

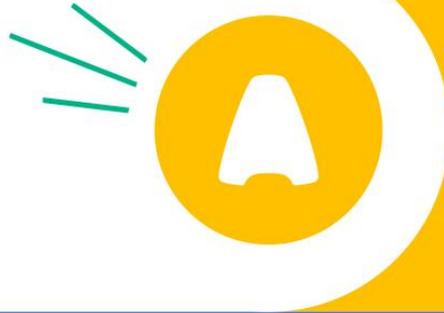


# Aircall Adventure Map



## 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

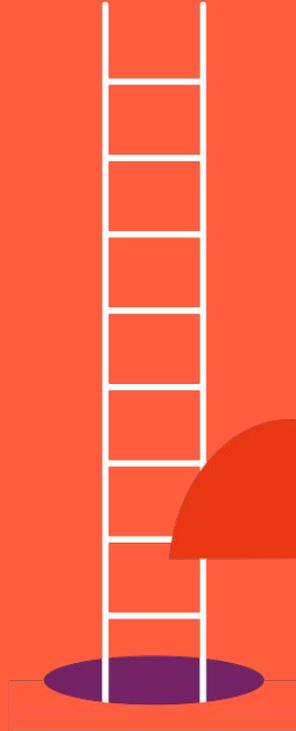
**Boldness**  
**Originality**  
**Inclusivity**



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

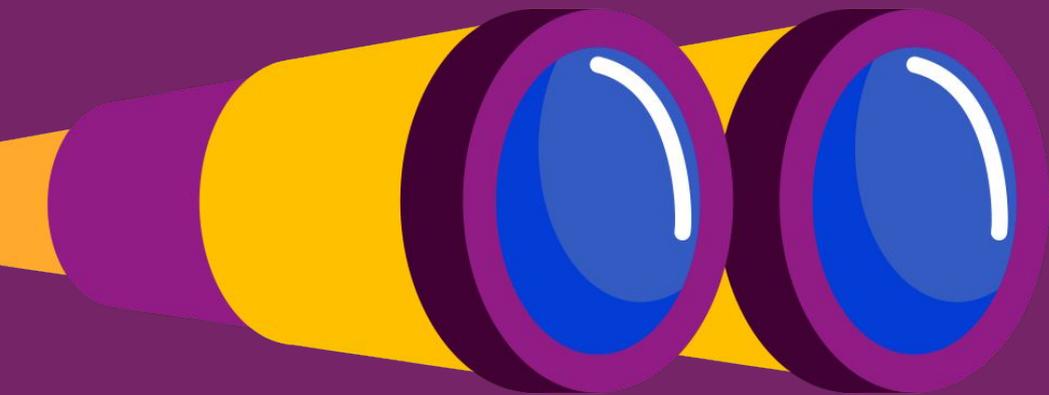
We trust  
and expect  
every Aircallee  
to **make  
decisions  
based on  
Aircall's  
best interest.**



**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.

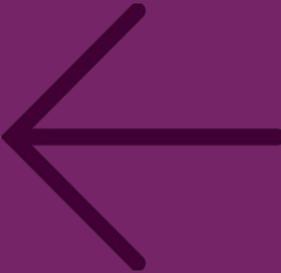
In short,  
**we favor  
context  
over control.**



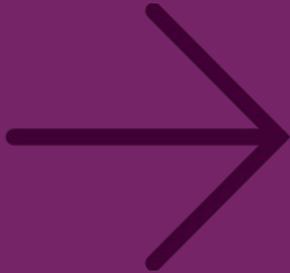
We favor  
**internal  
promotion**  
over external  
hiring

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.**

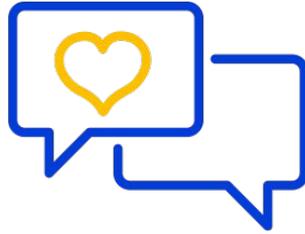


**We're  
committed  
to advancing  
diversity,  
equity and  
inclusion.**



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**.

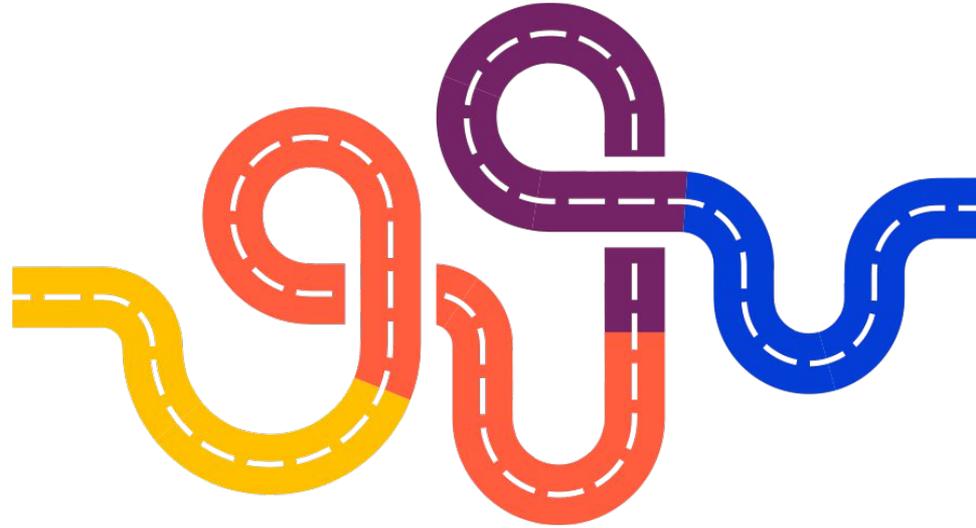


We pledge to make sure  
**everyone not only**  
**has a seat at the table**  
**but is valued at the table.**



**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

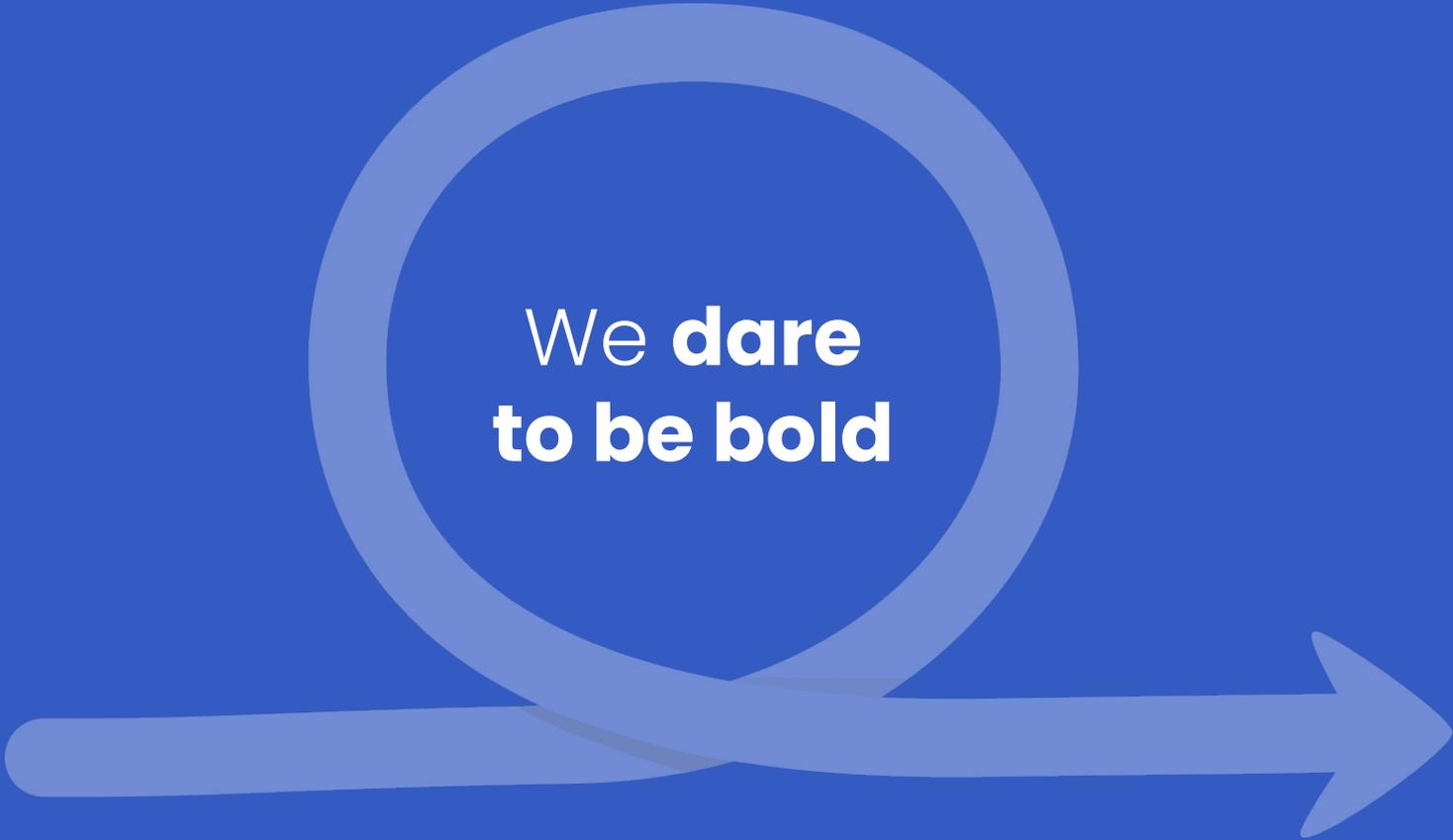




Aircall is  
“**more than a job**”,  
but still just  
your job

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.**

