

2025

CSR

Report

Foreword by Vincent Huguet, Co-founder and CEO of Malt

Since its founding in 2013, Malt's impact has grown globally across many dimensions, benefiting both **the community of one million freelancers on the platform and the 100,000 companies they work with every day.**

We are proud to have helped shape new ways of working. The platform has become both a **gateway and a trusted career partner for thousands of freelancers.** It helps overcome the isolation that can sometimes result from geographic location, the need for greater flexibility, or, for some, a disability.

It is an absolute priority for us to keep freelancers' experiences at the heart of our decisions. That's why we created **the Freelance Advisory Board in 2023: an advisory committee made up of around fifteen freelancers** that brings their voice into our governance. Our ambition extends beyond building a successful company.

We invest in the future of freelancing through flagship reports, a dedicated Community team of around twenty people across Europe, and more than 150 events each year. Every day, we work to advance freelancing across Europe and unlock its full potential.

For more than a decade, Malt has also demonstrated its economic impact through the thousands of projects delivered every day. By connecting companies with top freelance talent, we help organizations access the skills they need to move forward.

Our CSR commitment in the age of artificial intelligence

As our presence across Europe continues to grow, so does our responsibility to **strengthen our commitment to Corporate Social Responsibility (CSR).**

This is especially true in the age of artificial intelligence (AI). Malt plays an active role in conversations about the future of AI and work, bringing together business, public-sector, and institutional stakeholders to help shape responsible regulation. As these technologies become increasingly embedded in our daily lives, we remain committed to ensuring that collaboration between companies and freelancers remains, ultimately, a human choice.

This mission is the foundation of our CSR strategy and is reflected in concrete commitments to inclusion, ethics, cybersecurity, and reducing our carbon footprint. With humility, transparency, and a constant commitment to improvement, we continue moving forward together to deliver the best for our clients and our community.



Vincent Huguet

Summary

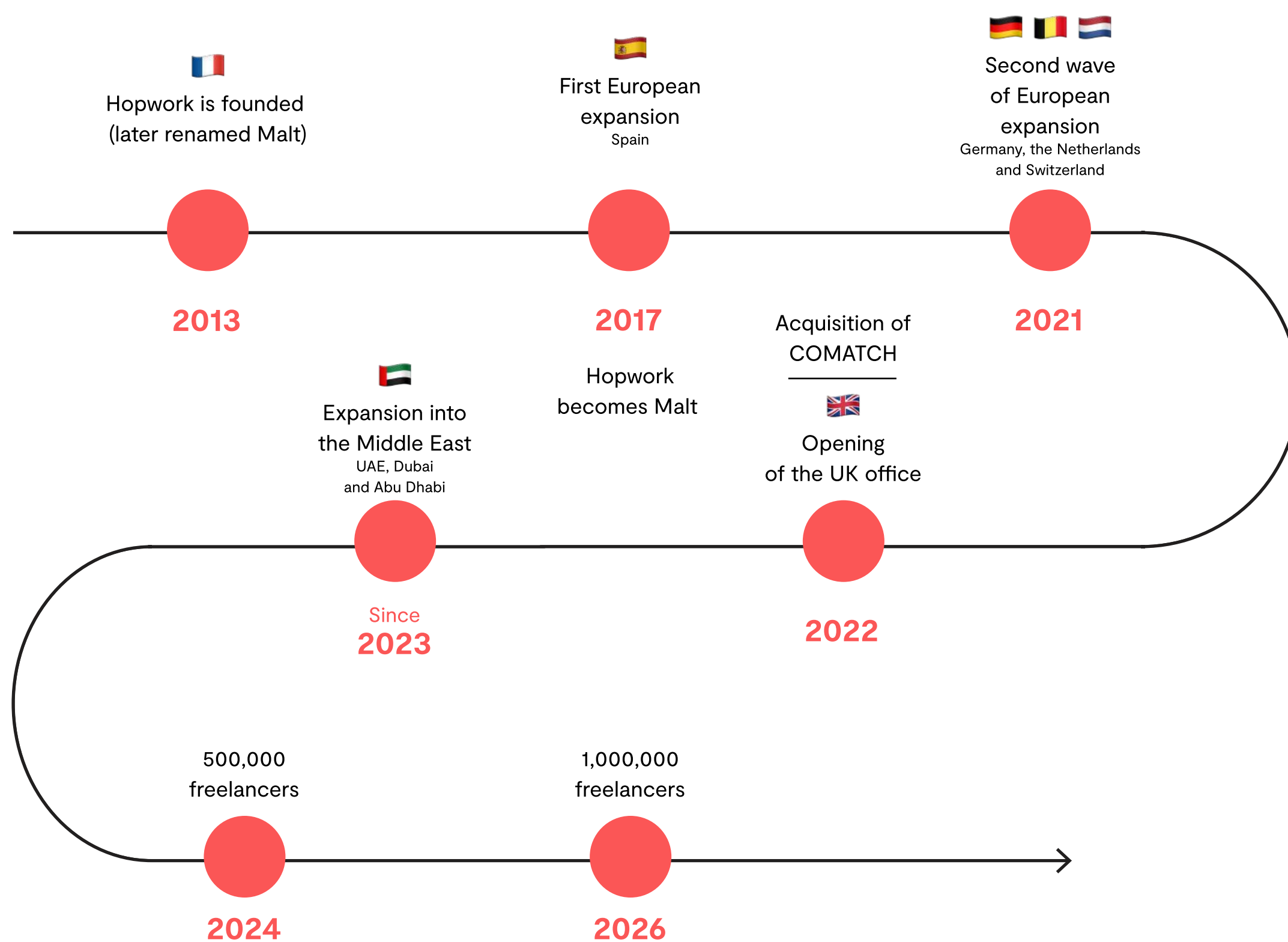
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Introduction

With over one million registered freelancers and more than 100,000 client companies, Malt has become a key player in the world of work. **Our purpose is to give people the freedom to choose who they work with and how they work.** Over the years, the platform has helped drive the growth of freelancing in Europe by building a trusted, high-quality ecosystem.

As a key player in the market, Malt is committed to building an exemplary model that is inclusive, innovative, and sustainable.

This mission guides all of our CSR priorities. It is reflected in concrete actions that support our employees, our freelancer community, and our clients. This CSR report is an opportunity to take stock of our progress and set ambitious goals as we continue to support the freelancers and businesses who work with us.



I. Our strategy and governance regarding Corporate Social Responsibility (CSR)

1.1 Our CSR strategy

We participate in the United Nations Global Compact and support its Ten Principles, which advance universal standards on human rights, labor, environmental protection, and anti-corruption.

This approach is aligned with the Sustainable Development Goals (SDGs), which set the global agenda for "peace and prosperity for people and the planet" by 2030. This framework helps us **connect our actions to global challenges and ensure our commitments have a meaningful impact.**

Our CSR strategy is built around three pillars:



In 2025, we introduced new CSR indicators to better track our progress and strengthen our impact.

Because we view CSR as a journey of continuous improvement, we are committed to being transparent about our progress. We are proud of the progress we have made, while remaining mindful of where we can do better as we continue working to make Malt a leading example in Europe.

CSR Pillar	Key KPIs	2025 Target	2025 Result	2026 Target
Fostering an inclusive culture for our employees and community	Women at Malt (%)	> 50%	> 50%	> 50%
	Increase in employees aged 50+ (%) (vs. previous year)	-	60%	30%
	Malt employees with disabilities (%)	-	<2%	2%
	Increase in freelancers declaring a disability (%) (vs. previous year)	-	-	5%
Measuring and reducing our carbon footprint	SBTi Status	-	COMMIT	TARGET SET
	Reduction in Malt's carbon footprint (%) (vs. previous year)	-	3%	2,5%
Ensuring compliance and assessing our CSR commitments	EvoVadis rating	-	Gold	Gold
	CDP rating	-	C	B



1.2 Our CSR governance

In 2025, we strengthened our CSR governance **by creating the role of CSR Manager**. The role is responsible for shaping our strategy, setting our objectives, and overseeing implementation.

Our governance model is built on **a cross-functional approach, with CSR representatives appointed across the company's key functions**: HR, Finance, Operations, Sales, Legal, and IT. This structure helps us regularly track our commitments and embed CSR priorities into decision-making.

The CSR Manager also **works closely with the Executive Committee to align our CSR strategy with Malt's broader business objectives**.

II. Fostering an inclusive culture for our employees and freelancer community

2.1 Our commitments and results in support of employee well-being

The founding values of Malt

Since its founding, Malt has built its culture around a strong set of values that guide our growth, shape the way “Malters” work, and encourage creativity. These values reflect how we work and our ambition to create lasting change in the world of work.

Four key principles embody this corporate culture:

- 1. It takes a community:** We believe in the power of community, where collaboration and mutual support are key drivers of success.
- 2. Dream Big – Act Big:** We encourage everyone to think big, take initiative, and actively contribute to building the company.
- 3. Simplicity Wins:** We foster an agile organization built on trust, humility, and strong working relationships.
- 4. Joy is our secret sauce:** We foster a positive work environment because we believe engagement and performance thrive when people enjoy working together.

These values come to life every day through our employer brand, Life at Malt, which helps create a workplace that is engaging, respectful, and aligned with our ambition to drive lasting change in the way people work.





Employee health and safety

At Malt, we are committed to providing all employees with a safe and healthy work environment that supports different ways of working. This commitment applies both in the office and when working remotely or travelling for work.

- **Health at work**

Preventing psychosocial risks is an integral part of our approach. In 2025, we organized several awareness campaigns, including an ergonomics workshop organized in partnership with ACMS (Interprofessional Association of Medical and Social Centers) at our Paris location.

- **Safety at work**

We comply with all workplace safety requirements and continue to strengthen our prevention and emergency preparedness efforts. In 2025, First Aid Rescuer (SST) training sessions were organized, evacuation coordinators were appointed, and several evacuation drills were conducted in our coworking spaces as well as at our Paris location. A safety officer was also appointed to support these efforts throughout the year.

Employee working conditions

We aim to provide a balanced and positive work environment where everyone can thrive in a respectful, engaging setting that supports their specific needs.

We believe that positive working conditions play a key role in engagement, creativity, and collective success.

To support work-life balance, we have introduced several measures.

Malt offers flexible working arrangements to accommodate different needs and ways of working. Employees are encouraged **to work remotely up to two days per week, while some roles can be performed fully remotely.**

The company also offers **a sabbatical program that gives employees one fully paid month** to pursue a personal project after three years with Malt. Employees become eligible again every three years.

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For my sabbatical leave, I chose adventure and reconnecting with nature by volunteering in an NGO, immersing myself in the Amazon jungle, and climbing a volcano. This opportunity gave me the chance to step back, reconnect with what matters most, and return to Malt with renewed energy and gratitude.



Sandrine Dupuy
Director of HR Transformation | Malt

Employee learning and development

We believe developing skills is key to employee engagement, career growth, and long-term employability. In a constantly transforming work environment, we are committed to helping employees grow in their roles and pursue their career aspirations.

We created the Thrive@Malt program with three objectives:

1. Develop employee skills

In 2025, Malt set a target for **75% of employees to complete at least one company-sponsored training program.**

Training focused primarily on artificial intelligence, sales, and management. **We surpassed this target, with 98% of employees completing training through our AI Academy.**

2. Encourage mobility and career growth

In 2025, we increased the visibility of internal opportunities by introducing skills-based career paths across all functions. Our goal is clear: by the end of 2026, **25% of employees will have benefited from cross-functional internal mobility.**

3. Support manager development

Malt continues to expand its **Leadership School program, with two cohorts of 25 managers taking part in 2025 and 2026.** The program has been enhanced with more strategic topics and tailored support for managers at different stages of their leadership journey.

Indicator	2025 Target	2025 Result	2026 Target
Employees who completed AI-related training (%)	75 %	98 %	Maintain a similar level
Employees who benefited from cross-functional internal mobility (%)	25 %	25 %	Maintain a similar level

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Inspired by the spirit of freelancing, Thrive@Malt supports an organization built on diverse skills and the impact each employee can make. It’s about embracing expertise in all its forms, free from generational, gender, or cultural barriers. We give Malters the opportunity to shape their own career paths with fairness and confidence, while exploring different professional opportunities throughout their career.

Barbara Marazia
CHRO | Malt



Preventing harassment and inappropriate behavior

Preventing inappropriate behavior and harassment is a core part of our HR policies and ethical framework.

In 2025, we strengthened our approach by **updating our Code of Conduct, which is now signed by all employees**. This update clarified our commitments, the standards of behavior we expect, and the support and reporting channels available to employees. Despite these efforts, one incident was reported and addressed in line with our internal procedures. This reinforces our commitment to ongoing prevention, awareness, and training initiatives to ensure a respectful workplace for everyone.

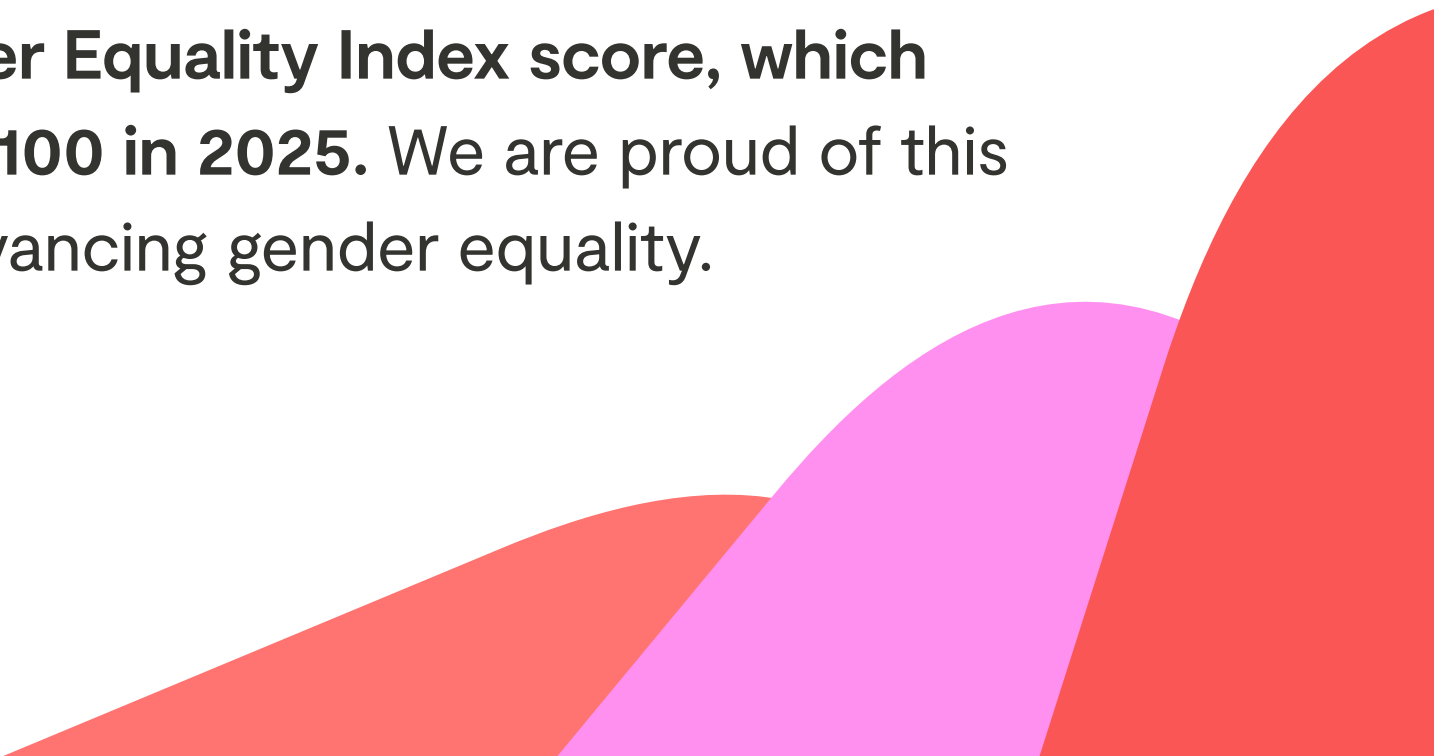
2.2 Our DE&I commitments and results

Maintaining gender parity at Malt

At Malt, we believe this balance is essential to performance, innovation, and a strong workplace culture.

Women **represented 52% of our workforce in 2025, up from 51% in 2024**. These figures reflect our commitment to maintaining balanced representation across the company. We also made significant progress at the leadership level, with **women's representation on the Executive Committee increasing from 44% to 70%** in just one year. Representation of women in management roles also continued to increase.

This progress is reflected in our **Gender Equality Index score, which increased from 78/100 in 2024 to 85/100 in 2025**. We are proud of this progress and remain committed to advancing gender equality.



Women represent

52%

of our workforce

Women represent

70%

of our Executive
Committee

85/100

French Gender
Equality Index



“

We are proud of the progress we've made in leadership and are committed to building on that momentum across the organization.

Diverse perspectives at the highest levels of the company are our greatest asset as we drive meaningful change across every part of the business.

Claire Lerbaz
CTO | Malt



Strengthening the inclusion of people with disabilities and employees over 50 years old

Supporting people with disabilities and employees over 50 is a key priority of our CSR strategy. **These commitments reflect one of Malt's core values, "It takes a community,"** which puts inclusion, support, and diversity at the heart of our culture.

1. Fostering disability inclusion

Our goal is to increase representation of people with disabilities while fostering a culture of trust and inclusion. **Through awareness initiatives, we aim to change perceptions and create an environment where everyone feels comfortable being themselves, without disability being seen as a barrier or a taboo topic.**

Several initiatives will be deployed in 2026 to support this approach, including:

- A webinar focused on visible and invisible disabilities
- An internal disability awareness campaign
- An immersive exhibition on invisible disabilities featuring documentary photography designed to foster empathy and deepen understanding

“

Working at Malt as a person with a disability means being part of an environment where difference is never a barrier. The company culture is proactive, supportive, and adapts to my needs without putting me in a box. This flexible, inclusive approach allows me to do my best work and thrive while staying true to myself.



Benoit Guillon

Senior Director of Information Systems
and Engineering | Malt



2. Building and intergenerational culture

We also believe that diverse experiences and career paths make us stronger. That is why we are committed to **fostering an intergenerational workplace and challenging age-related stereotypes.**

Malt is also a **signatory of the Club Landoy Charter**, an initiative that promotes the inclusion of senior employees. In 2025, the number of employees over 50 more than doubled, reflecting our commitment to building a workplace that welcomes talent at every age.

In 2026, we will also host a **webinar on multigenerational collaboration** to continue strengthening an intergenerational culture across the company.

2.3 Our commitments and results for our community of freelancers

Raising awareness of CSR topics within our freelancer community

Malt organizes webinars to help freelancers better understand CSR topics, with a particular focus on responsible digital practices. Since 2024, **we have hosted nine webinars covering topics such as responsible digital practices, digital accessibility, Green IT, and skills-based volunteering.** Recordings remain available to our community so participants can revisit the content and continue learning over time.

In 2026, **Malt will continue this work with a stronger focus on digital accessibility. Our goal is to partner with a new training provider** and increase the number of freelancers trained in digital accessibility.

Increasing visibility for freelancers with disabilities

In 2025, the number of freelancers with disabilities working through the platform remained below our initial target. This reinforces our commitment to step up our efforts to identify, support, and highlight these freelancers, while improving their visibility to clients.

The inclusion of freelancers with disabilities is an important part of our CSR strategy. In 2026, Malt plans **to update the platform so freelancers who choose to can mention their disability on their public profile.**



As part of this effort, we plan to publish a sourcing guide to help clients move beyond common misconceptions about disability.

“

Since being recognized as a worker with a disability in 2023, I've turned that experience into a strength, helping me organize my work and better support my clients. Before every project, we discuss any accommodations I may need. This helps reassure clients that I can deliver high-quality work while protecting my health. The reviews clients leave me on Malt, along with the fact that they continue to renew projects year after year, show that freelancers with disabilities are, above all, professionals who deliver high-quality work.



Eloi Perrochon

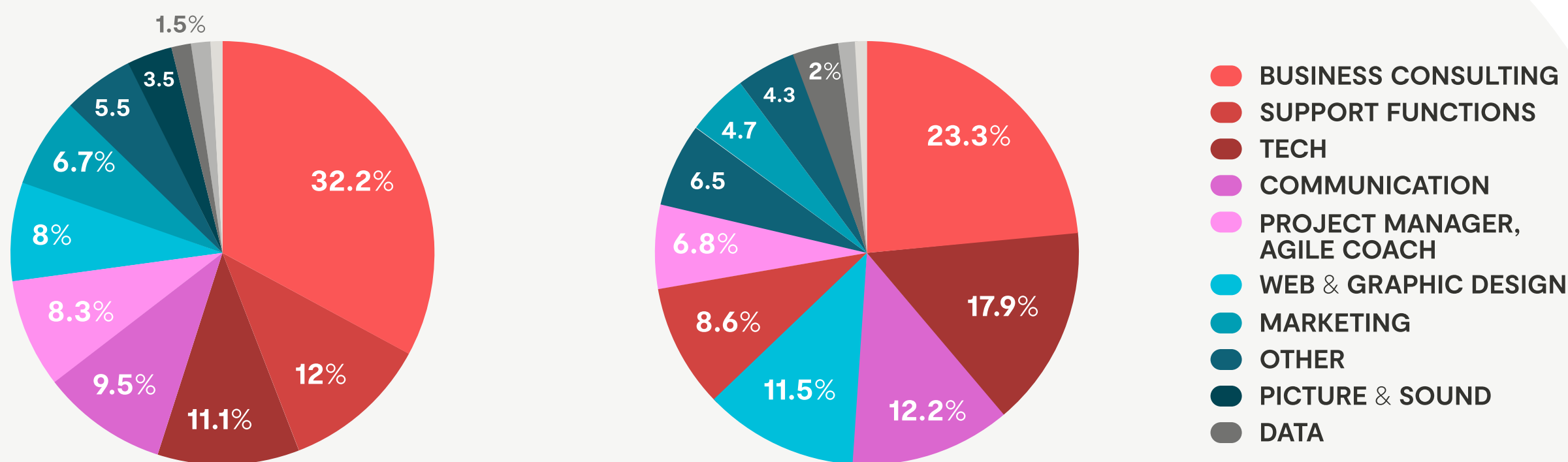
Expert in regulatory compliance, data protection, and anti-corruption

Highlighting the value of senior freelancers

In 2025, in partnership with Club Landoy, Malt published the study Senior Freelancers: A Strategic Asset for Companies to highlight the value of freelancers over 50 and challenge age-related stereotypes in the workplace.

The study highlights **the value of senior freelancers' expertise, adaptability, and strategic contribution to organizations**. Through this initiative, Malt aims to increase recognition of senior freelancers and encourage clients to include them in their projects.

Breakdown of senior freelancers by job category



IN EUROPE

Across Europe, 32% of senior freelancers on Malt work in consulting, primarily in management and strategy roles that play a key part in business performance.

IN FRANCE

In France, 23.5% of senior freelancers who completed at least one project work in consulting, while nearly 20% work in tech and data.

“

Beyond execution, what really makes a difference is the ability to step back, challenge architectural decisions, and help ensure critical decisions are made with confidence. Drawing on a diverse career background and hands-on experience with AI, I’ve been able to bring that perspective to a major media company for more than a year. Malt has connected me with these high-impact projects in a flexible environment where experience is genuinely valued.



Jerome Barres
Architect and Full-Stack Developer
| Senior Freelancer

2.4 Our inclusive procurement commitments

In 2025, purchases from inclusive suppliers represented less than 1% of our total procurement spend. We recognize this figure remains low and are committed to improving it.

Malt aims to increase inclusive procurement to 1% of total spend.

To achieve this goal, we plan to partner with organizations in the supported employment sector and direct selected purchasing categories to these suppliers.

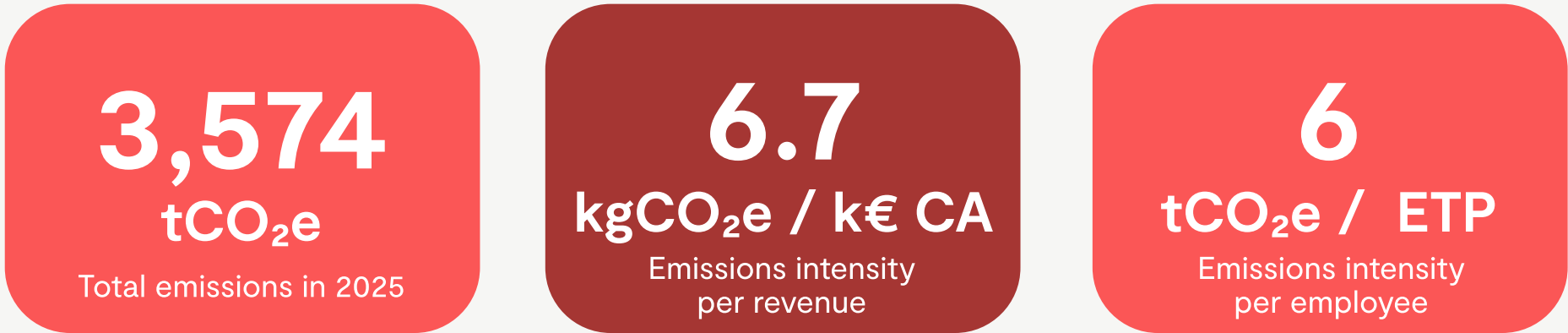


III. Measuring and reducing our carbon footprint

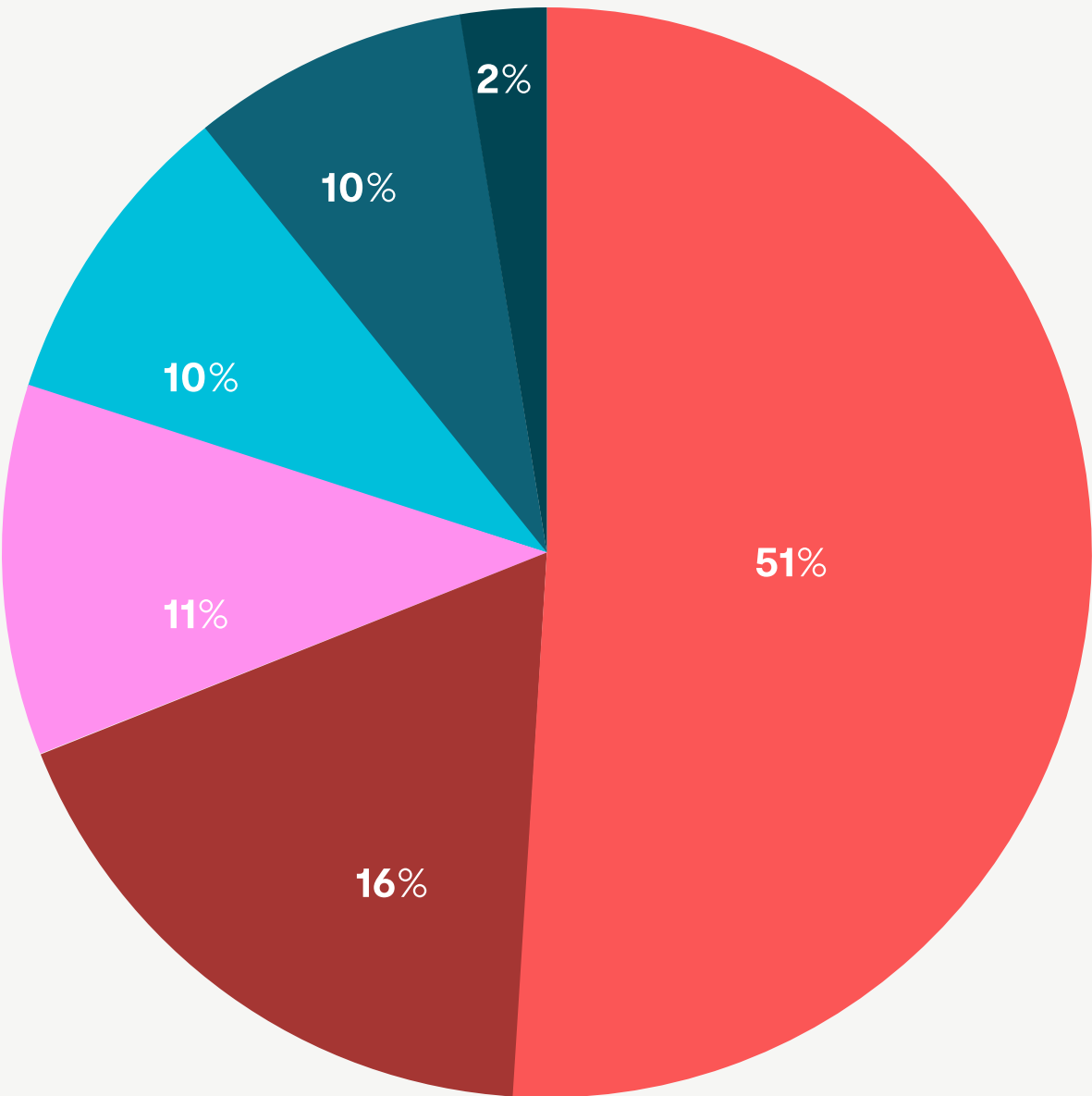
3.1 Measuring our carbon footprint

Understanding our environmental impact is essential to building a credible, long-term decarbonization roadmap. Since 2022, Malt has measured its carbon footprint to identify its main sources of emissions and guide its decarbonization efforts.

2025 Carbon Footprint Overview



2025 Carbon Footprint Breakdown by Emissions Category

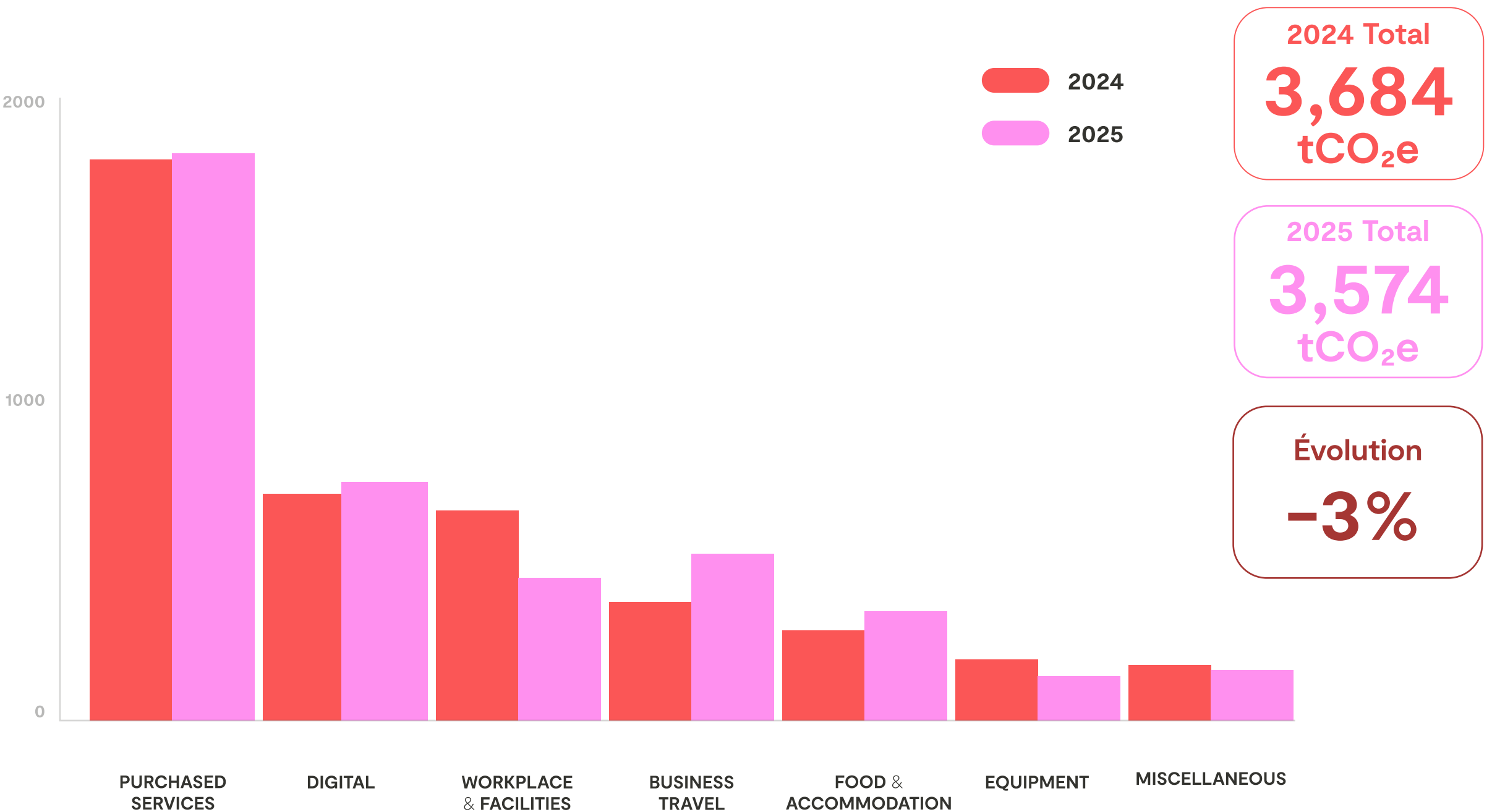


role	tCO ₂ e	%
PURCHASED SERVICES	1,812	50.7%
DIGITAL	586	16.4%
WORKPLACE & FACILITIES	379	10.6%
BUSINESS TRAVEL	368	10.3%
FOOD & ACCOMMODATION	347	9.7%
MISCELLANEOUS <1%	79	2.2%

Emissions by scope



2024-2025 Comparison (consistent methodology)



Malt's total emissions decreased from 3,684 tCO₂e in 2024 to 3,574 tCO₂e in 2025. **This 3% reduction reflects the impact of our first decarbonization initiative**, including sourcing renewable electricity for our offices through Guarantees of Origin and reducing office supply purchases.

3.2 Reducing our carbon footprint

Aligning our decarbonization pathway with the SBTi

In July 2024, Malt reached an important milestone in its climate strategy by committing to the Science Based Targets initiative (SBTi). This commitment aligns our decarbonization pathway with the goal of limiting global warming to well below 2°C and covers emissions across our entire value chain, including Scopes 1, 2, and 3. (short-term targets; Near-Term Target). Specifically, Malt aims to achieve a 16.3% absolute reduction in emissions by 2031, compared with its 2024 baseline year. This pathway follows SBTi-recognized methodologies, combining a 2.5% annual absolute reduction across Scopes 1, 2, and part of Scope 3 with a supplier engagement target covering 68.5% of key purchasing categories.

Through this commitment, we are aligning our decarbonization efforts with international climate science and the goals of the Paris Agreement.

Indicator	2024	2025	2026 Target
SBTi Status	COMMIT	COMMIT	TARGET SET

Strengthening responsible procurement

As part of our SBTi commitments, we are taking the following steps to strengthen our responsible procurement policy:

- Include a CSR criterion in 100% of our procurement tenders by 2027
- Assess the CSR performance of our 10 largest suppliers
- Launch a supplier engagement program and reach at least 20% engaged suppliers by 2027

Strengthening the sustainable management of our offices

We introduced several key initiatives to reduce the carbon footprint of our offices. In our offices, we implemented a smart system for managing lighting and temperature, with temperatures set to 19°C in winter and 26°C in summer. We also **purchased Guarantees of Origin equivalent to 100% of our electricity consumption, certifying that an equal amount of renewable electricity was generated and supplied to the grid.** Finally, to encourage sustainable workplace habits, we also offered all employees a workshop on waste sorting and waste management.

Indicator	2025 Target	2025 Result	2026 Target
% reduction in office-related carbon emissions (vs. previous year)	-	-	-8%
% of office electricity from renewable sources (excluding coworking spaces)	-	80%	100%

Reducing the impact of business travel

Several actions have been taken to reduce our business travel carbon footprint. We provide access to **coworking spaces in central locations that are easily accessible by public transportation.** We also updated our business travel policy with rules that encourage lower-carbon transportation options. For example, **train travel is required for all business trips within France.**

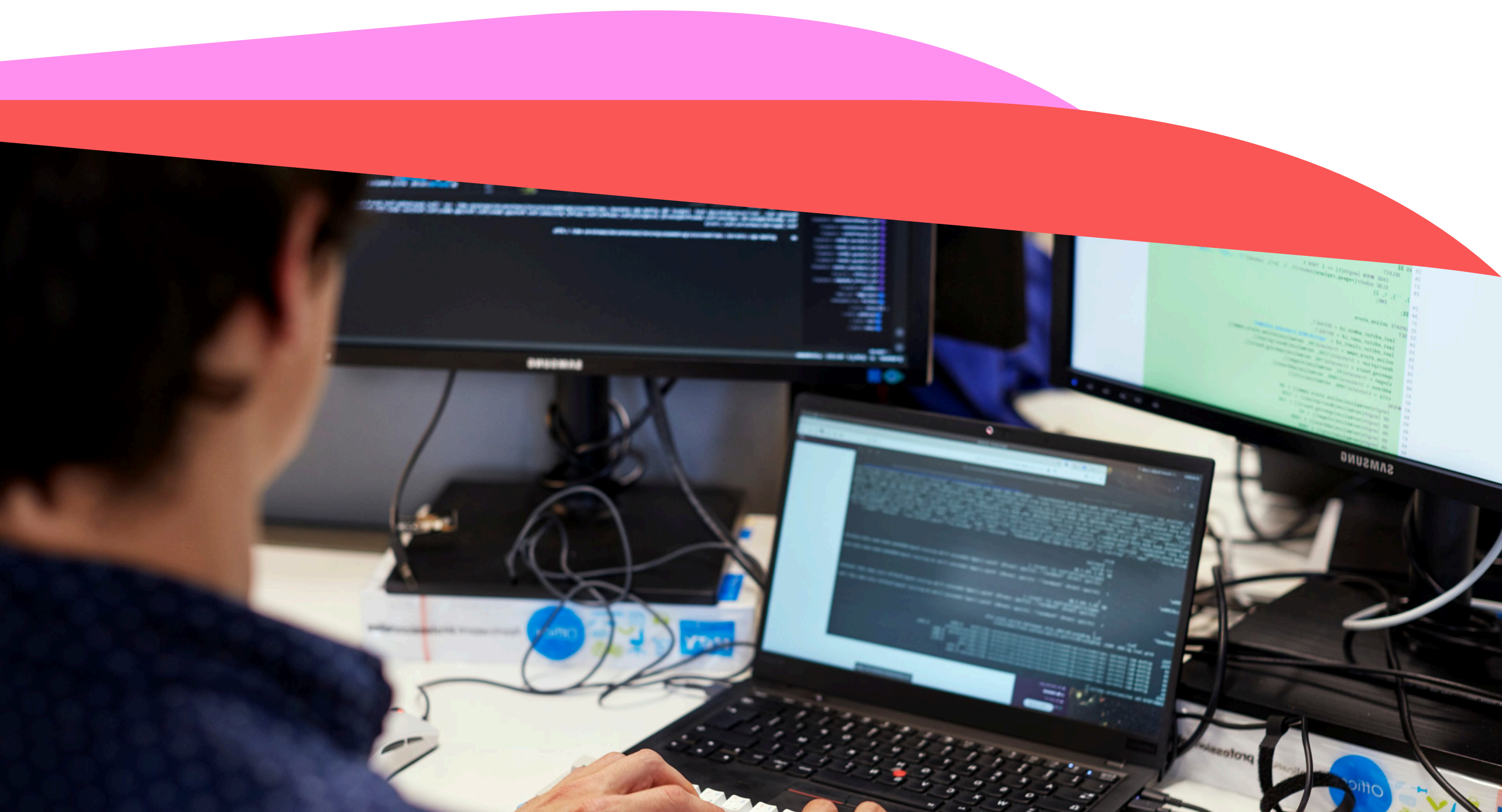
Indicator	2025 Target	2025 Result	2026 Target
% reduction in travel-related carbon emissions (vs. previous year)	-15%	-15%	-15%

Strengthening our policy on responsible digital practices

As part of our commitment to responsible digital practices, Malt works to measure and reduce the environmental impact of its infrastructure and digital tools. **Our core infrastructure runs on Google Cloud Platform (GCP) in a data center located in Belgium, where 82% of the electricity mix comes from low-carbon energy sources.**

Other initiatives are being taken:

- **Digital efficiency:** We streamlined our SaaS tools to eliminate redundancies and **reduce the total number of active licenses by 7%.**
- **Mobile device optimization:** We redesigned our company phone policy based on actual business needs, reducing purchases of new devices by **93% in 2025.**
- **Extending device lifecycles:** By standardizing our IT equipment with a single supplier, we **increased the average lifespan of our computers from three to five years.**



IV. Ensuring compliance and assessing our CSR commitments

4.1 An ethical and secure environment for our employees and freelancer community

An ethical environment for our employees and freelancer community

We updated our Code of Conduct to strengthen guidance on key topics, including Sapin II compliance, whistleblowing procedures, information security, personal data protection, and the use of media and social networks.

In 2026, Malt will launch dedicated training on its internal platform to raise awareness of these topics across the company.

A secure environment for our employees and our freelancer community

As digitalization and automation continue to accelerate, we have strengthened our cybersecurity measures to protect our entire ecosystem.

In 2025, we updated our security documentation, including policies and procedures, strengthened fraud detection across the platform, and began the process of obtaining ISO 27001 certification, the internationally recognized standard for information security management.



In 2026, Malt will continue building on this progress, with the goal of achieving ISO 27001 certification following a year-end audit.

We will also continue to:

- Strengthen our cybersecurity awareness program
- Further secure our CI/CD pipeline
- Enhance vulnerability management
- Maintain our Business Continuity Plan through regular testing

These efforts allowed us to meet our cybersecurity objectives, particularly in phishing prevention and employee training.

Indicator	2025 Target	2025 Result	2026 Target
% of employees trained on cybersecurity awareness	-	Score D (Scale A to F)	Score C (Scale A to F)
Click rate in phishing simulations	-	6%	< 3%
ISO 27001 maturity score (CMMI scale)	-	2.1/5 (March 2026 audit)	3/5 (September 2026 pre-certification audit)



4.2 Assessing our CSR performance

Each year, our CSR performance is assessed by independent organizations, including **EcoVadis** and **CDP** (Carbon Disclosure Project).

In 2025, Malt retained the Gold medal awarded by EcoVadis, meeting our target for the year. This rating recognizes our efforts in environmental stewardship, ethics, social responsibility, and responsible procurement. The initiatives launched in 2026, particularly in climate action, governance, and compliance, are expected to position Malt **to achieve Platinum status by 2027**.

For our CDP assessment, **we are targeting a B rating in 2026**. This assessment is an important tool for guiding our climate strategy.

Conclusion

2025 marked an important milestone in Malt's CSR journey. We laid strong foundations for our CSR strategy, set clear objectives, and turned our commitments into measurable actions.

We are especially proud of the progress we have made in three key areas: advancing inclusion, particularly for people with disabilities and professionals over 50; defining our decarbonization roadmap; and strengthening our compliance and security standards.

In 2026, we will focus our efforts on social inclusion, enabling freelancers with disabilities to publish their status on their profile; on our decarbonization pathway, with the validation of our SBTi targets; and on achieving ISO 27001 certification.

Our ambitions reflect our commitment to building a more responsible and resilient company.

We also know that **a CSR strategy only creates lasting value when it is embraced collectively and sustained over the long term. That is why we will continue to move forward with pragmatism, transparency, and commitment alongside our employees, freelancer community, clients, and partners.**

While many challenges remain, we believe the actions outlined in this report are laying **the groundwork for Malt's continued transformation as a responsible and committed company.**



Laetitia De Chabot
CSR Manager | Malt

