

CSR Report

2025 Version - Group



Message from Management

When we launched the first workshops around our CSR project in February 2025 with all the Group's Managers, we were able to see just how meaningful and unifying this topic is. Indeed, everyone had the opportunity to express their perspective on the four CSR pillars. Social and societal issues were initially the most engaging topics: the discussions they sparked helped structure a shared approach and establish key principles that we all aligned on:

- Everyone should play a role in preserving and continuously improving a healthy, fair, and equitable work environment for all employees.
- Recognizing how our multicultural environment, bringing together nearly thirty different nationalities within the Group, is a true asset.
- Giving meaning to Vocalcom's mission: improving working conditions for call center agents, while ensuring we offer our clients a non-intrusive solution that respects the privacy of their prospects by engaging them in a more targeted and effective way.

Environmental issues are, of course, on everyone's mind, as we are all confronted daily with the consequences of climate change. However, beyond this individual awareness, the workshop we held on climate-related challenges was highly educational and brought people together: all participants greatly appreciated the session and also got to know each other better through these discussions.

Reflections on responsible procurement, although initially less intuitive for participants, proved just as impactful. Looking beyond simple commercial comparisons helped raise awareness among teams that supplier selection shapes the entire ecosystem: we choose who we want to be part of it, based on shared values, societal commitments, as well as performance and efficiency.

This 2025 CSR project has been rich in learnings, has brought employees closer together, and has strengthened our company vision: it is one of our major successes for 2025!

Nicolas MESTCHERSKI

CEO of Vocalcom

Vocalcom is an international publisher of SaaS solutions for customer interaction management (CCaaS), enabling companies to manage customer interactions via cloud-hosted digital platforms. This CSR report is produced in accordance with the VSME standard and covers the Group's main ESG commitments and performance. The report is structured around the VSME base module and narrative module, supplemented by a dashboard of key performance indicators.

Base Module

Reporting Basis B1

a. Reporting mode

Reporting carried out on a consolidated scope including all subsidiaries held at more than 50%.

b. Countries of operation

Country / Region					
France	United States	Canada	United Kingdom		
Spain	Morocco	Tunisia	Chile	Mexico	Brazil
Argentina	Colombia	Benelux	MEA (Middle East / Africa)		



This report covers all majority-held Vocalcom group entities.

c. Group revenue by country (2024 / 2025)

Consolidated group revenue amounted to 23.41 M€ in 2024 and 20.20 M€ in 2025 (-13.7%). The reduction reflects structural adjustments across several geographies and the exit of Germany. France remains the largest market (28.8% of 2025 revenue), followed by Spain (19.5%) and MEA-Dubai (13.1%). Benelux recorded a strong increase (+98.6%).

Country	Revenue 2024 (€)	Revenue 2025 (€)	Change
France	6 759 918	5 813 002	-14.0 %
Spain	3 798 691	3 939 537	+3.7 %
MEA (Middle East - Dubai)	3 043 799	2 647 074	-13.0 %
Tunisia	2 069 543	2 056 597	-0.6 %
Morocco	2 256 944	914 966	-59.5 %
Benelux	727 293	1 444 200	+ 98.6 %
Argentina	1 189 852	1 062 835	-10.7 %
Brazil / Colombia / Canada / Chile / Mexico / USA / UK	2 279 717	1 850 251	-18.8 %
Germany (exited in 2025)	886 977	n/a	—
TOTAL GROUP	23 413 595 €	20 198 462 €	-13.7 %

d. Certification

ISO/IEC 27001:2022 — Information Security Management System (ISMS) — obtained in 2024 — reissued 12/12/2025, valid until 11/11/2026 (Cert. No 202411007 — scope: Hermes Software as a call centre solution, SoA v2 dated 05/11/2025).

Sustainability Practices, Policies and Initiatives

Vocalcom has formalised several internal policies covering environmental, social, ethical and governance dimensions.

Theme	Policy	Ongoing initiatives	Objective
Responsible purchasing	Responsible Purchasing Policy	Integration of ESG criteria in purchasing	Reduction of supplier risks
Human rights	Responsible Purchasing Policy	Assessment of non-EU suppliers	Compliance with international standards
Supplier security	Responsible Purchasing Policy	Security assessment of IT & cloud suppliers	Data protection
Information security	Information Security Policy	Implementation of ISO 27001 certified ISMS	Protection of systems and data
Cyber risk management	Information Security Policy	Annual risk mapping and treatment plans	Strengthening digital resilience
Data protection	Information Security Policy	GDPR compliance & regulatory monitoring	Personal data protection
Responsible digital	Environmental Policy	Green IT awareness	Reduction of digital footprint
IT equipment management	Environmental Policy	Extension of equipment lifespan & WEEE recycling	Resource optimisation
Sustainable mobility	Environmental Policy	Remote working & reduction of travel	Reduction of mobility-related emissions
Anti-corruption	Ethics Policy	Employee training on ethical principles	Prevention of illicit practices
Governance	Ethics Policy	Signing of Code of Conduct	Strengthening integrity culture
Whistleblowing	Ethics Policy	Confidential alert mechanism	Detection of non-compliant behaviour
Sustainable employment	Social Policy	Promotion of stable contracts	Employment stability
Health and safety	Social Policy	Monitoring of accident & absenteeism indicators	Prevention of occupational risks
Diversity and inclusion	Social Policy	Promotion of women in technical roles	Professional equality
Social dialogue	Social Policy	Internal employee surveys	Improvement of engagement
Skills development	Social Policy	Annual employee training	Professional development

All policies are subject to regular monitoring by HR, Purchasing, IT and Compliance under Management supervision.

Environment

2025 CSR Report — Base Module



Energy & GHG Emissions B3

a. Energy block (MWh)

Indicator	2023	Year N-1	Method	Scope
Total consumption (MWh)	See note below MWh			World

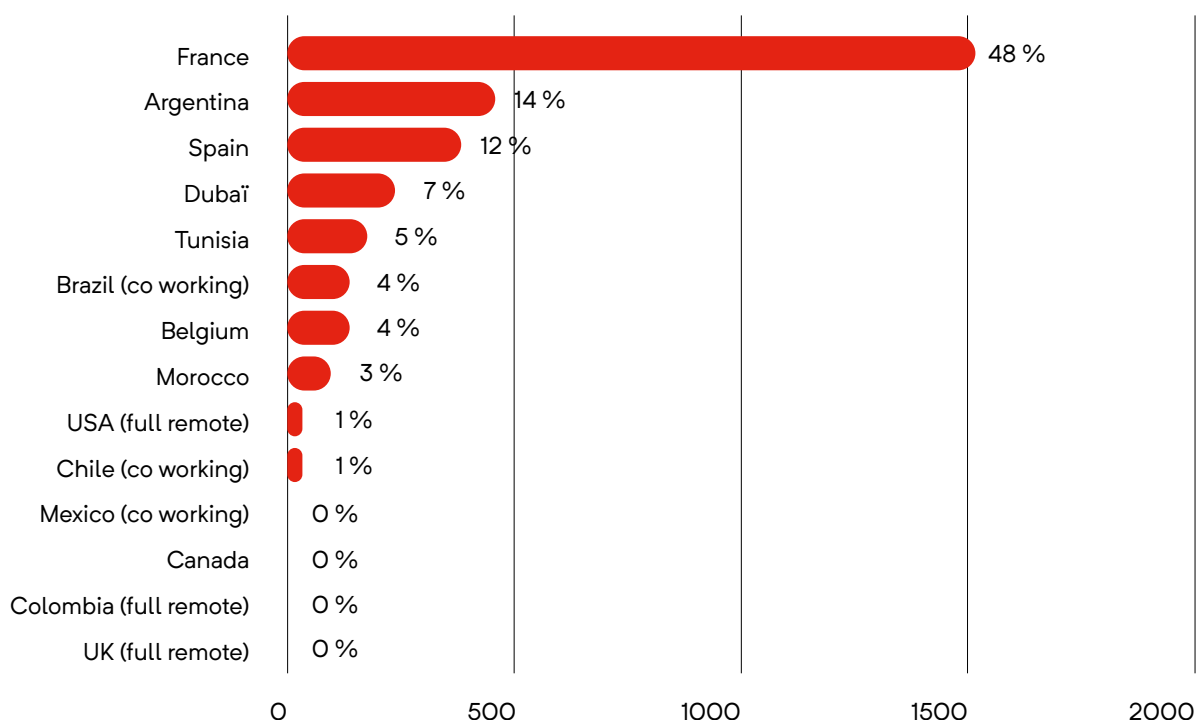
Electricity costs — Paris office relocation (France) : Vocalcom relocated its Paris headquarters in July 2024, downsizing from ~1,000 m² to ~600 m² (Tour Egho, 2 Av Gambetta, Courbevoie). Electricity costs fell from 25 044 € in 2023 to 5 668 € in 2025 (approx. -77%), directly reducing Scope 2 emissions and reflecting the company's commitment to environmental responsibility through efficient office management.

b. Emissions block (tCO₂e)

Indicator	2023	Year N-1	Method	Scope
Scope 1	282 tCO ₂ e		GHG Protocol - direct emissions	World
Scope 2	532 tCO ₂ e		GHG Protocol	World
Scope 3	2 317 tCO ₂ e		GHG Protocol	World
Total GHG	3 131 tCO ₂ e		GHG Protocol	World

GHG emissions calculated per GHG Protocol Corporate Standard. Scope 3 = 74% of total.

c. Repartition of GHG by country



d. Main emission sources

Emission source	tCO2e	% of total	Scope
Purchases & capital assets	1722	55 %	Scope 3
People transport	626	20 %	Scope 3
Electricity	282	9 %	Scope 2
Other sources	501	16 %	Scope 1 & 3

Pollution

The company's activities are essentially service-based and do not involve industrial processes likely to generate significant pollutant emissions. This indicator is considered non-material within the meaning of the VSME standard.

Biodiversity

No site owned, leased or operated has been identified as located near an ecologically sensitive area. This indicator is considered non-applicable.

Water

Water consumption is limited to routine office use and is not subject to specific monitoring. This indicator is considered non-material.

Waste, Circular Economy

Waste produced consists primarily of office waste (paper, packaging, end-of-life IT equipment), handled through site or specialist service provider arrangements.

Waste reduction and sorting practices are promoted wherever possible.

Social

2025 CSR Report — Base Module



1. Group summary

Indicator	2023	2024	Change
Total headcount	157	134	- 15 %
% women	27 %	28 %	+ 1 pt
Average age	42.0	43.8	Ageing

2. Workforce breakdown by country (headcount, gender, age)

Indicator	Headcount 2024	Headcount 2025	% Women 2024	% Women 2025	Avg age 2024	Avg age 2025
France	43	39	33 %	41 %	44.8	45.9
Benelux	6	4	0 %	0 %	48.5	48.5
Argentina	24	18	21 %	28 %	33.2	34.7
Brazil	6	4	33 %	50 %	29.3	31.3
Chile	3	3	0 %	0 %	46.4	47.4
Colombia	3	3	0 %	0 %	33.0	34.0
Mexico	2	2	0 %	0 %	41.3	42.3
USA	2	1	50 %	100 %	46.6	41.0
Canada	1	-	0 %	n/a	42.6	n/a
Spain	28	21	18 %	10 %	47.4	50.1
Tunisia	18	19	50 %	42 %	39.5	40.1
Morocco	5	5	40 %	40 %	39.5	40.5
MEA (other)	13	14	23 %	21 %	39.0	39.6
UK	3	1	0 %	0 %	47.6	53.7
TOTAL GROUP	157	134	27 %	28 %	42.0	43.8

Colour coding : orange = decrease / below target, outline = increase / improvement.

3. Workforce by contract type – 2024

Country	Permanent contracts	Other (fixed-term / temp / trainee / other)	Total
Argentina	24	1 temporary	25
Benelux	6	0	6
Brazil	6	3 business agents	9
Canada	1	0	1
Chile	3	0	3
Colombia	3	0	3
France	41	1 trainee + 1 subcontractor	43
MEA	13	0	13
Mexico	2	0	2
Morocco	5	0	5
Spain	28	0	28
Tunisia	18	0	18
UK	3	0	3
USA	2	0	2
TOTAL	155 (96 %)	7	162

Note: total 2024 = 162, including 7 non-permanent contracts (temporary workers, business agents, trainee, subcontractor). The workforce summary uses 157 (CDI-equivalent scope).

4. Workforce by contract type – 2025

Country	Permanent contracts	Other (fixed-term / temp / trainee / other)	Total
Argentina	18	0	18
Benelux	4	0	4
Brazil	4	0	4
Canada	0	0	0

Chile	3	0	3
Colombia	3	0	3
France	38	1 trainee	39
MEA	14	0	14
Mexico	2	0	2
Morocco	5	0	5
Spain	21	0	21
Tunisia	19	0	19
UK	1	0	1
USA	1	0	1
TOTAL	133 (99 %)	1	134

Note: total 2025 = 134, including 1 trainee (France). Permanent contract rate: 133/134 = 99%.

5. Key workforce indicators

Indicator	Year N (2025)	Year N-1 (2024)	Target
Total headcount	134	157 (162 incl. non-perm)	Stabilisation
% permanent contracts	99 % (133/134)	96 % (155/162)	≥ 85 %
% fixed-term / other	≤ 1 % (1/134)	4 % (7/162)	≤ 10 %
% women — total workforce	28 %	27 %	≥ 40 %
% women — technical roles	Not measured		? ≥ 30 %
Turnover	Not consolidated	0	≤ 15 %
Average age (Group)	43.8	42.0	—

Health & Safety

Data source: Génération welfare scheme statistics — period 01/01/2024 to 30/11/2024 (France scope).

Workplace accidents and safety performance — France 2024 vs 2025

Data source: HR data and social security declarations (France scope).

Indicator	2024	2025	Methodology / Scope
Number of workplace accidents	1	1	Social security declarations — France
Hours worked	87 073.5	74 977.5	HR data — France
Frequency rate (accidents / hours worked x 1,000,000)	11.48	13.34	France
Severity rate (days lost / hours worked x 1,000)	2.11	0.15	France
Days lost due to accidents	184	11	HR data — France

Absenteeism (sick leave) — France 2024 vs 2025

Indicator	2024	2025	Scope
Total sick leave days	846.5	354	France
Number of cases	20	13	France
Average duration per case	42.3 days	27.2 days	France

Available data shows a significant decrease in sick leave between 2024 and 2025, both in total days (-58%) and average duration per case (-36%). This trend suggests an improvement in working conditions and/or a reduction in long-term absences. However, data consolidation remains in progress, and absenteeism rates (based on total working days) are not yet fully calculated at Group level.

Welfare scheme (prévoyance) — France 2024

The welfare scheme covers incapacity (sick leave, workplace accident), disability and death benefits for French employees. Key figures for the period January — November 2024 :

Guarantee	Claims in progress	Claims closed	Total claims	Benefits paid (€)
Incapacity (sick leave / workplace accident)	1	1	2	44 107 €
Other guarantees (death, education allowance...)	2	2	4	0 €
TOTAL	3	3	6	44 107 €

Indicator	Value
Total incapacity benefits paid (incl. prior-year claims settled in 2024)	168 721 €
Average complementary daily allowance	173 €/day
Claim type split	50% illness / 50% workplace accident
Median employee age at claim occurrence	41 years
Employees affected	2 employees
Standard deductible (franchise standard)	Applied
Electronic claims transmission (Prest'IJ)	Active

Note: The low claim frequency reflects the relatively small French headcount (39 employees in 2025). Monitoring will be strengthened as part of the CSR approach.

Remuneration & Training

Training indicators

Indicator	2024/2025	Target	Responsible	Scope	Review
Training budget — LinkedIn Learning Hub	28 368 € (150 licences)	Maintained & expanded	HR	Group	Annual
Cost per licence / user	189,12 € / user / year	—	HR	Group	Annual
% employees with access to digital training platform	150 users (> 100% of 2025 headcount)	100 %	HR	Group	Annual
Average training hours / employee	Not yet consolidated	≥ 10 h	HR	France	Every 2 years
% employees trained / year	Not measured	≥ 70 %	HR	Group	Every 2 years
% covered by collective agreement	—	—	HR	France	—
Gender pay gap M/F	—	—	HR	Group	—

LinkedIn Learning — investment trajectory

Vocalcom has deployed the LinkedIn Learning Hub platform, providing all employees with access to a multilingual digital learning library. The investment has grown steadily over the 3-year contract period (2023—2026) :

Period	Licences	Annual investment (€ excl. VAT)	Cumulative spend
Sep 2023 — Aug 2024	n/a	13 297.50 €	13 297.50 €
Sep 2024 — Aug 2025	n/a	20 611.50 €	33 909.00 €
Sep 2025 — Aug 2026	150	28 368.00 €	62 277.00 €

Total contract commitment (2023—2026): 62 277 €. The platform provides access to thousands of courses in all languages, covering technical skills, management, compliance, data protection and cybersecurity — directly supporting the CSR commitments on skills development and employee awareness.

Training budget (all training expenditure)

Indicator	2024	2025	Change
Total training budget (all sources, Group)	44.4 k €	40.5 k €	-8,8 %
of which: LinkedIn Learning Hub (digital platform)	20.6 k €	28.4 k €	+ 37,8 %

Professional travel (hotel + flights)

Indicator	2024	2025	Change
Total travel budget (hotel + flights)	429 k €	261 k €	-39,2 %
FTE headcount (Group)	174 FTE	159 FTE	-8,6 %
Travel cost per FTE	2 466 €/FTE	1 642 €/FTE	-33,4 %

Employee benefits — CSE holiday vouchers (chèques vacances)

In 2025, the Works Council (CSE — France) allocated holiday vouchers (chèques vacances) of 1 000 € per employee, providing direct financial support for employees' leisure and holiday activities. This benefit, managed by the CSE, reflects Vocalcom's commitment to employee well-being and quality of life at work.

Governance

2025 CSR Report — Base Module



Corruption

Indicator	Year N	Target
Number of convictions	0	0
Total fines amount	0	0

Narrative Module

Business Model & Sustainability Strategy

Vocalcom is an international SaaS publisher (CCaaS). The company's environmental and social impacts are predominantly indirect, linked to cloud infrastructure, IT equipment and technology partners.

The carbon assessment highlights the predominant weight of indirect emissions (Scope 3). Vocalcom is progressively integrating ESG issues into its strategy and operations.

Environmental issues

Vocalcom is committed to reducing its carbon footprint by integrating responsible digital practices and environmental criteria in supplier relationships.

Information security and data protection

Vocalcom has implemented an ISMS compliant with ISO/IEC 27001 for data protection, cyber risk management and regulatory compliance.

Ethical business conduct

An ethics and compliance policy governs the prevention of corruption, conflicts of interest management and regulatory compliance.

Social responsibility and human capital

Vocalcom ensures respectful, inclusive working conditions and professional development through policies on training, occupational risk prevention and equal opportunities.

Responsible supply chain

A responsible purchasing policy integrates environmental, social, ethical and security criteria in supplier selection and evaluation.

Detailed Description of Policies

Vocalcom has formalised five internal policies covering all ESG dimensions. Full policy documents are available in Appendices 2 to 6. The key provisions of each policy are summarised below.

Environmental Policy (2025)

Scope : All group entities, employees, and strategic suppliers where relevant. Covers office activities, IT/cloud infrastructure, IT purchases, professional travel and digital practices.

Key commitments :

- Measure GHG emissions across Scopes 1, 2 and 3 based on the Carbon Assessment and its updates.
- Encourage low-carbon alternatives for professional travel; limit non-essential travel through hybrid working.
- Extend the lifespan of IT equipment (target ≥ 4 years) and promote reuse before replacement.
- Progressively integrate Green IT principles into IT and cloud practices.
- Progressively develop employees' environmental culture (target: 50% made aware by 2025).
- Integrate environmental criteria into supplier selection and evaluation processes.

Governance : Management validates orientations. Reviewed every 4 years (or earlier if material change). Aligned with ISO 26000 principles.

Social Policy (2025)

Scope : All group employees, executives, managers, and recruitment/career/training processes.

Key commitments :

- Encourage employee expression and managerial transparency through internal surveys.
- Respect fundamental ILO conventions on human rights and working conditions.

— Promote employment stability ($\geq 90\%$ permanent contracts), professional integration via apprenticeships and responsible contract management.

— Promote professional equality: Target to be defined

— Guarantee access to training and develop technical and managerial skills (≥ 5 h/employee/year; $\geq 70\%$ employees trained).

— Prevent occupational risks and monitor accident frequency (< 5) and absenteeism ($< 4\%$) indicators.

Governance : HR Department manages implementation. CSE (Works Council) active in France. Reviewed annually

Information Security Policy (2025)

Scope : All employees, executives, contractors and partners with access to information systems. Covers IT/cloud infrastructure, client/partner/employee data.

Key commitments :

— Maintain and improve the Information Security Management System (ISMS) compliant with ISO/IEC 27001:2022 (obtained 2024).

— Identify and manage information security risks with a level of protection adapted to data sensitivity.

— Raise employee awareness on cybersecurity best practices (target: ³ 70% trained).

— Restrict access to information systems based on the least-privilege principle; formalise access controls (SSO deployment in progress).

— Implement a structured security incident management process from detection through closure.

Governance : IT Department manages implementation. Incident process includes root-cause analysis for high-impact events. GDPR compliance ensured. Reviewed annually.

Responsible Purchasing Policy (2025)

Scope : Purchasing, IT, Finance and Operations teams; suppliers, service providers and technology partners (especially cloud providers).

Key commitments :

— Integrate ESG criteria into supplier selection and evaluation processes (≥ 50% of new suppliers assessed).

— Formalise a responsible supplier charter and obtain signatures (≥ 60% of strategic suppliers).

— Raise employee awareness on responsible purchasing issues (≥ 50% of concerned employees trained).

— Apply specific security assessments for IT and cloud suppliers to protect data and systems.

— Promote compliance with international standards: ILO conventions, UN Global Compact principles.

Governance : Purchasing Department manages implementation. Supplier charter in development. Reviewed every 4 years.

Ethics & Compliance Policy (2025)

Scope : All employees, executives, contractors and third parties; all geographies where Vocalcom operates.

Key commitments :

— Zero tolerance for bribery and corruption (aligned with UK Bribery Act 2010 and US FCPA). No facilitation payments or kickbacks.

— Governance of gifts and hospitality: lawful, proportionate and transparent; register to be implemented.

— Prevention and management of conflicts of interest; protection of sensitive information.

— Maintain a confidential whistleblowing channel; protect employees who report concerns in good faith.

— Train employees on anti-corruption (≥ 80%) and Code of Ethics (≥ 90% signatories).

— Train employees on GDPR/data protection (≥ 80%); protect personal data via privacy-by-design.

— Ensure role-based access control, logging/monitoring and structured incident management.

Governance : Management and Compliance oversee integrity and policy coordination. HR manages training and disciplinary processes. IT/Security manages access control and cybersecurity. Reviewed every 2 years.

Environment

2025 CSR Report — Narrative Module



Climate Transition

Vocalcom has conducted a carbon assessment covering the direct and indirect emissions of its activities (Scopes 1, 2 and 3). The results highlight a carbon footprint predominantly linked to indirect emissions (Scope 3), notably technology purchases, cloud services and professional travel. This is consistent with the SaaS business model, where cloud infrastructure and technology partners constitute the main impact drivers.

1. Reference situation — 2023 baseline

Emission source	tCO ₂ e (2023)	% of total	Scope
Purchases & capital assets	1722	55 %	Scope 3
People transport	626	20 %	Scope 3
Electricity (location-based)	532	17 %	Scope 2
Other sources (fuels, other Scope 3)	251	8 %	Scope 1 & 3
TOTAL	3 131	100 %	All scopes
of which Scope 1 (direct)	282	9 %	Scope 1
of which Scope 2 (energy)	532	17 %	Scope 2
of which Scope 3 (indirect)	2 317	74 %	Scope 3
Carbon intensity (tCO ₂ e / employee)	19	—	Group

2. Quantitative objectives

Indicator	Baseline (2023)	Target	Deadline	Scope
Total GHG (tCO ₂ e)	3 131	-5 % vs baseline	2030	Group
Scope 1 & 2 (tCO ₂ e)	814	-5 % vs 2023	2030	Group
Carbon intensity (tCO ₂ e / employee)	19	-x %	2030	Group

% cloud clients on optimised architecture	30 %	70 %	2028	IT/Cloud
IT equipment average lifespan	Not monitored	≥ 4 years	2030	IT
% employees environmentally aware	< 10 %	≥ 50 %	2025	Group

3. Qualitative objectives — emission source management

These qualitative objectives complement the quantitative targets by focusing on the structure and quality of carbon measurement, in line with the Environmental Policy 2025.

Commitment	Indicator	Baseline	Target	Scope	Review
Control main emission source	Share of people transport in footprint	20 %	Progressive reduction via mobility policy	Group	Every 4 years
Reduce travel emissions	Share of purchases & capital assets in footprint	55 %	Progressive reduction	Group	Every 4 years
Reduce energy emissions	Share of energy in footprint	9 %	-x % vs baseline	Group	Every 4 years
Control digital emissions	Emissions from sold services / digital infra	7 %	-x % vs baseline	Group	Every 4 years
Improve carbon data quality	Share of emissions via monetary estimates	66 %	< 50% (shift to physical data)	Group	Every 4 years

4. Action levers

— Cloud infrastructure optimisation : progressive migration toward more efficient architectures (30% -> 70% of clients by 2028)

— IT equipment lifecycle extension: target ≥4 years, responsible recycling (WEEE)

— Supply chain: progressive integration of environmental criteria in technology supplier selection and evaluation

— Green IT and eco-design principles : awareness of technical teams, optimisation of digital solutions environmental footprint

— Sustainable mobility: preference for remote meetings, encouragement of rail travel for domestic trips

— Carbon data quality: reducing the share of monetary estimates from 66% to below 50% by strengthening data collection from suppliers

5. Monitoring and governance

Climate indicators are monitored annually and reported to Management. Results are compared against the 2023 baseline to assess progress toward 2030 targets.

The environmental policy is subject to review every four years, or earlier in the event of material regulatory or operational changes.

Climate Risks

The group's geographical presence across more than ten countries implies differentiated exposure to physical and transition climate risks. Vocalcom's activities are principally service-based with no industrial processes, limiting direct physical climate exposure. The main risks identified are :

Transition risks

Evolving carbon pricing, digital taxation, stricter supply chain regulations (CSRD, EU taxonomy)

Physical risks

Increased extreme weather events affecting data centre availability and supplier resilience

Reputational risks

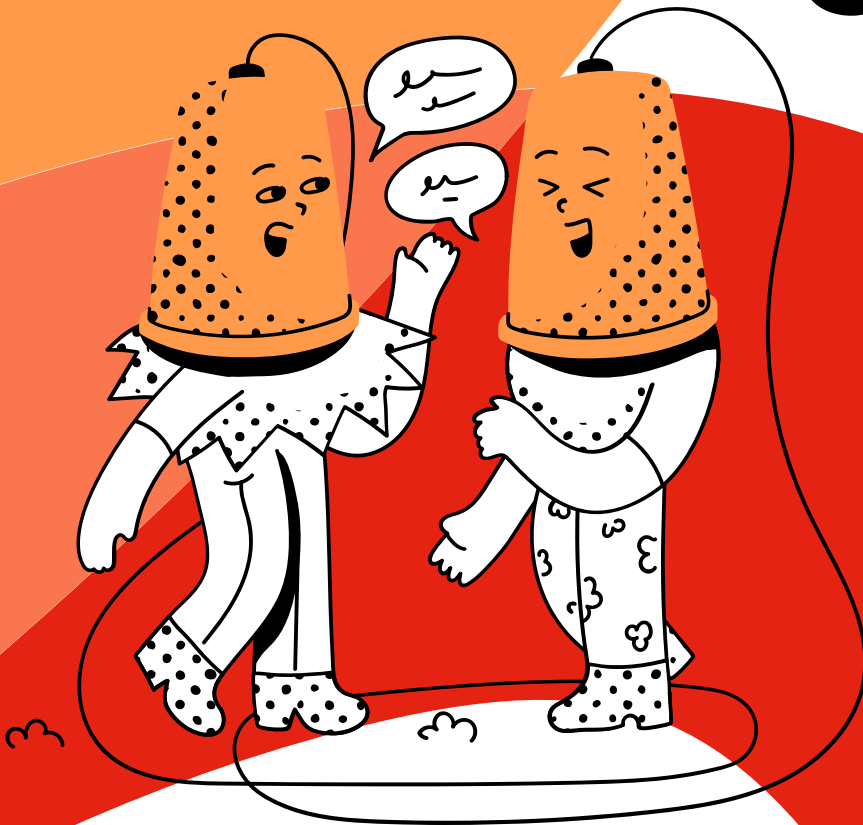
Growing client and investor expectations on climate performance and transparency

Climate indicators are monitored annually against the 2023 reference year toward 2030 targets. A more detailed risk mapping exercise could be planned as part of the CSR maturity roadmap.



Social

2025 CSR Report — Narrative Module



Complementary Workforce Characteristics

The following section presents a detailed analysis of the workforce based on validated group data for 2024 and 2025.

Workforce trends 2024–2025

The group recorded a 15% reduction in headcount between 2024 (157/162) and 2025 (134). This mainly reflects structural adjustments in Europe (France, Spain, UK,

Benelux). The share of women increased slightly (+1 pt). Average age rose from 42.0 to 43.8 years, highlighting ageing trends particularly in European entities.

Regional breakdown

Region / Country	Headcount (2024 -> 2025)	% Women (2024 -> 2025)	Avg age (2024 -> 2025)
Europe			
France	43 -> 39	33 % -> 41 %	44.8 -> 45.9
Spain	28 -> 21	18 % -> 10 %	47.4 -> 50.1
Benelux	6 -> 4	0 % -> 0 %	48.5
UK	3 -> 1	0 % -> 0 %	47.6 -> 53.7
Latin America			
Argentina	24 -> 18	21 % -> 28 %	32.2 -> 34.7
Brazil	6 -> 4	33 % -> 50 %	29.3 -> 31.3
Chile	3 -> 3	0 % -> 0 %	46.4 -> 47.4
Colombia	3 -> 3	0 % -> 0 %	33.0 -> 34.0
Mexico	2 -> 2	0 % -> 0 %	41.3 -> 42.3
North America			
USA	2 -> 1	50 % -> 100 %	46.6 -> 41.0
Canada	1 -> n/a	0 % -> n/a	42.6 -> n/a

Africa & Middle East

Tunisia	18 → 19	50 % → 42 %	39.5 → 40.1
Morocco	5 → 5	40 % → 40 %	39.5 → 40.5
MEA (other)	13 → 14	23 % → 21 %	39.0 → 39.6

Strategic reading (VSME / EcoVadis level)

Strengths

- Overall diversity improvement (+1 pt women at group level)
 - Strong progression in France (33% → 41% women)
- Good diversity level in LATAM (Brazil 50%, Argentina 28%)
 - Stable headcount in growth markets (Tunisia +1, MEA +1)
- High permanent contract rate: 99% in 2025 (vs 96% in 2024)

Areas for improvement

- Benelux: 0% women across both years
- Spain: decline from 18% to 10% women
- Group headcount reduction: -15% (157 → 134)
- Workforce ageing in Europe (Spain avg. 50.1, UK 53.7)

Identified risks

- HR attractiveness in Europe (ageing + headcount reduction)
 - Demographic imbalance between regions
 - Uneven diversity across geographies
- 0 disabled persons currently — target: 4 by 2030

Employee Benefits & Welfare — France 2024

The following data is drawn from official reports produced by Génération, Vocalcom's health and welfare scheme provider, covering the period January—November 2024 (France scope). These indicators feed directly into B9 (Health & Safety) and B10 (Remuneration & Training) and are disclosed as evidence of the company's commitment to employee wellbeing.

Health scheme — key figures (France)

Indicator	2024 (Jan—Nov)	2023 (Jan—Nov)	Change
Main insured employees (avg headcount)	49	59	-17 %
Total beneficiaries (incl. dependants)	120	129	-7 %
Family coefficient	2.4	2.2	+0.2
Average age of main insured	43.7	40.9	+2.8 yrs
% enrolled in supplementary scheme	48 %	48 %	= stable
Online services registration rate	95.7 %	—	High adoption
Total reimbursements by Génération	118 511 €	114 433 €	+3.6 %
Average reimbursement per beneficiary	988 €	887 €	+11.4 %
Out-of-pocket rate (excl. flat fees)	8.6 %	5.0 %	Increase
Total acts reimbursed	4 685	4 630	stable
Overall coverage rate	91.4 %	—	—

Coverage rates by care category (2024)

Care category	Coverage rate	2023	2024	Change
Dental	87.0 %	28 034 €	38 751 €	+38.2 %
Other prostheses	98.5 %	3 456 €	24 314 €	+603.5 %
Other care (radiology, specialties...)	98.2 %	13 558 €	13 672 €	+0.8 %
Optical	79.0 %	25 795 €	21 197 €	-17.8 %
Fees (consultations, specialists)	95.2 %	8 352 €	9 218 €	+10.4 %

Pharmacy	99.7 %	4 385 €	4 248 €	-3.1 %
Hospitalisation	93.8 %	27 729 €	5 662 €	-79.6 %
Alternative medicine	73.6 %	2 391 €	1 450 €	-39.4 %
TOTAL	91.4 %	114 433 €	118 511 €	+3.6 %

Welfare scheme (prévoyance) – France 2024

The welfare scheme covers incapacity (sick leave, workplace accident), disability and death benefits for French employees.

Guarantee	Total claims	Benefits paid
Incapacity (sick leave / workplace accident)	2	44 107 €
Other guarantees (death, education allowance...)	4	0 €
TOTAL (INCL. PRIOR-YEAR CLAIMS SETTLED IN 2024)	6	168 721 €

Key metric	Value
Average complementary daily allowance	173 €/day
Claim type split	50% illness / 50% workplace accident
Median employee age at claim	41 years
Employees affected	2 employees
Electronic claims transmission	Active (Prest'IJ)

Portability coverage (employees departing the company)

Scheme	Employees covered	Avg duration	Total reimbursement
Health (base)	8 employees	3.5 months	4 538 €
Supplementary	4 employees	2.2 months	295 €

Social dialogue — CSE (Works Council)

Item	Details
CSE meeting date (x5)	29 January 2025 ; 12 March 2025 ; 13 May 2025 ; 08 July 2025 ; 23 September 2025
CSE members (6)	A. Kahia, S. Basile, A.V. Ngo, N. Tebbani, I. Zaghdoudi, F. Kouadio
Key agenda items	n/a
DUERP	Submitted at January 2025 CSE meeting

Human Rights

Vocalcom is committed to respecting and promoting human rights across all activities and its supply chain, based on ILO conventions and UN Global Compact principles.

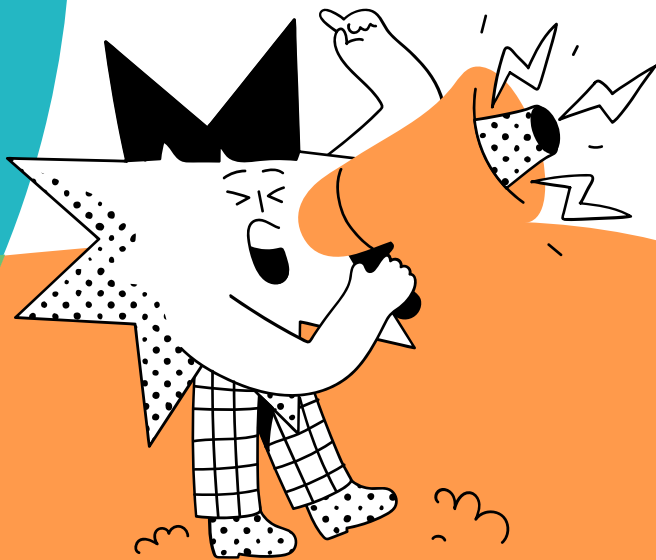
A confidential whistleblowing mechanism enables reporting of any ethical or human rights violation.

Serious Human Rights Incident

No serious human rights incidents reported during the reference period.

Governance

2025 CSR Report — Narrative Module



Exposure to Sensitive Sectors

The company does not carry out activities in ESG-sensitive sectors or those subject to EU climate benchmark exclusions. This indicator is considered non-applicable.

Governance Parity

The indicator related to gender parity in governance (C9) is not applicable in this context. The company's current governance structure does not include formal governing bodies (such as a Board of Directors or equivalent) where such metrics could be assessed. As a result, this indicator cannot be meaningfully evaluated at this stage.

Dashboard & KPIs

Governance / Ethics

Ethics & Compliance

Indicator	Baseline year	Baseline	Target 2030	Responsible	Review
% employees trained on anti-corruption	2025	Not consolidated	≥ 80 %	HR / Compliance	Every 4 years
% employees signing Code of Ethics	2025	Not consolidated	≥ 90 %	HR	Every 4 years
% employees trained on GDPR / privacy	2025	Partial	≥ 80 %	HR / DPO	Every 4 years
% employees trained on data protection / privacy	2025	Training required, partial evidence	≥ 80 %	HR / DPO	Every 4 years
% high-impact incidents with formal root-cause analysis completed	2025	Required for high-impact incidents	100 %	HR / DPO	Every 4 years
% eligible remote workers reminded / briefed on remote security obligations	2025	Not centrally tracked	≥ 80 %	HR / DPO	Every 4 years
% new strategic suppliers receiving ethics / anti-bribery expectations	2025	Not centrally tracked	≥ 75 %	HR / DPO	Every 4 years

Environment

Carbon & GHG

Indicator	Baseline year	Baseline	Target 2030	Responsible	Review
Total GHG emissions (tCO2e)	2023	3 131	-5 % vs baseline	Management	Every 4 years
Scope 1 (tCO2e)	2023	282	Reduction trajectory	Management	Every 4 years
Scope 2 (tCO2e)	2023	532	Reduction trajectory	Management	Every 4 years
Scope 1 & 2 (tCO2e)	2023	814	-5% vs 2023	Management	Every 4 years
Scope 3 (tCO2e)	2023	2 317	Improve monitoring & data	Management	Every 4 years

IT & Resources

Indicator	Baseline year	Baseline	Target 2030	Responsible	Review
% cloud clients migrated to optimised architecture	2025	30 %	70 % by 2028	Management	Annual
IT equipment lifespan	2025	Not monitored	≥ 4 years	Management	Every 2 years

Mobility & Awareness

Indicator	Baseline year	Baseline	Target 2030	Responsible	Review
Travel budget (hotel + flights)	2025	Not measured	Maintain budget	Management	Annual
% employees made aware of environmental issues	2025	< 10 %	50 %	Management	Every 2 years

Responsible Purchasing

Indicator	Baseline year	Baseline	Target 2030	Responsible	Review
% suppliers assessed on ESG criteria	2025	Not structured	≥ 50 %	Purchasing	Every 4 years
% suppliers having signed charter	2025	Not measured	≥ 60 %	Purchasing	Every 4 years
% employees trained on responsible purchasing	2025	Not structured	≥ 50 %	Purchasing / HR	Every 4 years

Social / Societal

Employment & Workforce – Group

Indicator	Baseline year	Baseline	Target 2030	Responsible	Review
Total headcount	2024	157	Stabilisation	HR	Annual
% permanent contracts (CDI)	2025	99	≥ 90 %	HR	Annual
% fixed-term / other contracts	2025	1	≤ 5 %	HR	Annual
Turnover rate	2025	15	≤ 15 % (Maintain 2026 not counted)	HR	Annual

Training & Skills – Group

Indicator	Baseline year	Baseline	Target 2030	Responsible	Review
Total training budget (all sources)	2025	40.5 k €	≤ 40 k €	HR	Annual
% employees trained / year	2025	Not measured	≥ 70 %	HR	Annual

Health & Working Conditions – France

Indicator	Baseline year	Baseline	Target 2030	Responsible	Review
Accident frequency rate	2025	Not structured	< 5 h	HR	Annual
Absenteeism rate	2025	Not consolidated	< 4 %	HR	Annual

Diversity & Inclusion – Group

Indicator	Baseline year	Baseline	Target 2030	Responsible	Review
% women – total workforce	2025	27% (2024)	To be defined	Purchasing	Annual
% women – technical roles	2025	Not measured	To be defined	Purchasing	To be defined
Disabled employees	2025	0 persons	4 persons by 2030	Purchasing / HR	Annual

Health scheme (Mutuelle) – France

Indicator	Baseline year	Baseline	Target 2030	Responsible	Review
Health coverage rate	2024	91.4 %	Maintain ≥ 90 %	HR	Annual
% enrolled in supplementary scheme	2024	48	≥ 60 %	HR	Annual
Out-of-pocket rate (excl. flat fees)	2024	8.6 %	≤ 8 %	HR	Annual
Average reimbursement / beneficiary	2024	988 €	Monitor & optimise	HR	Annual
Total acts reimbursed	2024	4 685	Monitor	HR	Annual

Welfare scheme (Prévoyance) – France

Indicator	Baseline year	Baseline	Target 2030	Responsible	Review
Number of claims	2024	6	Monitor	HR	Annual
Incapacity benefits paid	2024	168 721 €	Monitor	HR	Annual
Average complementary daily allowance	2024	173 €/day	Monitor	HR	Annual
Claim split (illness / workplace accident)	2024	50 / 50	Analyse & prevent	HR	Annual
Number of employees affected	2024	2	Monitor	HR	Annual

Qualitative commitments – Health, welfare & social protection – Group

Qualitative indicator	Objective	Responsible	Review
Quality of health coverage	Maintain a high level of reimbursement	HR	Every 4 years
Accessibility to healthcare	Guarantee a controlled out-of-pocket cost	HR	Every 4 years
Digitalisation of health services	Maintain high online service usage (≥ 95 %)	HR	Every 4 years
Health prevention	Develop awareness and prevention actions	HR	Every 4 years
Robustness of the welfare scheme	Guarantee full coverage (incapacity, disability, death)	HR	Every 4 years
Responsiveness of claims processing	Maintain efficient claims handling	HR	Every 4 years
Health risk monitoring	Identify trends (age, claim types) to inform prevention	HR	Every 4 years
Equity of social schemes	Progressive harmonisation of benefits at group level	HR	Every 4 years

Information Security

Indicator	Baseline year	Baseline	Target 2030	Responsible	Review
ISMS existence	2024	Yes	Maintain & improve	IT / Security	Annual
% systems with access control	2025	Not consolidated	Progressive structuring (SSO)	IT	Annual
% employees trained on cybersecurity	2025	Not structured	≥ 70 %	IT / HR	Every 2 years

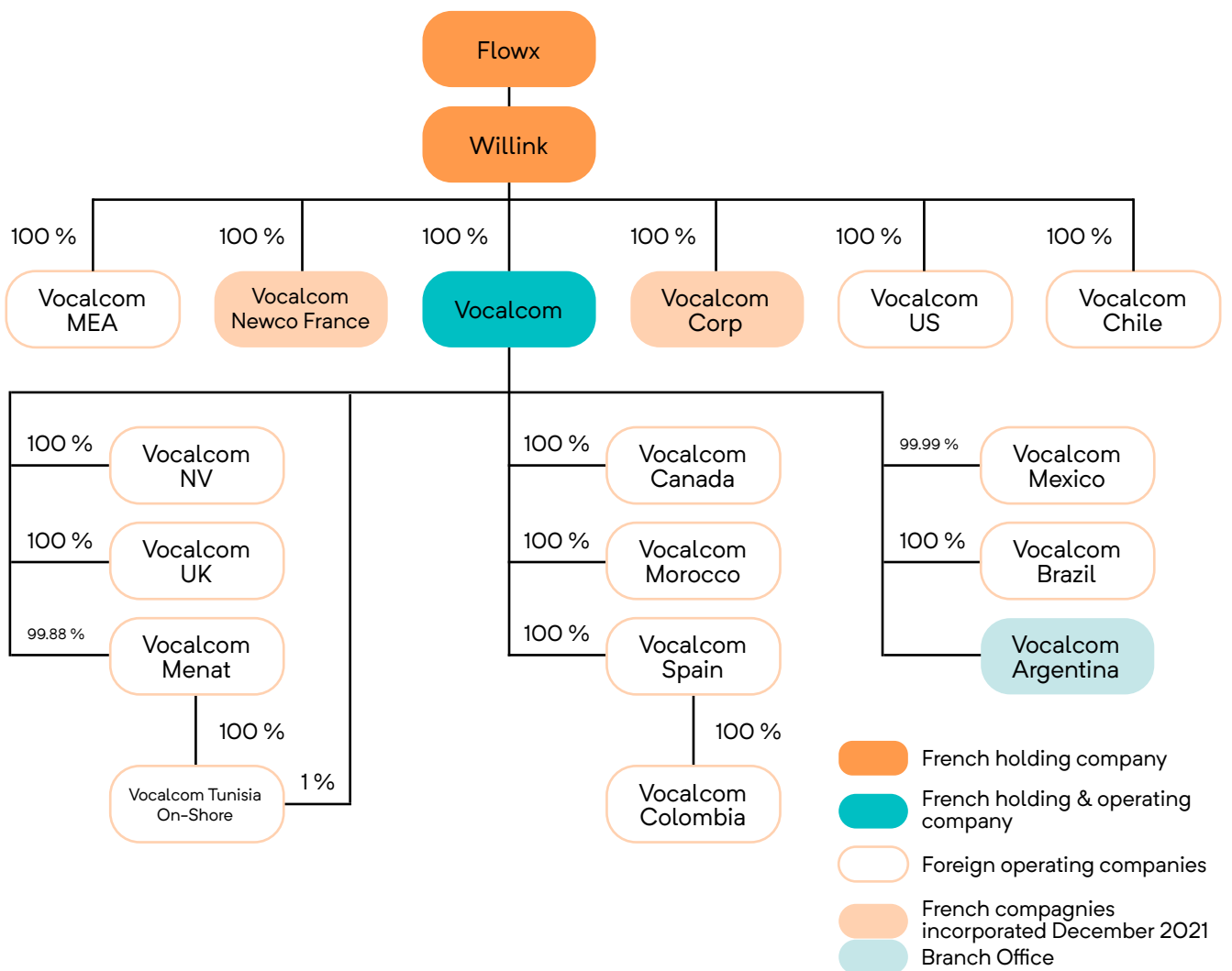
Appendices

The following appendices contain the source documents and supporting evidence referenced throughout this CSR report.

- Appendix 1: Legal organisation chart of the group
- Appendix 2: Environmental Policy (2025)
- Appendix 3: Social Policy (2025)
- Appendix 4: Information Security Policy (2025)
- Appendix 5: Responsible Purchasing Policy (2025)
- Appendix 6: Ethics & Compliance Policy (2025)
- Appendix 7: Génération - Health scheme statistics 2024 (Jan–Nov)
- Appendix 8: Génération - Welfare scheme (prévoyance) statistics 2024 (Jan–Nov)
- Appendix 9: LinkedIn Learning Hub - Invoice 2025–2026
- Appendix 10: CSE ordinary meeting - 29 January 2025

Appendix 1

Legal Organisation Chart of the Group



Entity	Type	Ownership	Country
Flowx	Ultimate holding company	100 % of Willink	France
Willink	Intermediate holding	100 % of Vocalcom entities	France
Vocalcom SASU	French holding & operating company	100 % Willink	France
Vocalcom MEA	Regional holding (Middle East/Africa)	100 % Willink	France / MEA
Vocalcom Newco France	French operating entity	100 % Willink	France
Vocalcom Corp	International holding	100 % Willink	USA
Vocalcom US	US operating entity	100 % Willink	USA
Vocalcom Chile	Chilean operating entity	100 % Willink	Chile
Vocalcom NV (Benelux)	Benelux operating entity	100 % Vocalcom	Belgium / NL
Vocalcom UK	UK operating entity	100 % Vocalcom	United Kingdom
Vocalcom Menat	MENA holding	99.88 % Vocalcom	France / MENA
Vocalcom Tunisia On-Shore	Tunisian operating entity	99 % Vocalcom Menat	Tunisia
Vocalcom Canada	Canadian operating entity	100 % Vocalcom	Canada
Vocalcom Morocco	Moroccan operating entity	100 % Vocalcom	Morocco
Vocalcom Spain	Spanish operating entity	100 % Vocalcom	Spain
Vocalcom Colombia	Colombian operating entity	100 % Vocalcom Spain	Colombia
Vocalcom Mexico	Mexican operating entity	99.99 % Vocalcom	Mexico
Vocalcom Brazil	Brazilian operating entity	100 % Vocalcom	Brazil
Vocalcom Argentina	Argentine branch office	100 % Vocalcom	Argentina

Appendix 2

Environmental Policy – Version 2025

1. Introduction

Vocalcom, an international publisher of SaaS customer interaction management solutions (CCaaS), recognises the growing environmental impact of the digital sector, particularly in terms of energy consumption by cloud infrastructure, IT equipment and professional travel.

As an international technology player, the company is committed to integrating environmental issues at the heart of its strategy and operations, in a logic of continuous progress and management of its direct and indirect impacts.

Our environmental approach aims to :

— Progressively reduce the carbon footprint of our direct and indirect activities.

— Promote more responsible digital practices.

— Optimise the use of energy and material resources.

— Integrate environmental criteria into our technological, cultural and operational decisions, and where relevant, into our supplier relationships.

This policy is part of Vocalcom's overall CSR approach and aligns with the principles of ISO 26000.

2. Scope

This policy applies to all Vocalcom entities and subsidiaries, all employees regardless of their place of work, and technology partners and strategic suppliers where relevant. It covers office activities, IT and cloud infrastructure, IT purchases, professional travel, internal digital practices and the development/operation of software solutions.

3. Key commitments

Theme	Commitment
Carbon footprint	Measure GHG emissions (Scopes 1, 2 & 3); identify main sources; improve carbon data quality.
Responsible digital	Integrate Green IT principles; optimise energy efficiency of digital infrastructure.
Equipment management	Extend IT equipment lifespan (≥ 4 years); favour maintenance and reuse over replacement.
Sustainable mobility	Encourage low-carbon travel alternatives; limit non-essential travel via hybrid working.
Employee awareness	Develop environmental culture; promote digital eco-actions (target: 50% aware by 2025).

4. Key quantitative indicators

Indicator	Baseline (2023)	Target 2030	Review
Total GHG emissions (tCO ₂ e)	3 131	-5 % vs baseline	Every 4 years
Scope 1 & 2 (tCO ₂ e)	814	-5 % vs 2023	Every 4 years
% cloud clients on optimised architecture	30 %	70 % by 2028	Annual
IT equipment lifespan	Not monitored	≥ 4 years	Every 2 years
% employees environmentally aware	< 10 %	≥ 50 %	Every 2 years
Share of monetary estimates in carbon data	66 %	< 50 %	Every 3 years

Approved by : M. Nicolas MESTCHERSKY, Chief Executive Officer of VOCALCOM SASU — 2025

Appendix 3

Social Policy – Version 2025

1. Introduction

Vocalcom, an international publisher of SaaS solutions, considers human capital to be an essential lever of its performance and capacity for innovation. Present in several countries, the company is committed to guaranteeing respectful, inclusive working conditions that are conducive to the professional development of all its employees.

2. Scope

The social policy applies to all employees of the Vocalcom group, to executives and managers, as well as to recruitment, career management and training processes. It complies with the social regulations applicable in the countries where the company operates.

3. Social commitments

Commitment	Description
Sustainable employment	Promote employment stability, professional integration through responsible contract management.
Skills development	Guarantee access to training and develop technical and managerial skills.
Health and safety	Prevent occupational risks and monitor accident and absenteeism indicators.
Diversity and inclusion	Promote professional equality and prevent all forms of discrimination.
Social dialogue	Encourage employee expression and managerial transparency.
Human rights	Respect fundamental ILO conventions.

4. Key quantitative indicators

Indicator	Baseline (2025)	Target 2030	Review
% permanent contracts (CDI)	99	≥ 90 %	Annual
% fixed-term contracts (CDD)	1	≤ 10 %	Annual
Turnover rate	15	≤ 15 % (Maintain + 2026 not counted)	Annual

Indicator	Baseline (2025)	Target 2030	Review
Training hours / employee	Not structured	≥ 5 h	Annual
% employees trained / year	Not measured	≥ 70 %	Annual
Accident frequency rate	Not structured	< 5	Annual
Absenteeism rate	Not consolidated	< 4 %	Annual
% women — total workforce	Not consolidated	To be defined	Annual
% women — technical roles	Not measured	To be defined	To be defined
Disabled employees	0 person	4 persons	Annual
Health coverage rate	91.4 % (2024)	Maintain ≥ 90 %	Annual
% enrolled in supplementary scheme	48 % (2024)	≥ 60 %	Annual
Out-of-pocket rate (excl. flat fees)	8.6 % (2024)	≤ 8 %	Annual
Average reimbursement / beneficiary	988 € (2024)	Monitor & optimise	Annual
Total acts reimbursed	4 685 (2024)	Monitor	Annual
Number of claims	6 (2024)	Monitor	Annual
Incapacity benefits paid	168 721 € (2024)	Monitor	Annual
Average complementary daily allowance	173 €/day (2024)	Monitor	Annual
Claim split (illness / workplace accident)	50 / 50 (2024)	Analyse & prevent	Annual
Number of employees affected	2 (2024)	Monitor	Annual

Approved by : M. Nicolas MESTCHERSKY, Chief Executive Officer of VOCALCOM SASU — 2025

Appendix 4

Information Security Policy – Version 2025

1. Introduction

Vocalcom, an international publisher of SaaS customer interaction management solutions, processes and hosts sensitive data on behalf of its clients on an international scale. Information protection, cybersecurity

and regulatory compliance are strategic priorities for the company. This policy is part of the continuum of the Information Security Management System (ISMS) and recognised cybersecurity best practices.

2. Scope

Applies to all Vocalcom employees, executives, contractors and partners with access to information systems. Covers IT and cloud infrastructure, client/partner/employee data, access to systems and applications, and security incident management.

3. Vocalcom's commitments

Commitment	Description
Security governance	Identify and manage information security risks; maintain protection level adapted to data sensitivity.
Data protection	Implement organisational and technical measures to guarantee confidentiality and integrity of data.
Access management	Restrict access to authorised persons based on least-privilege principle.
Incident management	Formal incident management process from identification through corrective action.
Cybersecurity awareness	Make employees aware of information security best practices.

4. Key indicators

Indicator	Baseline	Target 2030	Review
Existence of formalised ISMS	Yes (ISO 27001 – 2024)	Maintain & improve	Every 2 years
% systems with formalised access control	Not consolidated	Structured progressively (SSO)	Annual
% employees trained on cybersecurity	Not structured	≥ 70 %	Every 2 years
Formal incident management process	Partial	Formalised & maintained	Annual

Appendix 5

Responsible Purchasing Policy – Version 2025

1. Introduction

As an international publisher of SaaS solutions, Vocalcom works with a network of suppliers and technology partners on an international scale. Aware of the indirect impact of its activities through its supply chain, the company is committed to progressively integrating environmental, social, ethical and security criteria into its purchasing practices.

2. Scope

Applies to Purchasing, IT, Finance and Operations teams; suppliers and service providers; technology partners, in particular cloud providers. Covers IT purchases and cloud infrastructure, service provisions, IT equipment and strategic suppliers.

3. Vocalcom's commitments

Commitment	Description
ESG criteria integration	Progressively integrate environmental, social and ethical criteria into purchasing decisions.
Responsible supplier practices	Encourage suppliers to adopt practices relating to human rights, working conditions, environmental protection and business ethics.
Security & data protection	Particular attention paid to suppliers with access to information systems or sensitive data.

4. Key indicators

Indicator	Baseline	Target 2030	Review
% new suppliers assessed with ESG criteria	Not structured	≥ 50 %	Every 4 years
% suppliers having signed responsible charter	Not measured	≤ 60 % (strategic suppliers)	Every 4 years
% employees trained on responsible purchasing	Not structured	≤ 50 % (France)	Every 4 years

Approved by : M. Nicolas MESTCHERSKY, Chief Executive Officer of VOCALCOM SASU – 2025

Appendix 6

Ethics & Compliance Policy – Version 2025

1. Purpose

Vocalcom is committed to conducting business with integrity, transparency, security, and respect for applicable laws and regulations. This consolidated policy brings together ethical, compliance, privacy and

information security principles, including anti-bribery and corruption, data protection, information security, incident management, access control, and remote working requirements.

2. Scope

All employees, managers, executives, interns, temporary workers, contractors and third-party personnel with access to Vocalcom information or systems; all business activities and geographies.

3. Key commitments

Area	Key commitments
Business integrity	Zero tolerance for bribery and corruption (UK Bribery Act 2010, US FCPA). No facilitation payments or kickbacks. Political contributions prohibited.
Gifts & hospitality	Lawful, proportionate and transparent only. Cash equivalents prohibited. Register to be implemented for gifts above threshold.
Compliance	Meet all legal, regulatory and contractual obligations. Document, assess and monitor compliance requirements.
Data protection	Privacy-by-design and privacy-by-default. Data minimisation, accurate handling, secure retention. GDPR compliant.
Information security	Role-based access, encryption, backups, malware protection. Formal incident management lifecycle.
Devices & remote work	Clear desk/clear screen rules. Secure remote working environments. Encrypted mobile devices.
Speak-up	Confidential reporting channel. Protection of good-faith reporters. Non-retaliation policy.

4. Key indicators

Indicator	Baseline 2025	Target 2030	Review
% employees trained on anti-corruption	Not consolidated	≥ 80 %	Every 4 years
% employees signing Code of Ethics	Not consolidated	≥ 90 %	Every 4 years

Indicator	Baseline 2025	Target 2030	Review
% employees trained on GDPR/privacy	Partial	≥ 80 %	Every 4 years
Confidential speak-up channel	Escalation to CEO exists	Formalised channel	Every 4 years
Gifts & hospitality register	Not in place	Implemented when applicable	Every 4 years
% employees trained on data protection / privacy	Training required, partial evidence	≥ 80 %	Every 4 years
% high-impact incidents with formal root-cause analysis completed	Required for high- impact incidents	100 %	Every 4 years
% eligible remote workers reminded / briefed on remote security obligations	Not centrally tracked	≥ 80 %	Every 4 years
% new strategic suppliers receiving ethics / anti-bribery expectations	Not centrally tracked	≥ 75 %	Every 4 years

Approved by : M. Nicolas MESTCHERSKY, Chief Executive Officer of VOCALCOM SASU – 2025

CSR Report

2025 Version - Group

