



Aircall Adventure Map

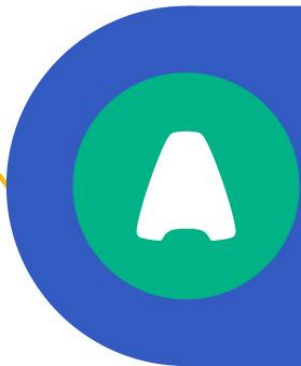


Imagine...

Imagine heading out for a trip and having no clue where you're going. You've packed your bags with a bunch of stuff, applied sunscreen and bug spray, and taken a seat on a comfortable, air conditioned bus.



But... the windows are painted black, and the bus driver refuses to answer any of your questions. Your group leader reassures you that the bus is headed someplace everyone will like, but dismisses all other questions.



This is how a lot of companies have treated their employees in the past, but at Aircall, we believe in something different.

This document aims at giving you the map to guide your steps through your Aircall Adventure.

8 themes

to explain
who we want
to be as
a company,
what we're
aiming to
achieve, and
how we plan
to get there.



Aircall is
everyone's
adventure



Ownership
is **essential**

Aircall
belongs
to all
Aircallees



We share as much context as we can on where we're going.

We're quick to inform employees at all levels about our successes as well as our failures and difficulties.

Everyone gets **a fair and honest picture** of what's at stake



We've
made

Ask Me Anything

sessions

with the Leaders
a
regular part
of our company
dialogue.

These are open
conversations
between Aircallees
of all levels
of seniority and
tenure-status.



Everyone at Aircall gets equity



A policy we've practiced **since the beginning** and will continue to support.

All equity allocation rules are shared openly within the company.

We want
to hear
everyone's
voice
clearly



Not a direct democracy
but a **well-functioning**
republic.

For this to work, we want to bring on
people who have a “founder” mentality
and level of commitment.

These principles drive
our performance
and results.

It's what makes our employees
intensely committed to Aircall,
and ultimately makes them better
at their jobs.

Hello,
we like **tractors**



On all good adventures,
transportation is crucial.

A plane can get you to the other side of the world in less than a day, but a boat allows you to see more places and meet other travelers along the way.

A hot-air balloon is probably the least efficient way to go, but it's also the most fulfilling when (or if) you finally reach your destination.

That being said ...

**We travel
by tractor**



It relentlessly
moves us forward,
is **fueled by grit,**
and carries the load
no matter the weight.



On our tractor,

we can
take roads
that others
seldom dare
to travel

**We drive our tractor
over mountains**

not around them.



**Because
we love to
conquer
what seems
impossible**

We have the courage to take on any peak and we trust our teammates to get us through the most challenging moments.

From our perspective,
**the views from
the summit are
worth it.**





Our radio is tuned to Jazz



We move to our
unique soundtrack.
Like the unique spirit
of Jazz, we embrace

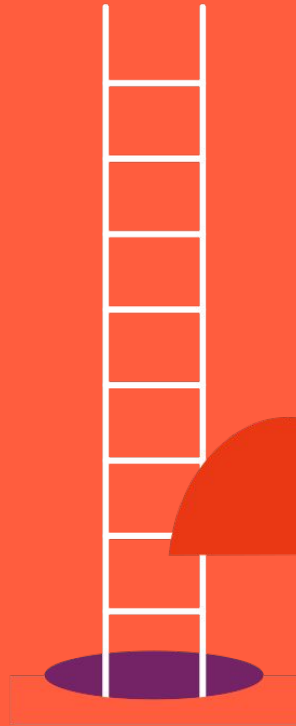
Boldness
Originality
Inclusivity



We celebrate the **unique**,
we **never stop evolving**,
and we bring **freshness**
to the mundane.

We always have

our tools **handy**



**When
our tractor
breaks
we fix it
together**



No job is too small
and **getting moving
again is everyone's
responsibility.**



Our tools
are even
more useful
when
combined
with
**our builder
mentality**

We take
pride in
**improving
our sur-
roundings**

We can
create
**unique
solutions
to difficult
challenges**

We build
bridges,
pave **roads,**
and create
a **better
environ-
ment**
for all
our fellow
travelers

**But what
does this
actually
mean**



You'll have
the adventure
of your life
if you possess

**Drive
Resilience
Team spirit
Courage
Ownership
Humility
Kindness
Smartness
Curiosity**



Aircall

is

a

conversation



Traveling together =
fruitful conversations.

**Same direction,
same journey =**
great moments
to discuss, exchange,
argue, and debate.



**The Power of
Conversation
is our core
mission**

It's all about
**the right balance between
giving and receiving**



Taking **risks** to earn **rewards**.
Committing to earn **trust**.
Learning and **teaching**.



We like meeting in-person

even if we're
a hybrid-work
company

We want to organize
and make successful
full-remote work.

We want to allow people
to come **to the office**
every day.

We want to offer a
flexible balance between
home and office work.



We still want to maximize
in-person moments.

Our philosophy is not
to force anyone,
but rather to encourage
and create

**opportunities
for everyone
to meet,
at their pace**





In-person interactions are essential

for having deeper conversations and making impactful bonds

We'll regularly organize team and company offsites **to meet each other, share ideas and have fun**

Even though we have remote employees, **we maintain offices** as team-building, cohesion-building factors

**Everybody should be part
of the conversation...**





We've built
our
Launchpad
onboarding
program

to learn the different departments, **meet** the leaders, and **understand** our strategy, product, and customers.

It's a good way to quickly feel apart of the team, especially when **all newcomers are guided by a buddy.**



Everybody should
be part of the
conversation ...

... and believe in
the power
of feedback



We organize quarterly reviews for everyone



By making the process more frequent, it becomes easier for feedback to be **a two-way street.**

These quarterly meetings do not prevent us from giving constant, on-the-spot feedback, but it pushes us to formally step back and discuss how we perform and how we can grow, with a high frequency.

**Every voice is
important.**

We lead regular
YourVoice@Aircall
opinion surveys
to implement action
plans based on
teams feedback
and needs.



**Because
good ideas
can come from
everywhere.**

Any seniority level,
any business region,
any department.



We know we still have strides to make at Aircall to be an entirely customer-obsessed company, but **we're convinced it's the only path to long-term stability and company health.**

We thrive when
**our customers
and their
happiness
are front and
center for every
decision we make.**



We measure
**NPS on an
equal plane
as growth.**

We've started a company-wide and will carry on **Customer Talks Series** to hear what we've done well and what needs improvement.

The Voice of the Customer objective is to collect, analyze, share and leverage customer data and information.



We expect Aircallees to seek out

regular customer interactions

whether that be through proactive feedback or volunteering to assist our customer representatives during support hours.





Customers



take priority

We focus on optimizing the **customer experience over our own.**

More work on our end is okay if it removes friction from our customer's journey.



We work towards
their interests as long
as they remain
**sustainable for our
business:**

**Scalable – Efficient
& within our global
expansion strategy**



**In the same way,
we don't
sell what
we don't
have.**

We don't take short-term money
from customers who might be
unhappy if our product falls short
of their expectations.



**Customers
influence
our product**



**Aircall
is a
product-
driven
company**

**We take
feedback
on our
product
extremely
seriously**



Every customer matters

No matter their size,
industry, or location.

**We individually contact
every single negative
NPS review.**



Every customer
should receive
**clear and actionable
answers in a timely
manner.**



It is even part
of the
**Service Level
Agreement.**

Talk about legal love!

**One Exception
to our
customer > Aircall
rule**



The request can't go
**against the
other
fundamental
beliefs
we operate
upon**



We expect our customers to share our values of respect and inclusion.

We will not tolerate any racist, sexist, or abusive behavior within our community.

And that includes from our customers too.

We
trust
and
commit



In

Aircallees

we

trust

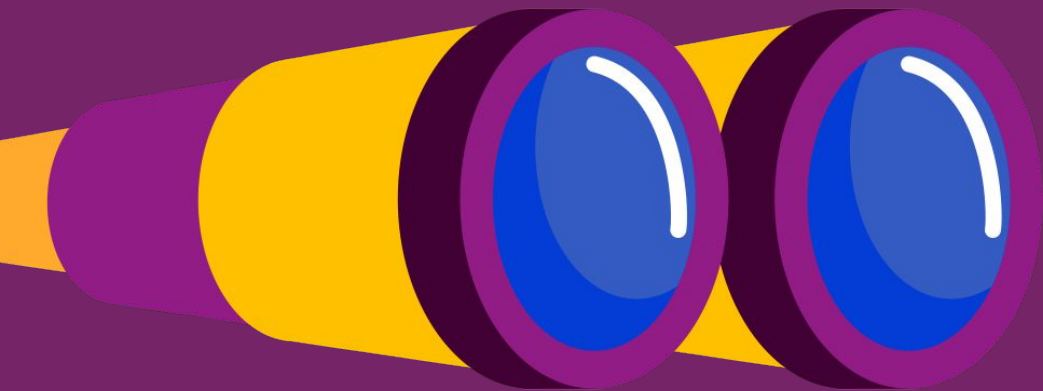
We trust
and expect
every Aircallee
to **make
decisions
based on
Aircall's
best interest.**



**We strive to
provide clear goals**
and implement
processes that
teach our teams
to do the same.



In other words,
**we trust our
chain of
command**



We hire **leaders**

We expect everyone at Aircall to demonstrate **a degree of leadership** and be ready to speak up with respect when they feel it's necessary.

Leadership can and should come from **everywhere**, irrespective of seniority or responsibilities.



We transparently share important metrics

on the company's health to everyone at Aircall and we take the time to put those numbers into context.

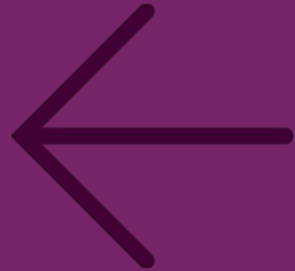
In short,
**we favor
context
over control.**



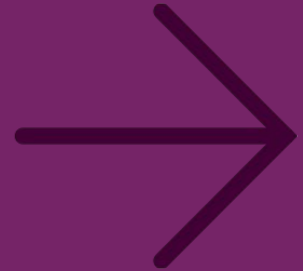
We favor
**internal
promotion**
over external
hiring

And we like **to take
chances** on people.





Commitment
is a **two-way**
street



We need
you to be
all-in



We need you
**to care intensely
about the company**
and be ready
to go the extra mile
when needed.



We do
what it takes
to reach our goals.

If we're not on target,
we don't hold back
from making
an extra effort
until we get there.

And if we're on target,
we indulge ourselves
with more free time.



We expect
each Aircallee
to come up with
**improvement
ideas.**



Aircall doesn't have to **be for life**



Our one hope is that **everyone can be thankful** for what they've experienced and learned.





**A virtuous
circle**



Trust is given from the start


The amount of trust placed in our employees grows with their level of commitment, and their commitment grows with the increased trust placed in them.



We do not over-control vacations*, travel, or expenses.

We simply expect Aircallees to make decisions based on Aircall's best interest.

*within local regulation requirements



We're creating
a place to
thrive together





**It's the
adventure
as much as
the goal**

2 objectives:



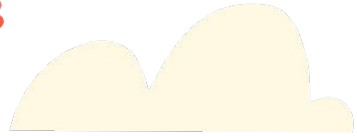





Empower
every
professional
to have **richer**
conversations.

Develop

amazing,
talented people

and help as many as
possible become better
professionals.





**We want
our people
to learn from
each other**



We invest strongly in
**training
resources
and learning
moments.**

We developed an internal platform,
YouThrive, so our diverse company
can share their exceptional talent.



We work continuously
on our

**culture of
feedback**

to maximize the spread
of knowledge.

**We're
in this
together.**

The main source
of our success
has always been our
community.



When in the office
**we love
having lunch
together.**

We hang out together,
during and outside
of working hours,
and we take pride
in throwing
**endless parties
to celebrate
achievements.**



**We're
committed
to advancing
diversity,
equity and
inclusion.**



We set clear goals to ourselves on DE&I, and share our progress and challenges openly with all.

We listen and share with our communities represented in the **ERGs**.

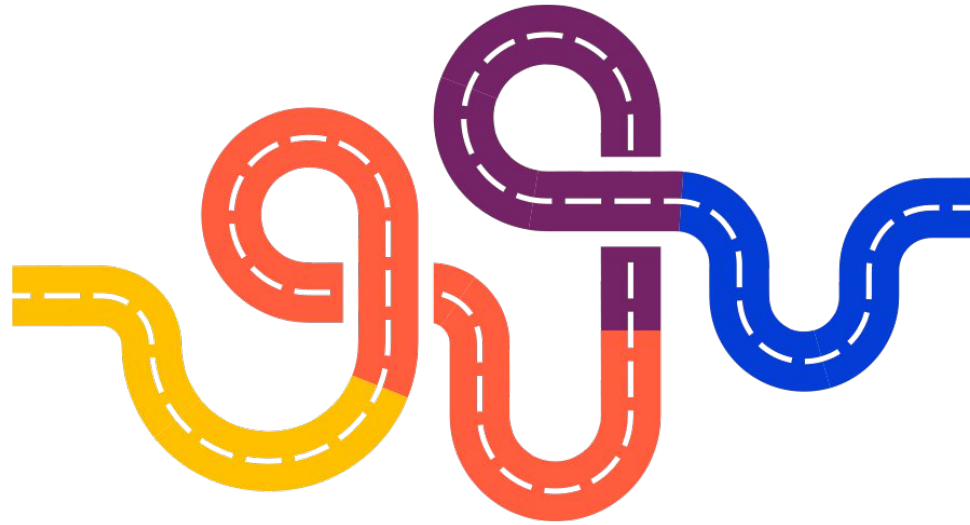


We pledge to make sure
everyone not only
has a seat at the table
but is valued at the table.



Ship >
Shipmates >
Self

We value
**the whole over the
individual parts.**



**The company's
best interests
come before
individual
teams.**



**Your team's
best interests
come before
your own.**

humility
is mandatory





Aircall is
“**more than a job**”,
but still just
your job

Family, well-being
and personal safety
always **come first.**





**We dare
to be bold**



Opportunity and challenge
go **hand-in-hand**



**We see
challenges as
opportunities
rather than risks.**



**We think in terms of
“and”
rather than
“or”.**

Whenever we come up
with a good idea,
we don't stop there,
we ask “what else?”

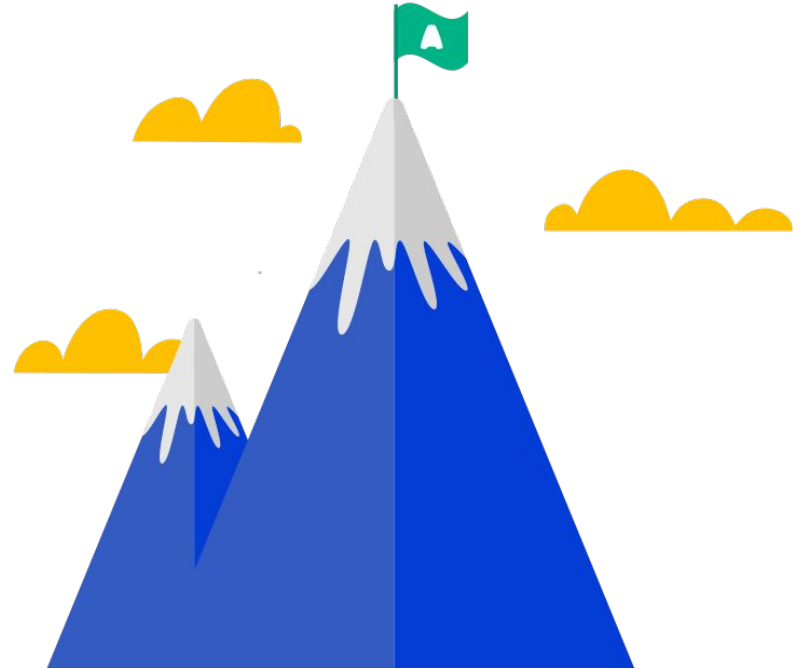
We expect
Aircallees to
**launch
and support
initiatives**

beyond the direct
scope of their roles.



Even when the odds
are long and failure
is a possibility,
we remain optimistic
about our goals and

**we like to
aim high.**



We're
thirsty
for
excellence





Excellence is a moving target

We believe
excellence
is a continued
pursuit and
a mindset,
more than
a set outcome.

We realize it
takes practice,
training, feedback
and effort
to reach it.



**Not
interested
in the
average.**

We show up
every day because
**we want to build
the most exciting
and demanding
company possible.**



United around one
collective ambition:
**achieve more than
we thought we
could achieve.**



**We do not
settle on
average
results.**

Our main tool for helping
each other reach new heights is

**constructive
feedback.**

Our measure of success is

**great outcomes,
not hours worked or
mere task completion.**



**We reward
excellence**



Excellent
performers are
**paid top-of-market
salaries and
rewarded in other
outstanding ways.**



We want them to share their processes
with everyone. We encourage and
accommodate top performers to

**visit our offices
around the world,
providing
mentorship and
inspiration.**

And then ...

**We
celebrate!**



**No adventure is complete
without celebration.**



We believe it's important to
**celebrate our wins and
celebrate them big.**



These moments of revelry **are opportunities** to reflect on where we've been but also turn our eyes toward what's next.
We're always looking for new opportunities and invigorating challenges.



This keeps our tractor
warmed up and
ready to move
steadily forward.

Yes,
maybe even
to the moon.

Now ...

It's your call.

