount paid to employees to facilitate remote working	France	-	36,920 €	114,410 €	
Waste Management and Circular Economy					
Mail production facilities (France and U.S. only)					
- Amount of recycled waste (excluding non-hazardous industrial waste)	France	88.30 metric tons	124.79 metric tons	100.7 metric tons	*GRI 306-4*
	U.S.	-	7.1 metric tons	7.1 metric tons	
- Recycling rate (excluding non-hazardous industrial waste)	France	100%	100%	99%	
	U.S.	-	86%	86%	
Offices (France only)					
- Amount of recycled waste	France	2,645 kg	1,821 kg	2,770 kg	
- Amount of non-recycled waste	France	20 kg	20 kg	56 kg	
- Waste recycling rate	France	99%	99%	98%	
Digital Carbon Footprint					
Percentage of revenue from EoD customers hosted on Microsoft Azure data centers	**Group**	**6.46%**	**12.68%**	**22.6%**	
Digital Carbon Footprint					
Power Usage Effectiveness (PUE) of the data centers	**Group**	**-**	**Colt: 1.55** **CDW: 1.23** **Azure: 1.125** **Equinix: 1.29-1.40** **AWS: no information available**	**Colt: 1.55** **CDW: 1.23** **Azure: 1.125** **Equinix: 1.29-1.40** **AWS: no information available**	*GRI 302-5*
Amount of recovered WEEE	**France**	**503 kg**	**167 kg**	**764 kg**	

SCOPE, DATA COLLECTION & PROCESSING

The scope of study for Esker's Carbon Report and environmental indicators includes the following subsidiaries: France, Germany (two sites), the United States (including TermSync), the United Kingdom, Spain, Italy, Asia (including Hong Kong, Singapore, and Malaysia), and Australia. The subsidiaries in France, United Kingdom, United States, Spain, Singapore, and Australia have a mail production facility. Business in the Netherlands, Belgium, Argentina and Canada, as well as CalvaEDI (site in Paris) and Neotouch Cloud Solution (Ireland) were excluded from the scope because they account for less than 2% of Esker employees, do not have a mail production facility, and employees mostly work remotely. Their impact is therefore deemed insignificant.

Data was collected based on information requested from the subsidiaries by the head office and entered in the Salesforce Net Zero Cloud. A data collector was appointed for each subsidiary to collect, analyze, and transmit data. A brief training session was conducted for the collectors to present and explain how the data should be collected.

Emissions were reported based on the Bilan Carbone® method.

All data collected was analyzed using the Salesforce Net Zero Cloud digital application. Each subsidiary's data was individually tallied before the results were consolidated. The emission factors used to convert source data to CO2 equivalent (kg.CO2e or t.CO2e) are from the ADEME Base Carbone® database V21.0 (updated on January 4, 2021). The exhaustive list of emission factors is presented in the appendix.

CARBON FOOTPRINT & ENERGY EFFICIENCY

Number of ISO 14001 certified sites: The Décines and Villeurbanne sites in France have been ISO 14001 certified since 2019 and 2020, respectively.

Assessment/review of greenhouse gas emissions: Esker has produced a Carbon Report for France since 2018 and for company-wide since 2019.

Amount of CO2 emitted per employee: Reflects the total amount of CO2 emissions divided by the number of employees at year-end (839).

Energy intensity: The energy intensity ratio is calculated by dividing total energy consumption in the reporting year (numerator) by revenue per metric ton in millions of euros (denominator) produced by the organization over the same reporting year. Energy intensity expresses the energy required per unit of activity. The denominator of revenue in the energy intensity ratio covers the entire organization, i.e., €134 million for the scope. For the energy intensity report, the denominator for employees is the total number of employees reported at the end of the reporting year (December 31) in all countries based on the scope, i.e., 839 employees for 2021.

Amount of CO2 emitted by source:

- Offices and production facilities: Emissions from offices and production facilities including energy bills for the entire site, waste, facility raw materials purchased and their inbound transport, purchased office services and supplies, and fixed assets.
- Business travel: Emissions related to business travel include the fuel consumption by company vehicles and business travel by any other means of transport (personal vehicle or rental, plane and train).
- Commuting: Emissions related to commuting are based on the responses to an internal survey and have been extrapolated to the total number of employees. The survey response rate was 72%.

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 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 purchased products and services:
  - Purchased raw materials for production facilities (mainly paper, envelopes and ink); office supplies, telecommunication, insurance and bank fees, subcontracting of printer maintenance; use of a security service to monitor sites or servers; food service)
  - Upstream freight transport (routing of raw materials)
  - Business travel by non-operated means of transport (business travel by employees with their personal vehicle; business trips by air/rail)
  - Employee commuting (obtained through an internal survey and extrapolated to all employees)
  - IT equipment (computers, screens, printers), operated vehicles (fleet or under long-term lease) and buildings owned, for France, E-integration, Spain, Italy and the U.K.
  - Waste (for the France, Germany, Italy, U.K. and U.S. sites). The data provided by the various collection service providers is taken into account (excluding non-hazardous industrial waste collected by local authorities, which is not weighed). Esker has no way of tracking this non-hazardous industrial waste (primarily waste from human activity such as leftover meals). However, this waste is considered immaterial compared to other types of waste that are tracked

- Emissions related to energy not included in categories 1 and 2 (mainly emissions associated with the transmission and distribution of electricity) were taken into account, applying an 8.91% average percentage for line losses (ratio observed in France)

- Esker is not affected by emissions related to upstream leasing assets, investments, transportation of visitors and customers, transport of downstream goods, use of products sold, end-of-life of products sold, downstream franchise, or downstream leasing.

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

Energy audit conducted: An energy audit was conducted in 2021 for the Villeurbanne offices and the Décines mail production facility.

Employee awareness of the climate emergency: Esker France employees are regularly invited to participate in talks, workshops or challenges on environmental issues. In 2021, Esker dedicated a week-long event to the environment to raise employee awareness about sustainable food, transport, responsible use of digital technology and waste management.

Number of trees planted with Reforest'Action: Esker has been partnering with Reforest'Action since 2019 and participates in projects to plant trees around the world.

Amount allocated to Reforest'Action projects: Equals the amount spent on reforestation projects with Reforest'Action.

WASTE MANAGEMENT & CIRCULAR ECONOMY

Mail production facilities: Esker has mail production facilities at its subsidiaries in France, the U.K., the U.S., Spain, Singapore and Australia. The data included in the Carbon Report covers all mail production facilities except Singapore and Australia. Only waste from the French and U.S. facilities is included in the reporting for the Non-Financial Statement, as they account for 97% of the operations of Esker's mail production facilities. These facilities generate a large amount of waste (paper, cardboard and ink) compared with office waste.

Amount of recycled waste: Includes recycling of waste paper, cardboard, wood, plastic, and ink. For France, the data comes from reports provided by the sorting service provider (Chimirec for inks and Paprec for paper, cardboard and plastic). For the U.S., the service provider averaged the weight in relation to the size of the containers used by the plant, applied this average to the number of containers removed during the year, and estimated the weight of the waste collected at the site of the U.S. mail production facility.

Amount of energy recovery from waste: Includes plastic, wood and soiled materials which are incinerated and the energy recovered.

Offices: Covers France only. The waste recycling service provider for Esker's offices in Villeurbanne provides quarterly activity reports, reflecting the amount of recovered waste. The annual amount is the sum of these amounts.

Non-hazardous industrial waste is not included in the data reported in the Waste Management and the Circular Economy section because it cannot currently be monitored, as it is managed by the local public authorities. Non-hazardous industrial waste per employee is estimated to be immaterial (130 kg per employee, i.e., 2% of the total amount of waste generated). A more accurate estimate will be performed for the following years.

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	2018	2019	2020	2021
France	2 / 39	4 / 44	12 / 47	18 / 47
U.K.	1 / 8	1 / 8	3 / 8	7 / 8
Germany (e-Integration)	0 / 7	1 / 6	1 / 6	1 / 5
Spain	2 / 5	6 / 6	7 / 7	9 / 9
Italy	0 / 4	0 / 6	0 / 6	0 / 7
TOTAL	5 / 63	12 / 70	23 / 74	35 / 76

Number of employees receiving the transportation allowance: Equals the number of employees in France who have been reimbursed for their Lyon public transit (TCL) passes.

Total amount reimbursed through the transportation allowance: Equals the total amount paid to employees in France who have been reimbursed for their Lyon public transit (TCL).

Number of employees receiving the sustainable transportation bonus: Equals the number of employees in France who have been reimbursed for their travel expenses by public transportation or bicycle.

Total amount reimbursed through the sustainable transportation bonus: Equals the total amount paid to employees in France who have been reimbursed for their travel expenses by public transportation or bicycle.

Percentage of employees who can work remotely: The majority of Esker's employees can work remotely. Only employees in the mail production facilities must be present at their workstations to carry out their duties.

Amount paid to employees to facilitate remote working: Equals bonuses paid when remote working was mandatory.

Distribution of employees' main modes of transportation to commute: A survey of employee commutes was conducted in establishing Esker's Carbon Report. This survey was used to assess the distribution of the modes of transportation used by employees.

THE DIGITAL CARBON FOOTPRINT

Portion of revenue from customers on Azure: The revenue generated by customers hosted on Microsoft Azure data centers (subscriptions and traffic, excluding service) came to about €30 million out of total revenue of €134 million, or 22.6% of Esker's revenue in 2021.

Power Usage Effectiveness (PUE) of the data centers: The energy efficiency indicators for the data centers were found on websites or official statements, or they were provided directly by the suppliers (Microsoft Azure, Equinix, Colt, CDW).

Amount of recovered WEEE: Used or end-of-life electrical and electronic equipment is collected and disposed of by professionals. This includes computer servers, network switches, laptop and desktop computers, monitors, printers, battery chargers, adapters and electrical appliances.

N.F.S. ATTESTATION

Report of one of the Statutory Auditors, appointed as independent third party, on the verification of the consolidated non-financial statement

Year ended 31 December 2021

To the Shareholders,

In our capacity as statutory auditor of Esker ("entity"), appointed as independent third party ("third party") and accredited by COFRAC under number 3-1048 (French Accreditation Committee registration, No. 3-1048, scope available at www.cofrac.fr), while in the process of adapting our management system as part of the update to our accreditation procedures as required by Cofrac (transition from ISO 17020 to ISO 17029), we conducted procedures with the aim of expressing a reasoned opinion with a limited assurance conclusion on the historical information (reported or extrapolated) in the consolidated non-financial statement, prepared in accordance with the entity's procedures ("Guidelines"), for the year ended 31 December 2021 ("Information" and "Statement" respectively), presented in the Esker management report pursuant to the legal and regulatory provisions of Articles L.225 102-1, R.225-105 and R.225-105-1 of the French Commercial Code (Code de Commerce).

CONCLUSION

Based on the procedures we implemented, as described in the section "Nature and Scope of Procedures", and the information we collected, no material misstatements have come to our attention that cause us to believe that the Statement does not comply with the applicable regulatory provisions and that the Information, taken as a whole, is not fairly presented in accordance with the Guidelines.

PREPARATION OF THE STATEMENT

As no generally accepted and widely used standards or established practices exist that we can apply to assess and measure the Information, we can use different but acceptable measurement techniques that may affect comparability between entities and over time.

Consequently, the Information should be interpreted and understood with reference to the Guidelines, the material items of which are presented in the Statement and available on the entity website or on request from its headquarters.

LIMITATIONS INHERENT IN PREPARING THE INFORMATION FOR THE STATEMENT

The Information may be subject to uncertainty inherent in the state of scientific or economic knowledge and the quality of external data. Some information is sensitive to the methodological choices, assumptions or estimates used in preparing the Statement and presented therein.

ENTITY RESPONSIBILITY

The Management is responsible for:

- selecting or setting appropriate criteria to be applied in preparing 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 applied with respect to these risks as well as the outcomes of these policies, including key performance indicators, as well as information set forth in Article 8 of Regulation (EU) 2020/852 on the Green Taxonomy;
- and implementing the internal control procedures deemed necessary to produce Information that is free from material misstatement, whether due to fraud or error.

The Statement has been prepared by applying the entity'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 reasoned opinion with a limited assurance conclusion on:

- the Statement's compliance with Article R.225-105 of the French Commercial Code;
- the fairness of the information 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, and measures relating to the main risks, hereinafter the "Information".

As it is our responsibility to form an independent conclusion on the Information as prepared by management, we are not authorised to be involved in preparing this Information, as it could compromise our independence.

It is not our responsibility to provide any conclusion on:

- the entity's compliance with other applicable legal and regulatory provisions, particularly with regard to the information required by the duty of vigilance plan or concerning the fight against corruption and tax evasion;
- the compliance of products and services with applicable regulations.

REGULATORY PROVISIONS AND APPLICABLE PROFESSIONAL STANDARDS

We performed the procedures described below in accordance with Articles A. 225-1 et seq. of the French Commercial Code, the professional standards issued by the French Institute of Statutory Auditors (Compagnie nationale des commissaires aux comptes) relating to this engagement in lieu of an audit, and the International Standard on Assurance Engagements (ISAE) 3000 (Revised).

INDEPENDENCE AND QUALITY CONTROL

Our independence is defined by Article L.822-11-3 of the French Commercial Code and the 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 regarding compliance with applicable laws and regulations, ethical requirements, and professional standards of the French Institute of Statutory Auditors relating to this engagement.

MEANS AND RESOURCES

Our work engaged the skills of five people and was carried out between February and April 2022 over a total of 12 weeks.

To assist us in conducting our work, we referred to our corporate social responsibility and sustainable development experts. We conducted around ten interviews with people responsible for preparing the Statement, representing the Finance, Human Resources, Environment, Marketing and Purchasing departments.

NATURE AND SCOPE OF PROCEDURES

We planned and performed our work taking into account the risk of material misstatement in the Information.

It is our belief that the procedures that we applied in exercising our professional judgment allow us to draw a conclusion of moderate assurance.

- We familiarized ourselves with the activities of all entities in the consolidation scope and the description of the principal risks.
- We assessed the appropriateness of the Guidelines in terms of their relevance, completeness, reliability, neutrality and clarity, taking into account, where appropriate, best practices within the sector.
- We verified that the Statement covers each category of information stipulated in section III of Article L.225-102-1 governing social and environmental affairs, as well as respect for human rights and the fight against corruption and tax evasion.
- We also 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 principal risks, and includes, where applicable, an explanation for the absence of the information required under Article L.225 102-1 III, paragraph 2.
- We verified that the Statement presents the business model and the main risks relating to the activities of all entities included in the consolidation scope, including, where relevant and proportionate, the risks generated by its business relations, products or services as well as policies, measures and outcomes, including key performance indicators on the main risks.
- We referred to documentary sources and conducted interviews to:
  - assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented, and
  - corroborate the qualitative information (measures and outcomes) that we considered to be the most important[1] by conducting procedures at the consolidating entity.
- We verified that the Statement covers the consolidated scope, i.e. all companies within the consolidation scope in accordance with Article L.233-16, with the limits specified in the Statement.
- We obtained an understanding of internal control and risk management procedures and assessed the data collection process to ensure the completeness and fairness of the Information.

- For the key performance indicators and other quantitative results that in our judgment were of most significance[2], we carried out:
  - analytical procedures that consisted in verifying the correct consolidation of collected data as well as the consistency of changes thereto;
  - substantive tests, on a sampling basis, or other selection techniques that consisted in verifying the proper application of definitions and procedures and in reconciling data with supporting documents. These procedures were conducted for a selection of contributing entities3 and covered between 36% and 100% of the consolidated data selected for these tests.
- We assessed the overall consistency of the Statement in relation to our knowledge of the entity.

The procedures we have performed to provide a basis for a limited assurance conclusion are less extensive than those required for reasonable assurance performed in accordance with the professional standards of the French Institute of Statutory Auditors; a higher level of assurance would have required us to carry out more extensive procedures.

Paris-La Défense, le 30 avril 2022

One of the statutory auditors

DELOITTE & ASSOCIÉS

Arnauld de GASQUET

[1] Responsible purchasing policy, existence of a CSR Code of Conduct for suppliers, recommendation rate, reforestation projects.

[2] CEO's salary relative to the median salary, percentage of employees with awareness training on business conduct and anti-corruption policy (France), percentage of employees who have successfully completed online training on data protection and security, workforce (total/gender/type of contract/full- vs. part-time), resignations, turnover rate, number of hires (total/gender/type of contract), recommendation rate, percentage of employees who took external training, frequency rate, severity rate, absenteeism rate, gender pay gap, total CO2 emissions Scopes 1/2/3, CO2 emissions/revenue, power consumption, amount of recycled/non-recycled waste (French and US mail production facilities), amount of recovered WEEE in France.

[3] Entities: Esker France, Esker USA, Esker Australia.

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