

doxee

Sustainability Report 2020



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Letter to Stakeholders

In recent years, Doxee has achieved important results, recording a double-digit increase in revenues, expanding its market share, and positioning itself with authority in an increasingly competitive market. These results make us proud, and they also emphasize the responsibility we have toward the people who work in our organization and the communities and country where we operate. Achieving such important results makes us aware of how our growth must be sustainable and cannot disregard the adoption of solutions that are able to bring wellbeing to the society we live in. For this reason, we believe that being sustainable should be a guide both in our developing strategies and in our daily activities.

Sustainability in Doxee is an integral part of the governance of the Group, and our top management are personally committed to its diffusion as a corporate value within the organization. Awareness of the importance of these issues has generated an organizational change with the creation of an ad hoc team that, together with top management, will help set our environmental and social objectives for the future.

During the year, we have maintained and increased a high level of attention towards our people, through the implementation of a highly articulated training plan and the adoption of welfare measures and initiatives aimed at improving employee wellbeing, both when in the workplace and remotely.

The achievement of ISO 14001 certification testifies to the efforts made on environmental issues, which will lead the company, which already has a low environmental impact, to use only electricity from renewable sources. Even more important are the impacts that the digitization of the processes we carry out at customer companies have in terms of savings of paper and of CO2 emissions.

Doxee is committed to growing together with the communities where it operates and feels the responsibility to intervene by supporting charitable initiatives both locally and internationally.

Much has been done and much is yet to be done, but challenges and continuous improvement are part of our DNA. It is from here that we start a journey with ambitious goals.

Paolo Cavicchioli	
President	

Summary data and information

	Unit of measurement	2019	2020
Economic value			
Economic value generated	Euro /mil	20,9	22,8
Distributed economic value	Euro/ mil	16,5	17,8
Management systems and certifications			
Quality Management System – ISO 9001			
Environmental Management System - ISO 14001			
Information Security Management System - ISO/IEC 27001			
AgID Accreditation (Registrar)			
Certification as Access Point Provider on PEPPOL network			
The role of Doxee - Sustainability and ICT			



Human Resources			
Employees	Nr	108	127
Recruitment	Nr	23	24
Turnover (hires net of terminations)	%	14,6%	17,6%
Employees up to 30 years old	%	22,2%	19,7%
Environment			
Energy consumption	GJoule	2.344	2.084
Total GHG emissions Scope 1 / Scope 2	tCO2e	176,6	172,8

Methodological Note

This document represents the first Sustainability Report of Doxee S.p.A. and its subsidiaries (hereinafter also referred to as “Doxee,” the “Doxee Group,” or the “Group”). The document contains information relating to economic, environmental, and social issues that is useful to ensure an understanding of the activities carried out by Doxee, its performance, its results, and the impact they produced.

The Sustainability Report has been prepared by reporting on a selection of the “GRI Sustainability Reporting Standards” published by the Global Reporting Initiative (GRI), as indicated in the GRI Content Index of this document, according to the “Referenced” reporting option.

It should be noted that Doxee does not fall under the scope of Italian Legislative Decree No. 254 of December 30, 2016, which, in implementation of Directive 2014/95/EU, has provided for the obligation to prepare a Non-Financial Statement (“DNF”) for public interest entities that exceed certain quantitative thresholds. This Sustainability Report is therefore prepared on a voluntary basis and does not represent a DNF.

The general principles applied in the preparation of the Sustainability Report are those established by the GRI Standards: relevance, inclusiveness, sustainability context, completeness, balance between positive and negative aspects, comparability, accuracy, timeliness, reliability, and clarity.

The performance indicators selected are those required by the reporting standards adopted, and they are representative of the specific areas of sustainability analyzed and consistent with the activities carried out by Doxee and the impacts it has produced. These indicators were selected based on an analysis of their relevance, as described in the section “Materiality analysis.” In the various sections of the Sustainability Report, quantitative information for which estimates were used is reported.

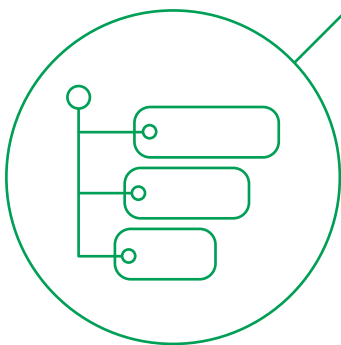
The scope of reporting of qualitative and quantitative data and information refers to the performance of the parent company Doxee S.p.A. and its subsidiaries consolidated on a line-by-line basis in the Group’s consolidated financial statements as of December 31, 2020.

The Sustainability Report is prepared on an annual basis. In order to allow for the comparison of data over time and the assessment of the performance of Doxee’s activities, data from the previous year is presented for comparative purposes.

Heads of various Doxee departments were involved in drafting the Sustainability Report.

The Sustainability Report was approved by the Board of Directors of Doxee S.p.A. on __ March 25th 2021 and was not audited by an independent auditor.

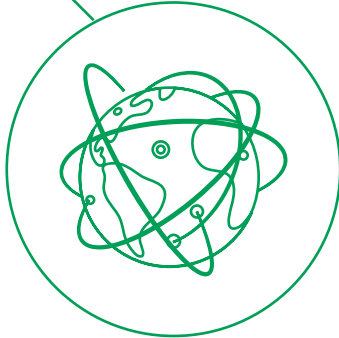
The Sustainability Report is published on the Company’s corporate website at <https://www.doxee.com/it/chi-siamo/sostenibilita/>. Further information can be obtained by contacting sustainability@doxee.com



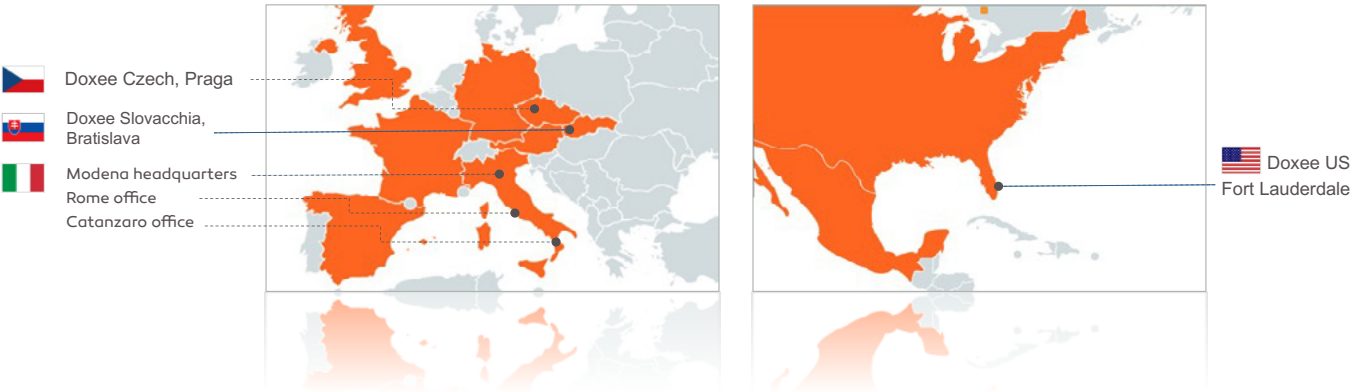
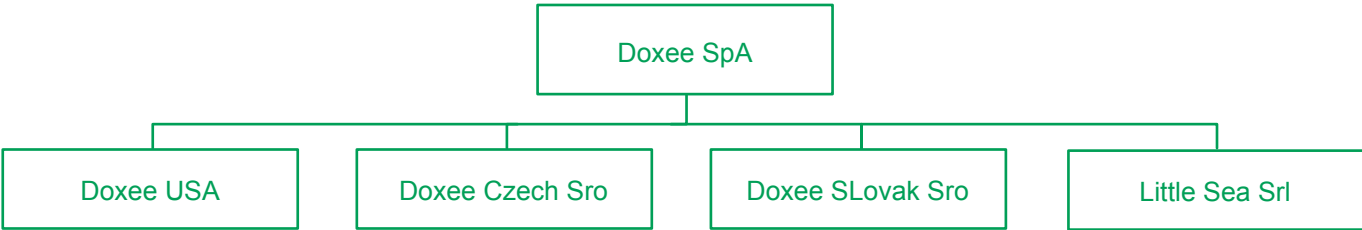
01 Identity and Strategy

Doxee: Transforming data into reports

Doxee S.p.A, headquartered in Modena, Italy, specializes in the field of high technology and is a leader in the markets of Customer Communications Management (CCM), Paperless, and Digital Customer Experience (DCX). The company offers technology products, which are delivered in Cloud mode on a single patented platform owned by Doxee (Doxee Platform) to businesses and, in particular, the Enterprise segment (Large Enterprises) Doxee supports and manages around 6 billion communications per year for around 200 large enterprises.



The group Doxee



Company size

In 2020, the Group generated revenues of Euro 17.7 million and has a total of 127 employees.

Revenues by segment (Amounts in millions of Euros)	2019		2020	
	Revenues	%	Revenues	%
Telco & Media	7.031.100	45,4 %	7.024.183	39,7 %
Utilities	5.323.712	34,4 %	6.969.554	39,4 %
Financial Services	1.228.170	7,9 %	1.462.020	8,1 %
IT Services	957.452	6,2 %	1.262.419	7,1 %
Others	950.395	6,1 %	987.967	5,6 %
Total	15.490.830	100,0 %	17.706.144	100,0 %

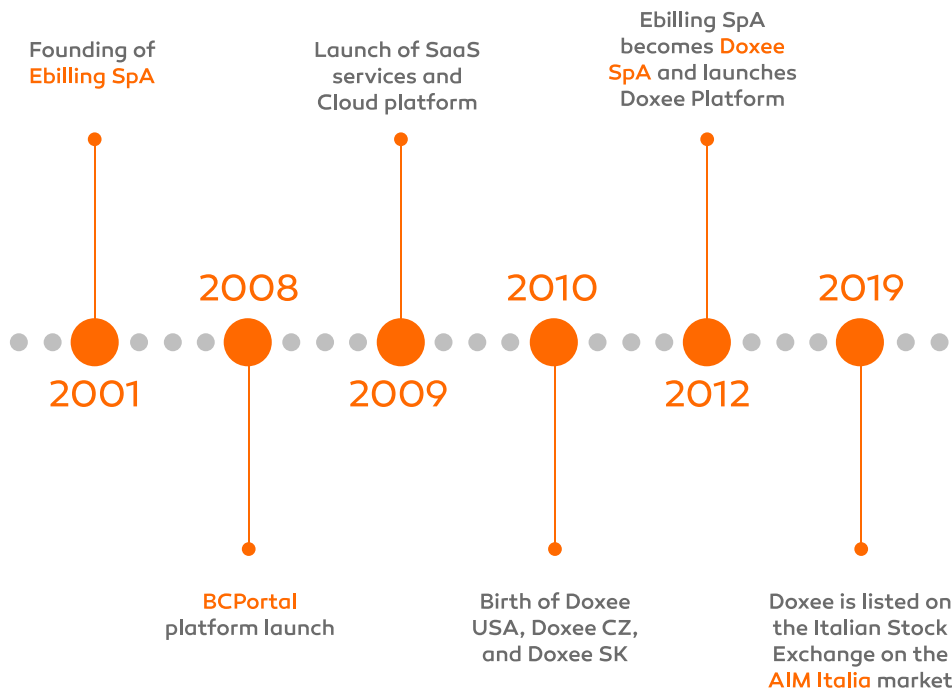
Revenues by geographical area (Amounts in millions of Euros)	2019		2020	
	Revenues	%	Revenues	%
Italy	14.069.083	90,85 %	16.342.437	93,2%
UE	522.651	3,4%	711.668	4,0%
Extra UE	899.096	5,8%	652.039	3,7%
Total	15.490.830	100%	17.706.144	100%

Group companies and offices

Company	Country / Headquarters	Activity
Doxee S.p.A. Parent company	Modena, Italy	High technology - Customer Communications Management (CCM), Paperless, and Digital Customer Experience (DCX) markets. It offers technology products to enterprises and, in particular, to companies in the Enterprise segment (Large Enterprises), which are delivered in Cloud mode on a single patented platform owned by Doxee (Doxee Platform).
Doxee USA Inc.	USA	Initial vehicle for the development of the Partner Based on PaaS (Platform as a Service) model to support the Group's internationalization strategy. Partner management is done in collaboration with the Sales structure of Doxee SpA. Doxee USA, Inc. provides support and development of professional services for international projects, especially for Latam.
Doxee Slovak s.r.o.	Slovacchia	Operates in the CCM market, an Enterprise market in particular in the Utilities and Finance sector.
Doxee Czech s.r.o.	Repubblica Ceca	Operates in the CCM market. The company has some important customers in the Finance sector.
Little Sea S.r.l.	Italia	It offers a platform based on proprietary technology for the processes of video automation and the generation of personalized video.

Doxee's presence in Italy, in addition to the Group's headquarters in Modena, where the design and development of solutions are carried out, also includes offices in Rome, Milan (from 2021), and Catanzaro. In particular, the Catanzaro office is responsible for research and development of a MISE project.

History



Mission and Values

Doxee works alongside companies and public administrations to support them in the process of digital transformation. In Doxee's vision, the digitization of communication processes is the starting point for enhancing the value of data, enabling companies and public administrations to offer a technologically advanced and innovative digital experience dedicated to customers and citizens.

Mission: The Digital Customer Experience

Digital technologies have transformed the way we interact with companies and public administrations, raising the standard of quality, and making different forms of interaction obsolete.

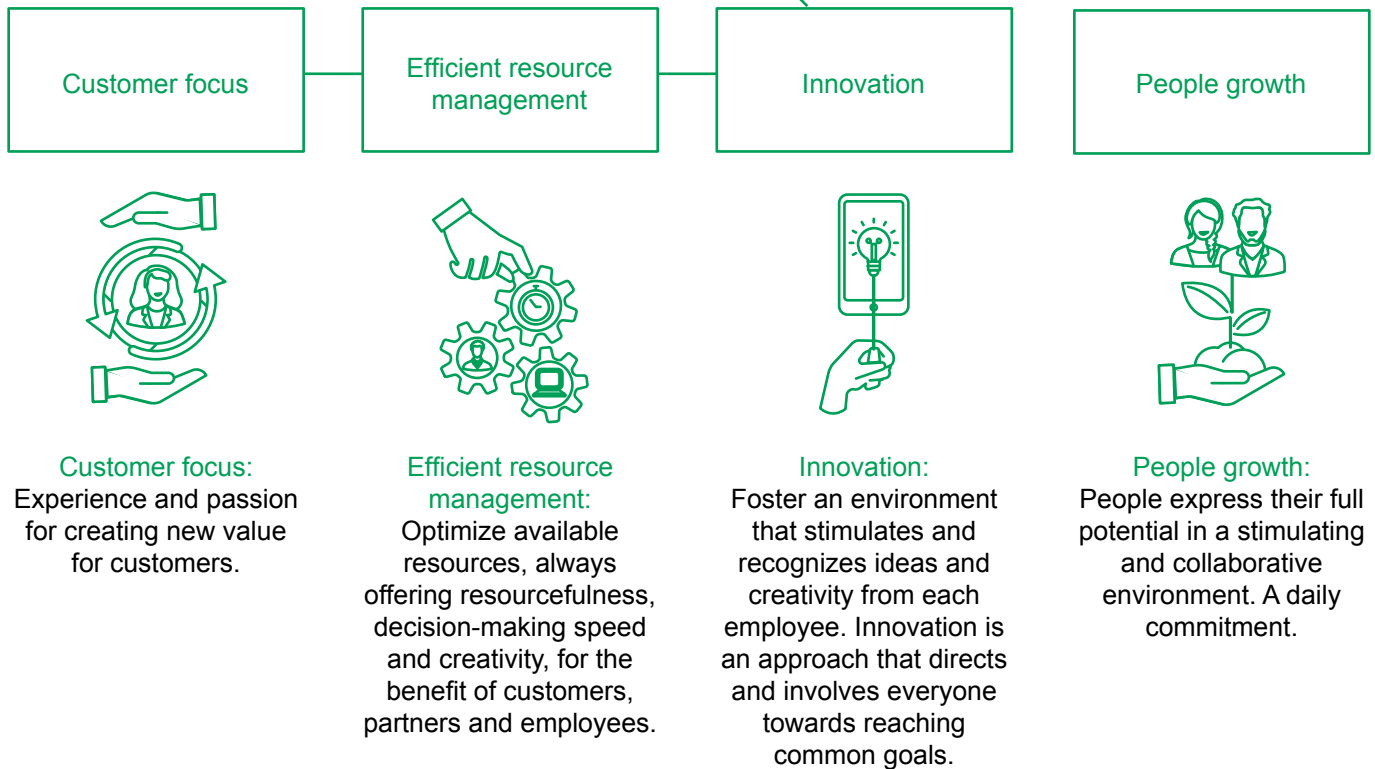
Doxee's mission is to extract the value from the data of companies and public administrations and transform it into valuable relationships with their customers and citizens.

Whatever the mode, channel, or moment in which a customer comes into contact with a company, the interaction experience is essential for consolidating the relationship, learning about the needs and desires of customers, and using this information in subsequent interactions, creating a continuous process that places the customer at the center and has the purpose of developing value for the client.

Values

Collaborative approach, unwavering commitment, autonomy, and trust in people are the hallmarks of the Doxee team. Doxee's leadership is committed to developing and fostering a collaborative culture that contributes to the excellence of our professional services and work environment.

Doxee has synergistic and experienced leadership that embraces the company's core values:



Scenarios - Strategy and sustainability

The centralization of the digitization process that affects not only the Enterprise market but also the SME and SMB market finds Doxee ready to seize the opportunity to support transformation processes towards the cloud within a personalized, interactive, and two-way communication.

Despite the emergency situation caused by COVID-19 (Coronavirus), Doxee was able to guarantee normal operations and the delivery of its products and services, since its main technology asset, the Doxee Platform, has been developed entirely in the cloud. This ensures complete business continuity and operational agility even in the circumstances caused by the pandemic. Thanks to the adoption, some time ago, of smart working as a method of working and managing human resources remotely, the company was able to ensure normal operations even in scenarios where staff movements were subject to restrictions by the local and national authorities.

In particular, given the continuation of the pandemic, it should be noted that companies and Public Administrations are accelerating the digitization of mission-critical processes in order to adapt rapidly to the new scenario, to communicate effectively, and to promote the dematerialization of payment processes. In pursuit of this goal, they have found in Doxee a partner capable to support this transformation by offering skills and technologies that accelerate innovation and process modernization, with the aim of making them an integral part of the digital customer journey.

Doxee's positive 2020 performance, despite the pandemic crisis, is continuing into the early months of 2021. The importance of digital transformation projects of enterprises and institutions is a driver of sustainable development due to its economic and social impacts.

ICT and sustainability: Market opportunities

Digitization has changed society, transforming the way we interact and entertain relationships. This change has an important technological spin-off: the large amount of available data that often goes unused.

The solutions developed by ICT companies are used in many areas of daily life and are related to the social and economic development of communities. The role of the ICT sector is of great importance, especially when it comes to the positive social and environmental impacts that it is able to generate, contributing to sustainable and inclusive development:

ICT Infrastruttura - Access to information and services: Digital inclusion and reducing the digital divide.

Connectivity between people and organizations - Improved connectivity and communication between citizens, companies, and the Public Administration with which people interface.

Resource efficiency - Digital technologies offer solutions for more efficient ways to collect and analyze large data sets with the help of tools for analyzing big data.

The role of Doxee

Doxee helps companies and public administrations in their digital transformation journey by offering new levers to compete and communicate digitally. **Doxee** offers customers and citizens the opportunity, through a valuable experience, to get closer to companies and Public Administrations, improving the relationship with these organizations and the quality of life.

The scenario and the macro-trends are therefore important opportunities for Doxee to capitalize on its capacity for technological innovation, experience, and professionalism acquired in the Italian market, but also in the international market, strengthening its current presence.

Among these:

- Business interest in DCX and Digital issues, also due to the introduction of regulatory compliance obligations
- Growing sensitivity of the Public Administration toward the themes of communication and interaction with citizens, with a view toward simplifying and making the processes of the bodies that provide public services more accessible.



Doxee processes company data to optimize document management and distribution processes, dematerialize billing and storage processes, and transform every transaction into a business development tool.

Thanks to Doxee's innovative technologies, every moment of interaction between customer and company or between citizen and Public Administration can be enriched through interactivity, bidirectionality, and personalization.

Doxee has transformed the communications of hundreds of companies on a global scale into bi-directional, digital, and interactive communication channels that support their digital transformation processes. Doxee's innovation and research and development have also enabled the creation and deployment of innovative technologies that help customers and communities in the digital transformation process.

Process Transformation - The Impact of Dematerialization

Doxee is recognized as a specialist in finding solutions for the digital transformation of business processes, and it has directed its activities toward the development of IT solutions aimed at digitizing complete business processes. In this context, the dematerialization of processes and documents allows customers to drastically reduce the environmental impact related to the use of paper and related processes, such as printing and delivery, simplifying how normal activities are conducted, and optimizing processes in terms of efficiency and competitiveness in the market.

To quantify the environmental impact of these initiatives, the company has invested in the creation of a software prototype capable of estimating the paper savings obtained by a customer when activating Doxee digital services.



Accessibility and inclusion - Reducing the digital divide

In terms of the social impact of the services it provides, in its platform roadmap, Doxee has included some initiatives with important implications on the issue of inclusion, such as the distribution of communications via email or in PDF format that can be utilized by blind users.

The digital transition of Public Administration

Doxee services are widely applicable in the Public Administration field, where, in line with the principles of the Digital Agenda, they are the driving force behind the process of digital transformation, which contributes to the objectives of simplification and innovation of public institutions to improve internal processes, as well as their relationship with citizens.

The result includes elements of digital inclusion for citizens, who are able to take advantage of simpler and more immediate mechanisms for interacting with the PA, which further results in strengthening their trust in institutions.

Partnership

The development of strategic partnerships, an element that characterizes a sustainable business model, is aimed at accelerating the penetration and growth in sectors such as public administration, healthcare, travel and leisure, automotive, and consumer goods. In particular, the development of commercial partnerships allows the positioning of interactive experience products in the public administration market, while technology and commercial partnerships are functional for the integration and marketing of Doxee products in specific sectors.

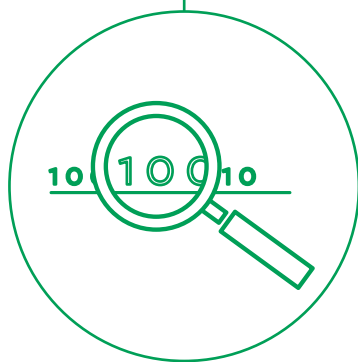
The development of partnerships with technology companies is considered essential to ensure the integration of the Doxee platform and its products with CRM, Marketing Automation, and ERP systems in order to better meet companies' needs to govern their transition to the world of digital.

Stakeholders and materiality analysis

The role of Stakeholders

Stakeholders are individuals or groups who are subject to the impact of activities and decisions of an organization, but who, at the same time, have an influence on the organization itself. An organization's staying power requires a medium- to long-term strategy for dealing with Stakeholders in order to analyze and understand their expectations, needs, and opinions.

Doxee has identified the following main categories of Stakeholders for whom the relationship activities provide specific and differentiated tools:



Stakeholder Category	Engagement and reporting activities
Shareholders	Shareholders' Meeting - Board of Directors
Investors and lenders	Shareholders' meeting - Investor Relations activities - Website / dedicated section - Periodic meetings
Employees	Dialog with Human Resources - Informal meetings and training events - Corporate welfare initiatives - Corporate intranet - Internal newsletter / Dedicated communication
Suppliers	Commercial meetings - Definition and sharing of project standards - Partnerships (products and innovation)
Customers	Commercial meetings and events - Project meetings - Website and other dedicated communication channels - Information newsletters
Public Administration	National and local public bodies / Authorities - Sending and exchange of communications for specific requirements or requests
Community and territory - Local institutions and associations	Events - Collaboration in open innovation - Training and social responsibility projects
Media	Interviews - Press conferences - Events - Corporate website

Materiality analysis

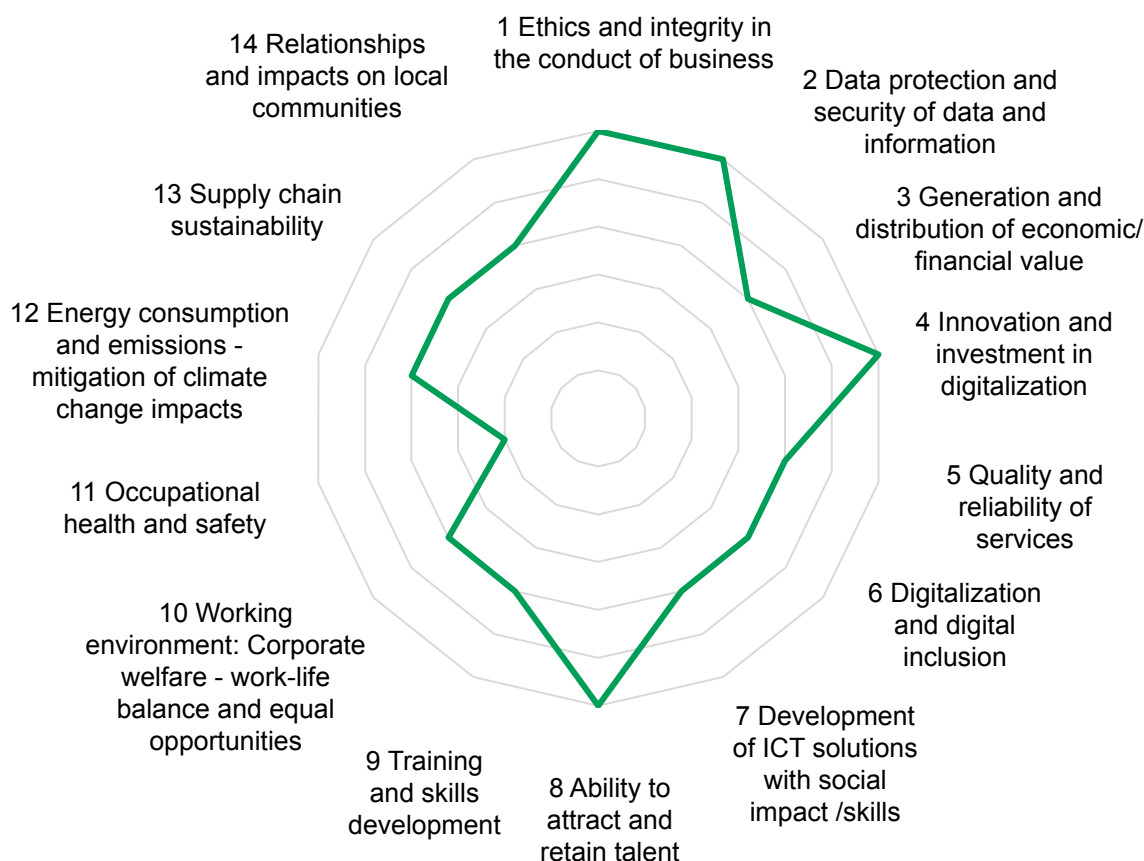
The materiality analysis is the assessment of aspects that are relevant for the company and its Stakeholders. This process identifies sustainability issues that have significant impacts (positive and negative) both for Doxee and its Stakeholders, regarding economic, environmental, and social governance and sustainability dimensions.

In the first year of preparing the Sustainability Report, the materiality analysis was structured as follows:

- a. Stakeholder mapping.
- b. Analysis of national and international benchmarking comparables.
- c. Evidence / feedback from engagement activities carried out on a recurring basis with stakeholders and results of contextual analyses carried out for the purposes of management systems.
- d. Validation of materiality issues by top management.

The preliminary materiality analysis carried out for the purposes of drafting Doxee's first Sustainability Report highlighted the issues presented in the following table. Material issues were also assessed in relation to the relevance of potential impacts (prioritization), which is represented graphically.

Material Theme	
1	Ethics and integrity in the conduct of business
2	Data protection and security of data and information
3	Generation and distribution of economic/financial value
4	Innovation and investment in digitalization
5	Quality and reliability of services
6	Digitalization and digital inclusion
7	Development of ICT solutions with social / environmental impact
8	Ability to attract and retain talent
9	Training and skills development
10	Working environment: Corporate welfare - work-life balance and equal opportunities
11	Occupational health and safety
12	Energy consumption and emissions - mitigation of climate change impacts
13	Supply chain sustainability
14	Relations and impacts on local communities



02 Products and solutions

Product lines and models

Doxee has strongly innovated in the CCM, Paperless, and DCX markets, creating three product lines that allow its customers to significantly improve the operational efficiency of mission-critical processes.



document experience (dx): the product line dedicated to the production, multi-channel distribution, and digital archiving of documents;

paperless experience (px): the product line that includes Electronic Invoicing, Digital Storage, Electronic Ordering, and other products aimed at customers who want to dematerialize their business processes;

interactive experience (ix): the product line dedicated to DCX and includes the production and distribution of interactive micro-sites (Doxee Pweb®) and personalized videos (Doxee Pvideo®). Doxee products, capable of making communication interactive and highly personalized, are a marketing tool for companies, as they contribute to develop their business.

These products are delivered through the following models: Software as a Service (SaaS), Platform as a Service (PaaS), and On-premise (Op):

- **the SaaS model** consists of the delivery of products in the form of the standard service in the Cloud;
- **the PaaS model** consists of the delivery of products through the use by customers of the Doxee Platform®, as the basis for the creation and delivery of SaaS services;
- **the Op model** consists of the transfer of rights to use Doxee technologies through the granting of a license.

Doxee Platform®: The technology platform

The Doxee Platform® the technology platform designed and built by Doxee to deliver products with virtually unlimited flexibility and scalability. It has an architecture that makes it possible to efficiently manage high production volumes, but above all, it eliminates the costs associated with system administration, as well as all those related to managing the physical infrastructure if the Doxee Platform is delivered in Cloud mode (SaaS and PaaS).

The Doxee Platform includes all the tools needed to design, configure, and develop any type of communication, both promotional and transactional. The Doxee Platform allows you to monitor all phases of communication production, from design, implementation, and review to approval and delivery of communications to their recipients.

The production process of communications is managed and monitored, from development to delivery, and multi-channel delivery, in accordance with the Service Level Agreements between Doxee and individual customers. In particular, the Doxee Platform controls the outcome of the distribution and delivery of communications to recipients and the analysis of related performance and correspondence with the quality standards agreed upon with customers.

Doxee has created the platform, designing all applications independently and, in this way, having full control of its technology, has distinguished itself internationally for providing software solutions for CCM that are both flexible and functional.

The characteristics of the Doxee model

Technological innovation and expertise in the sector

- Know-how in the study, design, and development of the best technologies in the service of communication processes for the Enterprise market.
- Offers innovative products for DCX.
- Achieved Innovative SME requirements in 2019.

Integrated product lines

- Three integrated product lines for complete coverage of different needs in the sectors: Telecommunications and Media, Utilities, Banking and Insurance, and Public Services.
- Design of customized solutions and vertical configuration of product lines based on a deep knowledge of the different customer journeys in the reference sectors.

Strong customer loyalty

- Deep integration with the main processes of companies with a strong B2C orientation (customer acquisition, invoicing, management of late payments from default to credit recovery).
- Continuous innovation of communication processes to offer a competitive advantage to companies in improving the CX of their customers, to the benefit of the business.
- Continuous focus on improving the operational efficiency of key business processes.

Doxee Innovative Technologies: Customer Benefits

Cloud Architecture

The Doxee Platform® is not just a simple lift-and-shift (a traditional software product running on Cloud infrastructure), but an integrated ecosystem of Cloud products that Doxee employs and combines with its own technologies to deliver a unique product. Doxee owns the intellectual property of the foundational elements of the Doxee Platform® such as data capture and transformation, content production and delivery, and digital archiving and preservation. The result is a platform of interoperable and combinable Cloud products that meet every customer need.

This approach makes our products particularly well suited to support enterprise Cloud transformation strategies. Cloud transformation for a customer consists in transferring software, historically managed on its own physical infrastructure, to higher performance Cloud infrastructures, including infrastructure management services, security, and software updates, with a significant reduction in costs for the customer.

Doxee has an international track record of success in the transformation of mission-critical processes such as invoicing and reporting to the Cloud.

Interoperability

Doxee, thanks to its expertise in the Cloud, is able to offer products that are integrated or easily integrated with standard market services and solutions, ensuring a very fast time-to-market and therefore a significant competitive advantage for its customers.

Among its products, Doxee includes the Cloud integration service offered by the U.S. company Informatica L.L.C., allowing customers who use it to exchange data with the Doxee Platform through a mode integrated with their systems. In this regard, Doxee was the first Advanced Technology Partner in Italy to deliver products integrated with those developed by AWS.

Doxee is also a certified partner of Zuora, a leading global provider of SaaS services dedicated to managing billing processes, based on subscriptions and memberships. Through the Zuora connector, the Doxee Platform® can be rapidly integrated within the billing processes to support compliance issues related to the respect of European and Italian regulations on electronic invoicing, but also to support communication processes related to transactions through the production and delivery of interactive communications and pagged documents.

Multi-tenant model

The Multi-tenant model allows applications with completely different characteristics to be managed for multiple clients using the same software. With this model, Doxee Platform can manage hundreds of clients at once, ensuring strict segregation of each client's data and applications while guaranteeing the privacy of managed data.



Visual Configuration

Unlike other IT solutions, the Doxee Platform offers an entirely visual configuration mode, which is supported by graphical interfaces that simplify the use of the products included in the three Doxee product lines.

In particular, the visual configuration, regardless of the chosen delivery method (PaaS, On-premise, SaaS), facilitates and speeds up the digital transition and the use of technology, offering the following benefits to the customer. It:

- Centralizes development activities under Doxee and does not require the customer to have any dedicated resources with developer skills;
- Facilitates continuous updating and ensures compatibility with configurations set up directly by the customer;
- Reduces the margin of error, since the visual configuration is supported by automatic verification tools that prevent the most common errors.

Trademarks and patents

Doxee has registered two patents that are valid for the Italian territory. One patent relates to the system and the method for generating personalized digital audiovisual content with voice synthesis ("Patent 1"). The other patent relates to the system and method for reproducing digital audiovisual content including at least one animation ("Patent 2").

Doxee has also filed two applications with the Patent and Trademark Office related to the recording of the system and method for generating personalized digital audiovisual content with a pre-recorded human voice component, valid in Italy and in Europe.

Doxee holds the registration of the trademarks Doxee®, Doxee Platform®, Doxee Pvideo®, and Doxee Pweb® for the US and European markets.

Customer relationships

Customers and sales network

Doxee is present in Europe and in the United States (USA) and presides, directly and indirectly, over the main world markets, through 100 employees and an extensive network (direct and indirect) of vendors. Doxee has about 200 Italian and foreign customers, mostly companies in the Enterprise segment.

Main products

1. Document production
2. Multichannel delivery (email, SMS, paper, PEC)
3. Digital archiving of documents Main products

Main industries served

1. Telco
2. Media
3. Utility, Energy, Oil & Gas
4. Banking & Insurance
5. High-Tech

Users/final users

1. Consumers (B2B and B2C)

Main products

1. Electronic invoicing (B2C, B2B, B2G)
2. Electronic ordering
3. Legal electronic archiving
4. PEPPOL interchange
5. PEC Production and Delivery
6. Digital affixing of certain date and time (On-Demand)

Main industries served

1. Telco
2. Media
3. Utility, Energy, Oil & Gas
4. Manufacturing
5. Healthcare
6. Pharma
7. Retail

Users/final users

1. Consumers (B2B and B2C)
2. Public Sector (Electronic Invoicing)

Main products

1. Personalized video production
2. Interactive document production
3. Multichannel distribution (SMS, email, chat, push, Apps, traditional mail)
4. Send personalized video and follow chatbots
5. Cloud Analytics

Main industries served

1. Telco
2. Media
3. Utility, Energy, Oil & Gas
4. Banking & Insurance
5. Public Sector
6. High Tech
7. Healthcare
8. Travel & Leisure
9. Manufacturing
10. Retail

Users/final users

1. Consumers (B2B and B2C)
2. Citizens
3. Commercial network
4. Patients

Service quality and reliability

Customers represent the most important capital and the key point for the development of Doxee. The ability to meet their needs and anticipate their expectations is a key factor in gaining and maintaining their trust. Doxee S.p.A. pursues its business success in the markets it serves by offering quality products and services at competitive conditions and in compliance with the rules to protect fair competition.

Doxee products represent efficient solutions for customers, also from a financial point of view, as their use does not involve any capital investment but only the payment to Doxee of sums by way of fees and/or variable costs, which include technological and regulatory updates performed automatically and constantly by the company.

Doxee S.p.A. recognizes that the appreciation of those who request products or services is of primary importance for its business success and therefore undertakes to:

- Observe internal procedures for managing customer relations;
- Provide, with efficiency and courtesy, and within the limits of the contractual provisions, high quality products and services that meet or exceed the customer's reasonable expectations;
- Provide accurate and comprehensive information about products and services so that customers can make informed decisions;
- Adhere to the truth in advertising and other communications.

Doxee has a significant presence in several private sectors and in the government market.

- **Telecommunications, Media, and IT**
- **Utilities**
- **Banking and Insurance**
- **Public Sector**

Service Review Management - In order to keep the quality of the services provided under constant control, Doxee has adopted an internal process of Service Review Management (part of the integrated management system certified ISO 9001, 27001, and 14001), under which systematic review activities of the trend of service KPIs with customers are standardized and documented. To guarantee the effective execution of the activities, internal Service Managers are dedicated to the operational management of the process.

Service Desk Tools - To improve the support service provided to customers and customer care issues, internal Service Desk area tools are also being updated with the adoption of new tools aimed at ensuring greater traceability and sharing of information, both internally with respect to the various company departments and externally to customers. The extension of the project to other areas of the company is being planned, in order to improve the overall execution of internal processes and, consequently, the performance experienced by customers.

Net Promoter Score® - The application of the adopted Net Promoter Score® method, which is widely used internationally to measure the level of "brand loyalty" in customer-supplier relations, began in 2020. To date, the measurements carried out regard marketing initiatives such as the Doxee Digital Club, webinars, and the creation of materials such as eBooks, white papers, and case studies, with very positive results (63). Measurements made using the methodology described above are expected to be expanded in 2021 to include support and customer care processes, thanks to an automation mechanism that will enable the collection of customer feedback every time they interact with Doxee.

Commercial and strategic partnerships

The skills acquired, the unique elements of the solutions offered, and the approach to the customer have allowed Doxee to establish partnerships with highly qualified companies. At the date of this document, the most relevant strategic partnerships are: Postel S.p.A., Zuora Inc., Amazon Web Services Inc., and Capgemini S.A. In addition to these, Doxee has chosen to cooperate, on the basis of commercial agreements, with leading operators specialized in specific sectors or geographical areas such as: PricewaterhouseCoopers S.r.l., Alía Gestión Integral de Servicios, S. L., Municipia S.p.A., Maggioli S.p.A., RGI S.p.A., and CWS.

Postel S.p.A.

The partnership is focused on the promotion of ix products to support the digitalization of the Public Administration and the insurance market managed by Postel S.p.A. Doxee supports Postel S.p.A. in the sale of ix products, with the aim of increasing the digital services offered to its customers and, therefore, revenue.

Zuora Inc.

The partnership is aimed at the global marketing of px and ix products. Zuora Inc. is a high technology company, listed on the New York Stock Exchange, and is focused on the management of payment processes related to subscriptions. Through this partnership, Doxee is enabled to sell e-invoicing and interactive communication products globally and has a native integration with Zuora Inc.'s platform that allows interoperability between the two solutions.

Capgemini S.A.

Capgemini S.A. is a leading consulting services company at the forefront of innovation in Cloud technologies. This partnership is oriented to the marketing of dx and ix products and is aimed at companies operating in the banking, insurance, and telecommunications sectors.

AWS Amazon Web Services

The partnership is dedicated to the development of products and services in the Cloud and on artificial intelligence topics. Doxee was the first AWS Advanced Technology Partner in Italy and is considered one of the reference partners of AWS for the shared marketing initiatives and the awards obtained. It provides successful solutions based on the AWS platform with high sales and technical, marketing, and go-to-market support.

Doxee has obtained a further important recognition by recently becoming a certified AWS Technology Partner for the public sector in Italy, enabling it to support the Italian Public Administration in improving and simplifying communication with citizens and encouraging the use of digital channels to offer high levels of service personalization and valuable content.

Supply chain management

The selection process

The selection of suppliers and the determination of purchasing conditions are based on an objective assessment of the quality and price of the good or service, as well as guarantees of service and timeliness. In supply relationships, Doxee S.p.A. is committed to:

- Observe internal procedures for the selection and management of relationships with suppliers;
- Not preclude any supplier that meets the requirements from competing for a supply contract with Doxee S.p.A. and adopting objective evaluation criteria for the selection based on stated and transparent procedures;
- Obtain the collaboration of suppliers in constantly ensuring that the needs of Doxee S.p.A. customers are met in terms of quality, cost, and delivery times to an extent at least equal to their expectations;
- Maintain a frank and open dialog with suppliers that is in line with good business practices.

Supplier Management

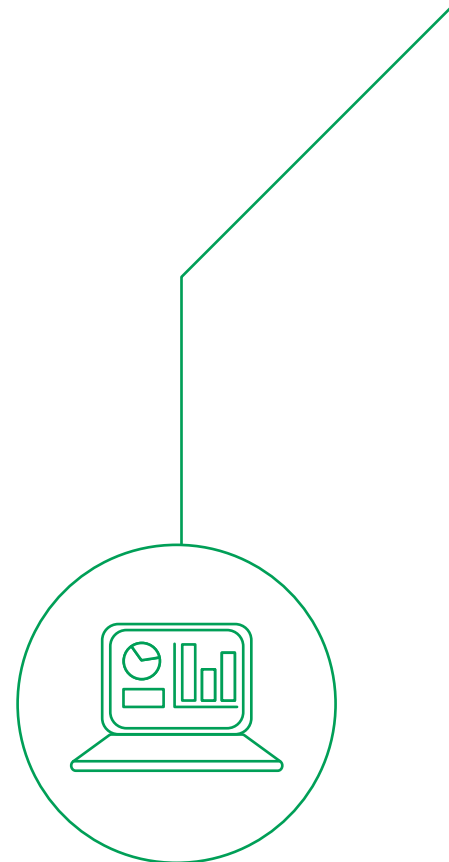
Doxee has adopted a Supplier Management policy and process, which is an integral part of the company's Integrated Management System that is ISO 9001, ISO 27001, and ISO 14001 certified.

This documentation defines the quality, safety, and environmental criteria that must be guaranteed in the selection, access, and use of suppliers. Monitoring and auditing mechanisms are also defined, aimed at checking that the suppliers' performance remains in line with identified standards. A single supplier inventory is centrally maintained, which lists all suppliers used and classifies them based on their characteristics.

The management and monitoring criteria adopted differ depending on the type and classification. In particular, periodic audits are carried out **via self-assessment questionnaires for suppliers classified as relevant under two key drivers:**

- Environmental issues ("EMS relevant")
- Information security and protection ("ISMS relevant" and "DPMS relevant").

The frequency of activities is defined based on the degree of importance attributed to the supplier regarding the classification as "Strategic," "Tactical," and "Operational."



Suppliers

Key vendors used include:

- Infrastructure and connectivity service providers;
- Print and delivery providers, for services in the dx area;
- Providers of professional services and consulting;
- Vendors for hardware purchases.

dx document experience

1. Suppliers of ICT and cloud infrastructure
2. Printers and postal delivery companies
3. Development outsourcer

px paperless experience

1. Suppliers of ICT and cloud infrastructure
2. Development outsourcer
3. Certification Authority

ix interactive experience

1. Suppliers of ICT and cloud infrastructure
2. Development consultants

Relations with the territory

Collaborations with Universities

UNIBO / UNIMORE - Doxee has historically developed a strong relationship with the territory by launching research projects supported by the European Community (such as the Regional Operational Program-European Regional Development Fund POR-FESR and Horizon 2020 Program) and structured collaborations with specific research organizations (such as the Democenter Foundation - Sipe) and the Universities of Bologna, Modena, and Reggio Emilia, through which it has come into direct contact with students, involving them in internship projects, which then evolved into ongoing collaborations in line with a strategy of “talent development” developed by Doxee to select the best talents on the market in the digital field.

MIP – Politecnico di Milano - Doxee also sponsors research activities and events of the Digital B2B Observatory of the Politecnico di Milano (formerly the Electronic Invoicing & eCommerce B2B Observatory), which was created to demonstrate the value of electronic invoicing and the digitization of B2B processes and, which, in recent years has become an increasingly important point of reference in Italy and Europe for decision makers in companies and public administrations working in the field of digitization projects.

Social Responsibility

As a concrete sign toward the economic difficulties that have affected the territory in 2020 due to the COVID-19 pandemic, Doxee is supporting the Association **Progetto Insieme Onlus** (<http://www.progettoinsiemeonlus.it/>). The association helps families in economic difficulty due to indebtedness, usury, drastic reduction of family income, as well as supporting those without banking accounts.

Also in 2020, the company decided to support the local area by donating a defibrillator to the city of Modena, through the **Associazione Giuseppe Loschi** (<https://associazionegiuseppeloschi.it/>)

On the international front, for several years now, Doxee has been supporting projects of the NGO "**Bambini nel deserto**" aimed at creating the basis for doing business in disadvantaged territories. In 20 years, more than 500 projects have been implemented in 12 countries in all areas of international cooperation (water, food and food autonomy, health, childhood and education, economic development, migration, and the environment). **Bambini nel deserto** also works in contexts of humanitarian emergencies, such as the fight against malnutrition, support for refugees, and child protection (www.bambininedeserto.org).



03 Governance

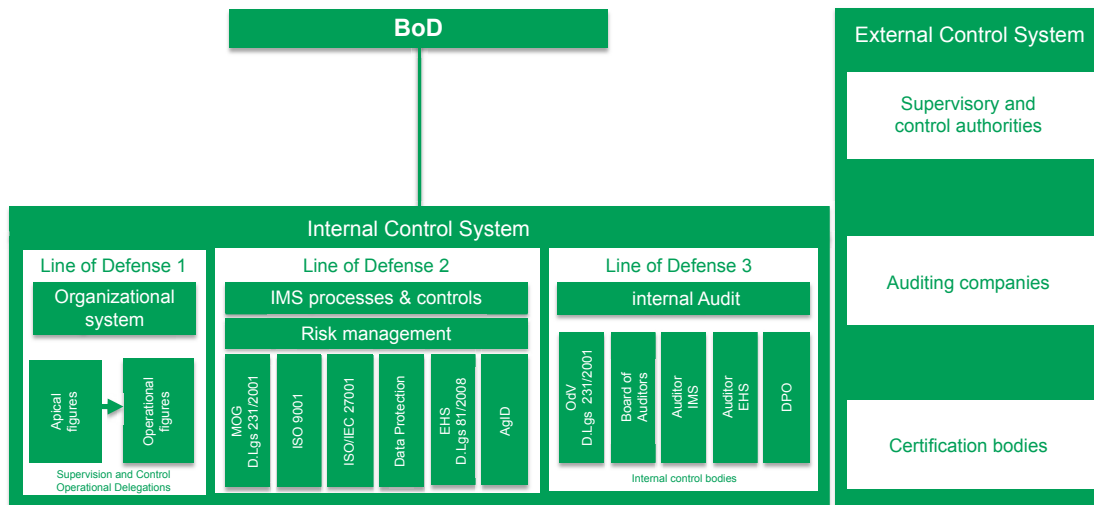
Responsible business management

The governance model of Doxee S.p.A. and, in general, its entire organizational system, is structured to ensure that the company implements its strategies and achieves its objectives. The structure of Doxee S.p.A. was created taking into account the need to provide the Company with an organization that guarantees maximum efficiency and operational effectiveness.

Over the years, Doxee S.p.A. has followed a path of building, evolution, and continuous improvement of an integrated management system aimed at ensuring maximum value for all its stakeholders, including its customers, users of services, employees, and shareholders. The objective is to be able to respond better to the needs of customers and users, which are constantly and rapidly evolving, and to better fulfill the mission of improving the Quality and Safety of the services it provides.

The following figure briefly illustrates the scheme of the Governance Model and the Integrated Control System in place at Doxee S.p.A.

Governance Model and Control System

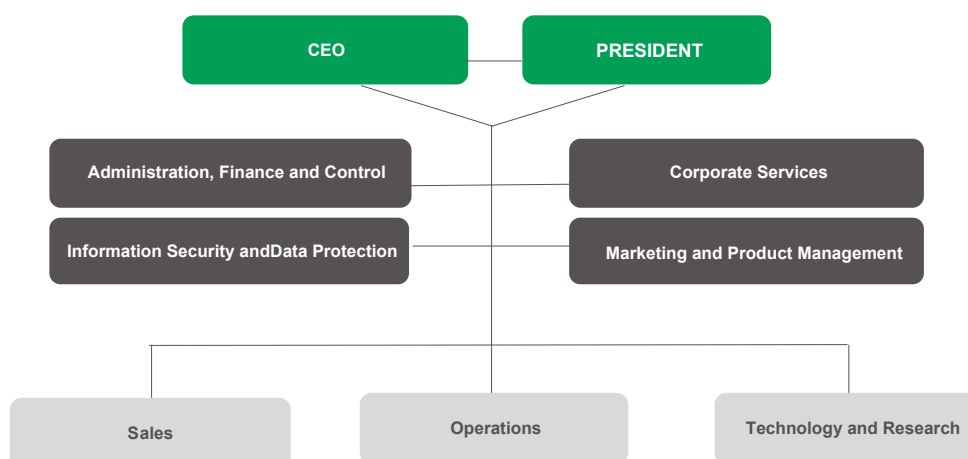


Composition of corporate bodies

Board of Directors	
Paolo Cavicchioli	Chairman and Managing Director
Sergio Muratori Casali	Vice Chairman and Managing Director
Giuseppe Dal Cin	Director
Pier Luigi Morara	Director
Board of Statutory Auditors	
Gianluca Riccardi	President
Marcello Braglia	Standing Auditor
Daniele Serra	Standing Auditor

Board of Directors - Gender diversity					
Women		Men		Total	
-	-	4	100 %	4	100 %
Board of Directors - Diversity by age group					
Under 30 years old		Between 30 and 50 years old		Over 50 years old	
-	-	-	-	4	100%

Organizational structure



External initiatives and memberships

Associations

The main industry associations of which Doxee is a member are:

 <p>CONFINDUSTRIA</p>	<p>Confindustria is the main association representing manufacturing and service companies in Italy. Its mission is to promote the affirmation of business as an engine of economic, social, and civil growth of the country.</p>
 <p>ANORC</p>	<p>ANORC (Associazione Nazionale Operatori e Responsabili della Custodia di contenuti digitali) is the national reference point for companies and professionals involved in the digitization and protection of information and document heritage in the public and private sectors, promoting institutional dialog, training, and professional training and development, organization of events, as well as the development of information and communication activities in the sector.</p>
 <p>ASSINTEL ASSOCIAZIONE NAZIONALE IMPRESSE ICT</p>	<p>Assintel is the national association of reference for ICT and Digital companies of Confcommercio - Imprese per l'Italia. It is at the forefront for the development of digital culture within the country system. Doxee adheres to Assintel Assoconservatori Accreditati, a specific section of Assintel.</p>
 <p>EESPA</p>	<p>EESPA acts as a trade association at the European level for a broad and dynamic community of e-Invoicing service providers from organizations providing network, business outsourcing, financial, technology, and EDI services. EESPA is an international non-profit association organized under Belgian law.</p>
 <p>Peppol</p>	<p>OpenPEPPOL is an international non-profit association under Belgian law and is composed of members from both the public and private sectors. The association has assumed full responsibility for the development and maintenance of the PEPPOL specification, building blocks and services, and implementation across Europe.</p>
 <p>Aspen Institute Italia</p>	<p>Aspen Institute (Italy) is a private, independent, international, non-profit association characterized by the discussion and exchange of knowledge, information, and values.</p>

The control model and policies

Model of organization, management, and control ex. Legislative Decree 231/2001

Doxee has adopted an “Organization, Management, and Control Model” (“Model”) pursuant to Legislative Decree 231/01, the legislation that introduced the administrative liability of entities into Italian law. In accordance with this legislation, a Supervisory Body has been set up to oversee the functioning of and compliance with the Model and to ensure that it is kept up to date. The Code of Ethics, which identifies the guidelines for company conduct, is an integral part of the Model, the aims of which are to:

- Make known to all Doxee S.p.A. personnel, and to all those who collaborate with the Company or have business relations with it, that the Company condemns, in the most absolute manner, conduct contrary to laws, regulations, supervisory rules, or in any case in violation of internal regulations and the principles of sound and transparent management of the activity on which the company is based;
- Determine, in all those who work in the name of and on behalf of Doxee S.p.A. in the “areas of activity at risk,” the awareness that they may incur, in case of violation of the provisions contained therein, in an offense punishable by penal and administrative sanctions, not only against the company, but also against themselves;
- Ensuring, as far as possible, the prevention of the commission of offenses, including criminal offenses, within the Company by means of
 - the control of all areas of activity at risk;
 - training personnel to carry out their tasks correctly;
 - the establishment of a system of sanctions for cases of violation of the Model itself;
- Reiterating that Doxee S.p.A. does not tolerate unlawful conduct of any kind and for any purpose whatsoever, since such conduct (even if the company was apparently in a position to take advantage of it) is in any case contrary to the ethical principles to which Doxee S.p.A. intends to adhere.

During fiscal year 2020, as well as in the previous reporting years, no episodes of active or passive corruption involving directors or employees of Doxee were ascertained.



Code of Ethics

Doxee is determined to ensure the utmost fairness in the conduct of its business and related activities, including the protection of its image and reputation. The Code of Ethics sets out the principles and ethical values to which Doxee adheres in carrying out its activities, and of which it expects the strictest compliance by all persons in the company and, more generally, by all those who cooperate and collaborate with it in the pursuit of its corporate mission.

Doxee follows the principles of the Code of Ethics in all actions, operations, relationships, and transactions carried out in the management of the various corporate activities. The Code of Ethics is binding for those who hold positions of representation, administration or management, or exercise, even de facto, management and control of Doxee, or for those who cooperate and collaborate with it, for any reason, in the pursuit of its business objectives, and all employees without exception, including collaborators and anyone who has business relationships with Doxee.

In particular, the Directors of Doxee are required to be guided by the principles of the Code of Ethics in setting the objectives of the company, in proposing investments and implementing projects, and in any decision or action related to the management of Doxee.

In order to achieve its objectives, Doxee complies with the following principles:

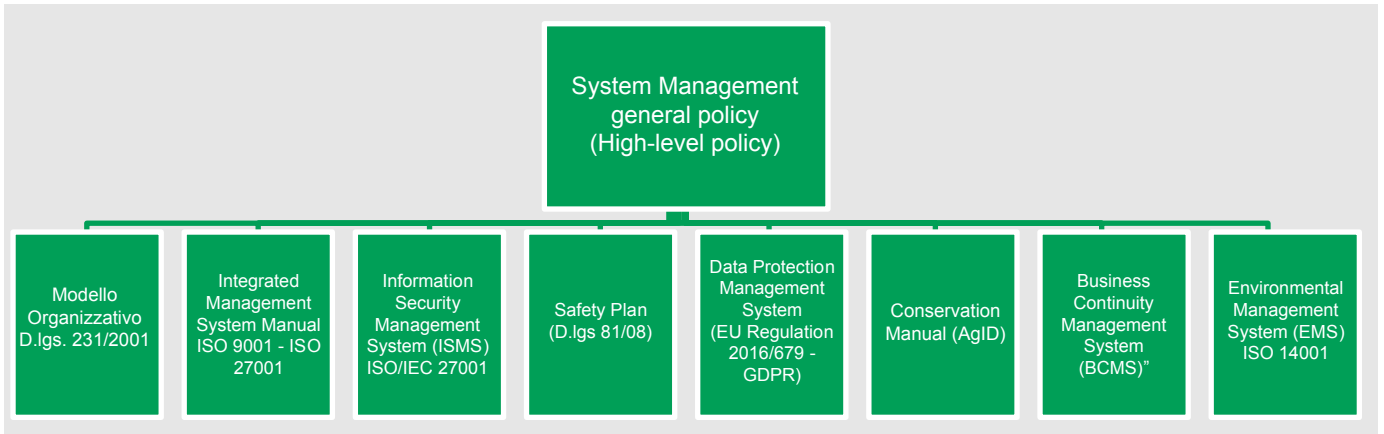
- Accountability
- Fairness
- Transparency
- Confidentiality
- Fight against corruption and conflicts of interest and competition
- Impartiality
- Competition
- Environment, health, and safety
- Protection of minors

Management systems

High Level System Management Policy

Doxee has a High Level System Management Policy that defines the mission and vision of the company. It defines the principles on the basis of which individual policies are prepared for regulating business processes and management systems. Specific policies therefore direct the organization toward the achievement of objectives.

The structure of Doxee’s management systems and policies is represented as follows:



The Quality Management System

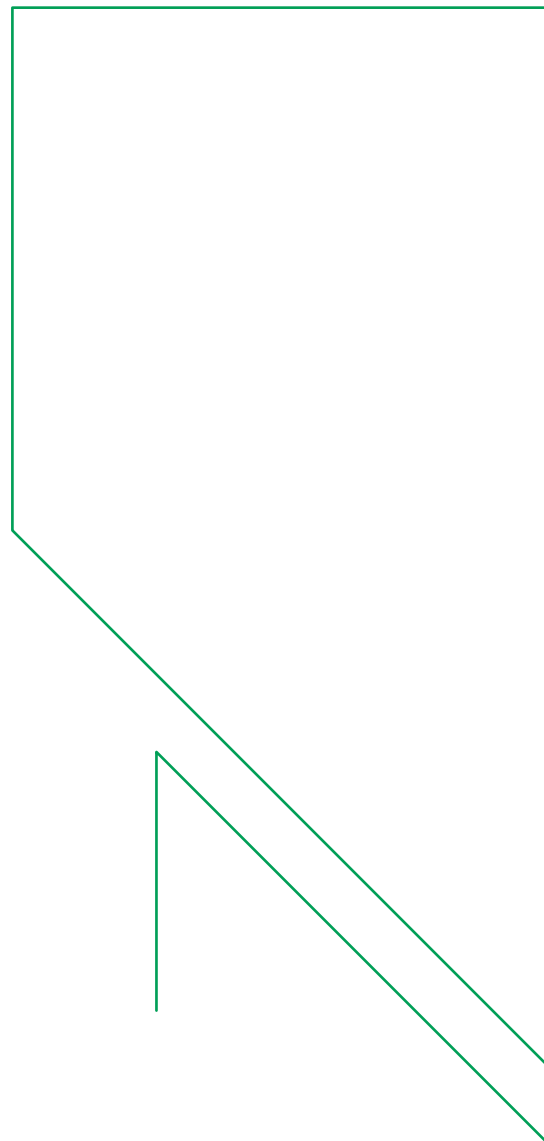
Quality Management System - ISO 9001 for the “Design of solutions and delivery of managed services in SaaS and SaaS mode in the areas of Customer Communication Management, Customer Experience, Electronic Invoicing, Standard Digital Storage, and Long-term Storage,” ensures the existence of business processes that make up the Doxee value chain are properly documented, maintained, and monitored, to ensure high levels of service to the customer.

Environmental Management System

Environmental Management System - ISO 14001 Environmental Certification for the “Design, supply, installation, development, and implementation of solutions and delivery of services managed with our own infrastructure or cloud in SaaS and PaaS mode in the areas of Customer Communication Management, Customer Experience Management, Electronic Invoicing, Digital Storage, and Long-term Storage. The certification was obtained in March 2021 and guarantees the existence of an environmental management system for the management and control of environmental aspects related to the nature of Doxee’s activities, products and services.

Information Security Management System

Information Security Management System - ISO/IEC 27001 for the “Design, supply, installation, development, and implementation of solutions and delivery of managed services with own infrastructure or cloud in SaaS and PaaS mode in the areas of Customer Communication Management, Customer Experience Management, Electronic Invoicing, Digital Storage, and Long-term Storage, with application of ISO/IEC 27017 and ISO/IEC 27018 guidelines.” The certification includes the ISO/IEC 27017 and 27018 extensions for service delivery from cloud-based platforms and is also a requirement for AgID accreditation regulations.



As part of this system, there are defined policies and operational processes necessary for ensuring secure management (in terms of Confidentiality, Integrity, and Availability) and in compliance with the legislation of information in various capacities processed by Doxee and the protection of personal data, in accordance with the provisions of GDPR.

AgID Accreditation

Over the years, Doxee has been accredited as a Conservator by AgID (Agency for Digital Italy) and has been recognized for its high value in terms of quality and security. The company's processes are aligned with the technical rules on the conservation of electronic documents. Doxee is accredited to carry out the preservation of computer documents referred to in Article 44-bis paragraph 1 of Legislative Decree 7 March 2005, n.82 and subsequent amendments, and enrollment in the list of accredited conservators referred to in Article 1 of AgID Circular n.65 of 10 April 2014.

Certification as Access Point Provider on the PEPPOL network

Doxee is able to manage the procedures for receiving and sending orders addressed to Italian and European Public Administration and to and from the NSO - Nodo Smistamento Ordini - in the manner prescribed by law. Therefore, Doxee operates as an intermediary through the PEPPOL communication channel, assuming the roles of Access Point (AP) and Service Metadata Publisher (SMP), accredited both to AgID (PEPPOL Authority for Italy) and to the NSO itself.

Risk management

Doxee has an integrated risk management model where risks in the areas of information security (ISO 27001), business (ISO 9001), environmental (ISO 14001) and Model 231, and data protection are identified and managed.

Cybersecurity and Data protection

The information security policy is a key part of Doxee's set of controls to ensure that managed information is effectively protected and can meet its obligations to customers, shareholders, employees, and suppliers.

Policy, guidelines, and operating procedures

- Information Security policy, the foundation document for the system, outlines the set of controls adopted to ensure that information managed by Doxee is effectively protected to meet obligations to customers, employees, suppliers, and other stakeholders;
- Acceptable Use policy, a document that describes the set of rules and conditions for the use of and access to the company's information systems;
- Backup Recovery policy, a document containing guidelines and rules to be followed when performing backup and recovery activities;
- Cryptographic policy, a document that describes how cryptographic issues are managed in the company, explaining for which contents it must be applied and which standards and rules must be followed in the application;
- Physical Access policy, a document that describes the rules to be followed for physical access to Doxee premises;
- Supplier Management policy, a document that defines principles and practices for supplier management, including selection, classification, and monitoring criteria;
- Email Attachment Confidentiality operating procedure, which describes how to ensure the confidentiality of email attachments sent by Doxee employees and suppliers;
- Information Security Test Guidelines, a guideline that describes the principles to be applied when carrying out security tests relating to software development activities.

The main operational processes defined within the system are as follows:

- Access Management Process, a process that describes the operational activities to be performed to ensure secure and compliant management of access to the various corporate systems;
- Information Security Incident Management Process, a process that describes the operational activities to be performed in case of security incidents (i.e., incidents that affect the confidentiality, integrity, and availability of data processed by Doxee); it includes the ad hoc management of cases involving the leakage of personal data (data breach), with possible notification of the privacy guarantor if required;
- Supplier Management Process, a process that describes the operational activities for managing suppliers, in compliance with regulations and quality and safety standards.

Compliance with regulations

To date, the Company has not received any disputes or complaints from external parties or regulatory bodies regarding breaches of regulations, the rights of data subjects, and the personal data for which the Company is the data controller.

The following cases occurred in 2020:

Data breach in the role of owner: An email containing personal data was sent to an incorrect recipient. The event was resolved by involving the wrong recipient and obtaining the deletion of the email. The impact on the data subject is not significant.

Data breach in the role of manager: In 2020 there were very limited cases of loss of mail by Doxee's subcontractors that provide the delivery service, falling within the inherent incidental nature of the service. The assessment of each individual event according to the indications of the Guarantor for the Protection of Personal Data leads to the conclusion that the effects on the parties concerned are negligible.

Regulatory Compliance

The [High Level System Management Policy](#) defines guidelines regarding regulatory compliance.

Compliance with environmental regulations

During 2020, as in the previous year, there were no events that gave rise to sanctions and/or litigation due to non-compliance with environmental laws, rules, and regulations. Similarly, as of the date of preparation of this Sustainability Report, there are no outstanding environmental disputes.

Non-compliance with laws and regulations in the social, economic and fiscal area

As of the date of this document, there are no cases of violations of laws and/or regulations relating to social, economic and fiscal provisions. No sanctions of this nature were received in 2020 and no significant proceedings have been reported in this regard.

04 Economic and financial sustainability

Economic value generated and distributed

The income statement shown below is prepared based on the consolidated income statement for the period in question, highlighting the economic value directly generated by Doxee and its distribution to internal and external stakeholders.

The value generated refers to Doxee's net revenues (Revenues, Other operating income, net of credit losses), while the economic value distributed includes costs reclassified by stakeholder category and any dividends distributed.

The economic value retained relates to the difference between economic value generated and distributed, and includes amortization and depreciation of tangible and intangible assets, provisions, and deferred tax assets and liabilities.

Economic value (in thousands of Euros)	2019	2020
Economic value generated	20.879.430	22.760.435
Suppliers - Operating costs	10.281.792	10.191.105
Human resources - Payroll costs	6.018.314	6.997.283
Banks and other financial institutions - Financial charges	166.529	634.126
Tax authorities - Taxes		
Dividends distributed - Shareholders		
Economic value distributed	16.466.635	17.811.514
Economic value retained	4.412.795	4.937.921

Investments

Each year Doxee, makes significant investments in the internal development of technologies that are among the most advanced in the reference markets.

Historically, the company invests an average of 12% - 14% of the value of production in Research and Development activities, also making use of numerous collaborations with universities and research centers.

The high degree of innovation of its projects has found wide recognition both nationally and internationally, with the admission to grants on PON-FESR and Horizon 2020 programs. In 2018, Doxee concluded an important project in collaboration with European universities and companies whose objective was to analyze the role of technology in promoting well-being during aging. Subsequently, the commitment in the Healthcare field continued through a collaboration with the University of Bologna for the creation of a technological platform for doctor-patient communication based on the collection of relevant information for the administration of therapies and communication based on personalized videos. The company has 5 patents, of which 3 are Italian, and 2 European.

The investments made in 2019 and 2020 amount to Euro 2.8 million and Euro 3.3 million, respectively.

05 Human resources

Personnel policies

Doxee is a company of people. Each individual is considered a valuable element of growth, through which the company itself grows and generates value. Doxee's model, based on the sharing of corporate and personal goals, is reflected in the high degree of empathy and involvement that people have with customers. Direct and efficient bonds are created between Doxee's staff and customers' staff. This is the foundation of Doxee's soul, which combines passion for technology and services, passion for methodologies and organization, and constant striving for improvement.

The Doxee vision is reported in the High Level Policy of Doxee, disseminated to the company through the internal knowledge management system and, externally, through the website.

The "growth of people" is one of the company's core values, which is constantly emphasized to employees, starting from the recruiting and onboarding phases and throughout their stay in the company, thanks to targeted initiatives.

Recruitment - Management and development

Recruitment processes play a crucial role in Doxee, where they drive the selection of talent that contributes to the company's growth. There are several stages and activities to assess candidates, both in terms of technical competencies and soft skills and alignment with company values. An initiative to improve this process is currently underway, involving the adoption of new dedicated tools and the strengthening of the HR area.

Once the selection process has been successfully completed, the candidate is accompanied during his or her induction into the company by an onboarding process, which is also being strengthened through the creation of standard content differentiated by professional profile, as well as the use of a software tool that facilitates the use of such content.

Regarding the performance evaluation, Doxee has defined a structured performance management process linked to the achievement of economic company objectives that foresees the disbursement of financial incentives distributed to the entire company workforce.

Diversity, equal opportunities, and welfare

As a tool for work-life balance, Doxee's policies include the use of smart-working in the form of remote work. This was reinforced and extended widely following the COVID-19 emergency, and it will remain after the end of the health emergency, with modalities and extension to be defined.

As a sign of its attention to the COVID-19 health emergency that has forced the entire company population to work remotely 100% of the time, Doxee decided to allocate a budget, administered to employees through an Amazon voucher, to be used to purchase tools to improve their home



workstation. The voucher was accompanied by the sharing of guidelines with advice on how best to set up a workstation at home.

Various initiatives have been devised with the goal of improving the company's working environment. In fact, an employee engagement plan is defined annually, which includes initiatives in the area of wellbeing, such as agreements with swimming pools and gyms, online yoga courses, provision of the company smart locker, discounts on purchases from affiliated suppliers (e.g. corporate benefits), fresh fruit and free use of the machines for dispensing hot beverages in the company.

The plan also includes events dedicated to relationship management, such as contests and corporate and small group team building activities, together with specific activities aimed at improving internal communication from a 360-degree perspective.

For 2021, the plan includes initiatives in the area of diversity and inclusion, to be planned in the second half of the year in collaboration with associations that deal with women in STEM.

Also in the second half of the year, an initiative is positioned that provides for volunteering activities by managers within working hours.

Doxee supports the principles of equal opportunity and respect for diversity, and it rejects any form of discrimination. In order to respond positively to the personal and family needs of employees, flexible working hours are available and part-time work is facilitated.

In the area of welfare, all Doxee employees benefit from health insurance, which allows access to specialist services at affiliated facilities at discounted rates, and several additional insurance policies that cover the employee in case of serious events or simple accidents. A specific policy has been activated for COVID-19.

The COVID-19 emergency

Company operations were not impacted by the occurrence of the COVID-19 health emergency, there was no recourse to redundancy payments.

The pandemic is one of the causes foreseen by the ISO 27001 certified business continuity plan, which describes, among other things, how to respond to a situation of unavailability of the physical location by resorting to working from home. This plan was activated with the start of the emergency situation, and based on this, all employees continued to work from their homes.

A protocol was issued and is constantly updated, which implements the directives of the various Prime Ministerial Decrees that have followed over time and which still governs the rules for allowing access to premises under conditions of proven work-related needs.

A specific committee has been set up and continues to meet periodically to monitor the situation regarding COVID-19 issues.

Employees

Number of employees	2019			2020		
	Women	Men	Total	Women	Men	Total
	26	82	108	33	94	127

Despite the ongoing health emergency due to the COVID-19 pandemic, the number of employees increased by 19 in 2020. This increase, dictated by the development of the business, was made possible thanks to the company's ability to quickly organize remote work, using technology also for recruiting and onboarding processes.

Forms of employment

Number of employees	2019			2020		
	Women	Men	Total	Women	Men	Total
Employees by type of contract / by gender						
Permanent	25	75	100	31	92	123
Fixed-term	1	7	8	2	2	4
Total	26	82	108	33	94	127

Historically, the company has always made limited use of fixed-term contracts, which in the vast majority of cases have been stabilized. Numerous employees were hired under apprenticeship contracts, as well as internships and apprenticeships, also thanks to collaboration with local institutions.

Number of employees	2019			2020		
	Women	Men	Total	Women	Men	Total
Employees by type of employment / gender						
Full-time	18	80	98	22	91	113
Part-time	8	2	10	11	3	14
Total	26	82	108	33	94	127

The use of part-time work is facilitated within the company as a means of balancing work and private life (work-life balance) and to reconcile work with personal and/or family needs.

Diversity

Employees by category / gender	2019			2020		
	Women	Men	Total	Women	Men	Total
Executives	-	6	6	-	7	7
Employees - Managers	26	76	102	33	87	120
Total	26	82	108	33	94	127

The prevalence of male staff is significantly influenced by the fact that certain courses of study in technical and scientific disciplines are currently more popular with men than with women. On the other hand, some company functions, such as Marketing and Administration, see a clear prevalence of females.

Nonetheless, the percentage of women increased by around two percentage points in 2020, confirming the trend of recent years, which is testimony to the company's attention to gender equality.

	2019			2020		
Employees by category / gender %	Women	Men	Total	Women	Men	Total
Executives	-	5,6%	5,6%	-	5,5%	5,5%
Employees - Managers	24,1%	70,4%	94,4%	26,0%	68,5%	94,5%
Total	24,1%	75,9%	100,0%	26,0%	74,0%	100,0%

The aging of the population is due to the significant reduction in turnover in recent years. The high number of young people hired in previous years has made it necessary to introduce more experienced staff in order to rebalance the composition of the teams.

	2019				2020			
Employees by category/age bracket	Up to 29 years old	Up to 29 years old	Up to 29 years old	Up to 29 years old	Up to 29 years old	Up to 29 years old	Up to 29 years old	Up to 29 years old
Executives	-	3	3	6	-	2	4	6
Employees - Managers	29	65	8	102	25	78	18	121
Total	29	68	11	108	25	80	22	127

	2019				2020			
Employees by category/age bracket %	Up to 29 years old	Up to 29 years old	Up to 29 years old	Up to 29 years old	Up to 29 years old	Up to 29 years old	Up to 29 years old	Up to 29 years old
Executives	-	2,8%	2,8%	5,6%	-	1,6%	3,1%	4,7%
Employees - Managers	26,9%	60,2%	7,4%	94,4%	19,7%	61,4%	14,2%	95,3%
Total	26,9%	63,0%	10,2%	100,0%	19,7%	63,0%	17,3%	100,0%

Parental leave (maternity)

	2019			2020		
	Women	Men	Total	Women	Men	Total
Number of employees who have taken parental leave, by gender	5	3	8	5	2	7

Turnover

Recruitment	2019			2020		
	Women	Men	Total	Women	Men	Total
Up to 29 years old		6	6	2	6	8
From 30 to 50 years old	4	11	15	5	11	16
Over 50 years old	1	1	2	-	-	-
Total	5	18	23	7	17	24

Recruitment figures have shown an upward trend for several years now, confirmed in 2020, despite the pandemic. The fact that people are more deeply rooted in the organization is expressed in only 5 cases of termination in 2020, compared with a population of over 100 units.

Terminations	2019			2020		
	Women	Men	Total	Women	Men	Total
Up to 29 years old	-	2	2	-	1	1
From 30 to 50 years old	2	6	8	-	4	4
Over 50 years old	-	-	-	-	-	-
Total	2	8	10	-	5	5

Reason for termination	2019			2020		
	Women	Men	Total	Women	Men	Total
Voluntary departures	2	8	10		5	5
Total	2	8	10	-	5	5

In the last 10 years, all terminations have occurred through voluntary resignations. There are no cases of layoffs, redundancy incentives or mobility plans due to corporate crisis.

Turnover rate	2020		
	Women	Men	Total
Negative turnover - terminations	-	6,1%	4,6%
Positive turnover - recruitments	26,9%	20,7%	22,2%
Overall turnover	26,9%	14,6%	17,6%

Training and skills

For the definition of training plans, a skills assessment process is followed, which maps the skills needed to cover the various company positions. Through assessment activities, the actual skills of the staff are then detected in order to identify gaps and define the training paths necessary to fill them. To support training processes, a Learning Management System tool is used, through which courses are organized, attendance is recorded, and questionnaires are carried out to assess training.

For employees identified as talented, personalized professional development paths are defined, which include specific training courses.

A total of 2,200 hours of training were provided during 2020 (2,555 hours in 2019).

Average training hours	2019			2020		
	Women	Men	Total	Women	Men	Total
Executives	-	-	-	-	-	-
Employees-managers	40,6	19,7	25,1	28,8	14,4	18,3
Total	40,6	19,7	25,1	28,8	14,4	18,3

The training plan was scaled back in 2020 due to the pandemic and the difficulties that training providers initially encountered in reorganizing their operations to be exclusively remote. Training needs that were not met during the year were met in the first few months of 2021.

Health and safety at work

Doxee is committed to complying with all regulations that allow for the protection of the health of workers in the workplace, through the continuous activity of company departments specifically appointed for this purpose. Collaborators must scrupulously comply with the current company regulations and, in any case, with the legal requirements concerning personal safety and health protection.

Every year, the RSPP is appointed/renewed and with it the training, as well as updating, of the RLS is carried out. Every year a meeting is held between the employer, the RSPP, the RLS and the occupational physician in order to examine and document risk assessment, accident trends, verification of individual protection devices, and training.

During on-boarding, each new employee is asked for a certificate of participation in the D. Lgs. 81/2008. In case the new employee does not have any qualification or the training already completed has expired, the general and/or specific safety course is organized in the company. For all existing employees, a refresher course is held every year. Among the various training activities, there is also that of First Aid and Fire Fighting.

Injuries

No work-related injuries occurred in 2020 and the prior year 2019.

06 The environment

Doxee's goal is to improve performance while respecting the natural environment. The company is aware that the production of ICT services has an impact on the environment, and it is committed to constantly reducing these impacts by adopting the best possible practices.

Environmental policy

The Management, aware of its role and its obligations towards the natural environment in which it operates, has undertaken a path to improve its performance, with a view to developing valuable and sustainable services that are in compliance with regulations and able to meet the demands and expectations of its stakeholders.

The objectives characterizing the Environmental Policy are as follows:

- Comply with applicable laws, rules, and regulations relating to the sector and any other requirements subscribed to by the Company;
- Effectiveness, efficiency, and reliability by employing all necessary resources in order to ensure compliance with the principles of diligence and fairness;
- Involvement of personnel and development of skills, ensuring a high level of professionalism of human resources with specific reference to issues of environmental sustainability;
- Use products with low environmental and energy impact;
- Qualify and give preference to suppliers who act with a view toward continuous improvement of their environmental performance;
- Operate by reducing the production of waste, the consumption of raw materials, preventing pollution and the risk of accidental events, and providing for the disposal of waste in accordance with the regulations in force;
- Systematically renew its vehicle fleet, allowing to maintain a low environmental impact of the vehicles used;
-
- Disseminate the environmental culture among its employees, customers, and suppliers;
- Manage natural resources and energy in a rational and sustainable manner, enhancing their use and reducing waste;
- Monitor company processes with adequate tools for the monitoring and control of environmental aspects;
- Operate through an integrated management system in which the exchange of information and synergies between functions represent strategic values;
- Maintain a transparent and collaborative relationship with the public authorities and/or the relevant control bodies;

Environmental management system and objectives

Regarding internal issues, as evidence of the attention to environmental issues, Doxee has implemented an Environmental Management System for which it has obtained ISO 14001:2015 Certification. In this context, specific environmental objectives have been defined, which include:

- Strengthening the use of smart working, regardless of the ongoing health emergency;
- Reorganization of the office layout for the Modena office to improve its usability in smart working mode and the efficiency of energy consumption;
- Implementation of a training plan for employees on environmental issues;
- Increased use of the cloud infrastructure already in place and using renewable sources, with a consequent reduction in energy costs;
- Improvement of audits of suppliers, with particular attention to those classified as “relevant” for the Environmental Management System;
- Completion and refinement of monitoring of environmental data in order to achieve objectives regarding energy consumption, waste, and emissions.

In terms of energy consumption, the option of entering into contracts for the supply of electricity produced from renewable sources, with a guarantee of origin, is currently being assessed. The installation of a photovoltaic system for the production of electricity at the Modena headquarters is also being assessed.

Regarding the automotive fleet, a policy is being defined that envisages the gradual introduction of hybrid cars to replace the current ones, to be accompanied by a request for the installation of an electric charging station near company headquarters.

Energy and emissions

Energy consumption

The data presented refers to internal energy consumption. Data is summarized in GJoules.

Energy consumed - GJ	2019	2020
Electricity purchased	1.019	810
Fuel for automotive fleet - Diesel	1.324	1.272
Methane for heating	2	2
Total energy consumption - GJ	2.344	2.084
Of which from renewable sources	-	-

Energy consumption of the external Data Center

The primary Data Center is owned by Doxee but is physically located at the Irideos site in Milan, via Caldera 21. The company Irideos SpA is a leader in the supply of housing services for Data Centers, and is designed and built to guarantee standards of excellence in terms of performance, security, reliability, and scalability, also regarding the efficiency of energy consumption, using common facilities.

Irideos is ISO 14001 certified for its Environmental Management System. The Data Centers in Irideos use energy produced from renewable sources and are equipped with certified air conditioning systems that are able to guarantee constant temperature and humidity control, also by means of insulated corridor systems for better performance and efficiency. For 2020, the electricity consumption of the external Data Center has been estimated regarding the management of Doxee activities. The estimate was made based on electricity consumption reports.

Primary Datacenter Milan - Energy consumed - GJ	2019	2020
Electricity consumption	n.d	302

Emissions

GHG Scope 1 (tCO2e) Emissions	2019	2020
Fuel/Diesel	94,4	90,8
Methane gas	0,1	0,1
Total Scope 1	94,5	90,9
GHG emissions Scope 2(tCO2e) - Location based	2019	2020
Purchased electricity	82,1	82,1
Total Scope 2	82,1	82,1
Total GHG emissions Scope 1 / Scope 2	176,6	172,8

- Sources for calculating emissions: a) Fuel/diesel [National Inventory Report 2020 — Italian \(isprambiente.it\)](#); b) Methane [fattori_standard_2019.pdf \(minambiente.it\)](#); c) Electricity (location based): [Fattori di emissione atmosferica di gas a effetto serra nel settore elettrico nazionale e nei principali Paesi Europei. Edizione 2020 — Italiano \(isprambiente.gov.it\)](#)
- GHG emissions: GreenHouse gases (greenhouse gas / CO2 emissions / Carbon dioxide)

Responsible use of natural resources

Water

Doxee's water withdrawals are from the public aqueduct network and are mainly for sanitary use. The internal data center of Doxee, for the type of activity carried out, is not large enough to absorb a significant amount of water for cooling systems.

Waste

Waste management is carried out according to internal procedures that comply with current legal requirements. The production of waste mainly relates to electronic equipment or components thereof, for which a Waste Register is kept for loading/unloading and withdrawal/transport/disposal activities. There is also waste relating to paper (for office use), plastic, organic, and undifferentiated waste. Containers for separate waste collection are present in all offices and breakout areas of the Modena headquarters.

GRI Content Index

Unless otherwise specified, the GRI Standards published in 2016 were used. For information on "Occupational health and safety" the 403 Occupational Health and Safety Disclosures published in 2018 were used and their application is mandatory beginning with reporting on fiscal year 2020.

GRI Sustainability Reporting Standard	References Document index (Chapter / Paragraph)	Notes
		Standard application
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ORGANIZATION PROFILE		
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102-2	Business, brands, products, and services	01 Identity and strategy Doxee: Transforming data into relationships

		02 Products and solutions Product lines and models Customer relationships Business and strategic partnerships	
102-3	Location of headquarters	01 Identity and strategy Doxee: Transforming data into relationships	
102-4	Location of operations	01 Identity and strategy Doxee: Transforming data into relationships	
102-5	Ownership and legal form	001 Identity and strategy Doxee: Transforming data into relationships	
102-6	Markets served	02 Products and solutions Product lines and models Customer relationships Business and strategic partnerships	
102-7	Scale of the organization	01 Identity and strategy Doxee: Transforming data into relationships	
102-8	Information on employees and other workers	05 Human resources Employees	
102-9	Supply chain	02 Products and solutions Supply chain management	
102-13	Membership in associations	03 Governance Responsible business management	
STRATEGY			
102-14	Senior management statement	Letter to Stakeholders	
ETHICS AND INTEGRITY			
102-16	Values, principles, standards, and behavioral norms	01 Identity and strategy Doxee: Transforming data into relationships	
GOVERNANCE			
102-18	Governance structure	03 Governance Responsible business management	
102-22	Composition of the highest governance body and its committees	03 Governance Responsible business management	
102-23	Chair of the highest governance body	03 Governance Responsible business management	
STAKEHOLDER ENGAGEMENT			
102-40	List of stakeholder groups	01 Identity and Strategy Stakeholders and Materiality Analysis	
102-42	Identification and selection of stakeholders		
102-43	Ways of involving stakeholders		
102-44	Key issues and concerns raised		

REPORTING PRACTICES			
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102-46	Definition of report content and topic perimeters	Methodological Note	
102-47	List of material themes	01 Identity and Strategy Stakeholders and Materiality Analysis	
102-48	Review of information		Sustainability Report 2020 First GRI sustainability report
102-49	Changes in reporting		Sustainability Report 2020 First GRI sustainability report
102-50	Reporting period	Methodological Note	
102-51	Date of most recent report		Sustainability Report 2020 First GRI sustainability report
102-52	Reporting frequency	Methodological Note	
102-53	Contact details for requesting information about the report	Methodological Note	
102-54	Statement on Reporting in Accordance with GRI Standards	Methodological Note	
102-55	GRI Content Index	GRI Content Index	
102-56	External assurance		Unaudited Sustainability Report 2020
	MODE OF MANAGEMENT		
103-1	Explanation of the material theme and its parameters	01 Identity and Strategy Stakeholders and Materiality Analysis	
GRI 200	ECONOMIC THEMES		
201	ECONOMIC PERFORMANCE		
201-1	Economic value directly generated and distributed	04 Economic and financial sustainability Economic value generated and distributed	
205	ANTI-CORRUPTION		
205-3	Established incidents of corruption and actions taken	03 Governance Control model and policies	
GRI 300	ENVIRONMENTAL ISSUES		
302	ENERGY		
302-1	Energy consumed within the organization	06 Environment Energy and emissions	
302-2	Energy consumed outside the organization		
305	EMISSIONS		
305-2	Indirect GHG emissions from energy consumption (Scope 2)	06 Environment Energy and emissions	
307	ENVIRONMENTAL COMPLIANCE		
307-1	Non-compliance with environmental laws and regulations	03 Governance Regulatory Compliance	
GRI 400	SOCIAL THEMES		

401	EMPLOYMENT	
401-1	New hires and turnover	05 Human resources
401-3	Family leave	Employees
403	OCCUPATIONAL HEALTH AND SAFETY - 2018	
403-9	Occupational Injuries	05 Human Resources
		Occupational health and safety
404	TRAINING AND EDUCATION	
404-1	Average hours of training per year per employee	05 Human resources
		Training and skills
405	DIVERSITY AND EQUAL OPPORTUNITY	
405-1	Diversity in governing bodies and among employees	05 Human resources
		Employees
418	CUSTOMER PRIVACY	
418-1	Proven complaints regarding customer privacy breaches and loss of customer data	03 Governance Cybersecurity and Data
		protection
419	SOCIO-ECONOMIC COMPLIANCE	
419-1	Non-compliance with social and economic laws and regulations	03 Governance
		Regulatory Compliance