

**doxee**

# 2021 Sustainability Report



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# Letter to Stakeholders

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Doxee has continued the trend of achieving important results in 2021, supporting the digital transformation process of the community and of the industrial fabric.

Digital technologies have transformed the way we interact with companies and Public Administrations, raising the quality standard of products and services. The achievement of the results pursued in 2021 has, in turn, contributed to meeting our sustainability goals relating to our technologies. Doxee's future commitment will be to better understand and effectively assess the social impact of our technologies on people and communities. In Doxee, sustainability is an integral part of the Group's governance and our top management is personally committed to its diffusion as a corporate value within the organisation. Awareness of the importance of these issues has generated an organisational change with the creation of an ad hoc committee that, together with top management, helps to oversee our environmental and social goals.

Moreover, the continuous monitoring of the ISO 14001 certification testifies to the Doxee Group's commitment to environmental issues.

In particular, in 2021 Doxee obtained the "Benefit Corporation" ("Società Benefit" in Italian) status, an important objective that is part of the broader Corporate Social Responsibility journey undertaken by the Group. Doxee has thus formalised its commitment to sustainability to all intents and purposes, identifying a series of particularly challenging objectives that will bring benefits at the environmental level, at the social level and in terms of technological innovation. Doxee is therefore committed to growing together with the communities where it operates and feels the responsibility to intervene by supporting charitable initiatives both locally and internationally.

Paolo Cavicchioli  
Chairman

# Summary data and information

	Unità di misura	2019	2020	2021
<b>Economic value</b>				
Economic value generated	Euro /m	20,9	22,8	26,5
Economic value distributed	Euro/ m	16,5	17,8	20,8
<b>Managment systems and certifications</b>				
Quality Management System – ISO 9001				
Environmental Managment System - ISO 14001				
Information Security Management System - ISO/IEC 27001				
AgID Marketplace Qualification (PA Cloud Provider and Storage Provider)				
Certification as Access Point Provider on the PEPPOL network				

## The role of Doxee – Sustainability and ICT



Human Resources				
Employees	No.	108	127	142
New hires	No.	23	24	26
Turnover (hires net of terminations)	%	14.6%	17.6%	22.4%
Employees up to 30 years old	%	22.2%	19.7%	14.8%
Environment				
Energy consumption	GJoule	2,305	2,047	1,744
Total Scope 1 / Scope 2 GHG emissions - Location Based	tCO <sub>2</sub> e	170	147	107
Total Scope 1 / Scope 2 GHG emissions - Market Based	tCO <sub>2</sub> e	226	192	137

## Methodological note

 GRI 102-45 GRI 102-46 GRI 102-50 GRI 102-51 GRI 102-52 GRI 102-53 GRI 102-54

This document is the second 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 30 December 2016, which, in implementation of Directive 2014/95/EU, has provided for the obligation to prepare a Non-Financial Statement (“NFS”) for public interest entities that exceed certain quantitative thresholds. This Sustainability Report is therefore prepared on a voluntary basis and does not represent a Non-Financial Statement.

The general principles applied in the preparation of the Sustainability Report are those defined 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 are representative of the specific areas of sustainability analysed and consistent with the activities carried out by Doxee and the impacts it has generated. These indicators were selected based on an analysis of their relevance, as described in the “Materiality analysis” section. In the various sections of the Sustainability Report, quantitative information for which estimates were used is reported.

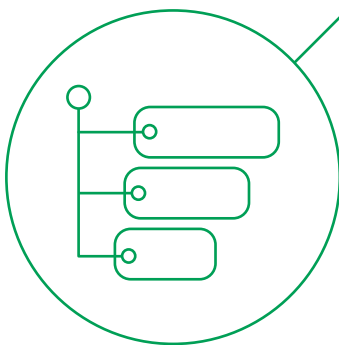
The scope of reporting of qualitative and quantitative data and information refers to the performance of the parent company Doxee S.p.A. and its subsidiaries consolidated on a line-by-line basis in the Group’s Consolidated Financial Statements at 31 December 2021.

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, figures from the previous year are shown 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 date 28 March 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/about-us/sustainability/>. Further information can be obtained by contacting: [sustainability@doxee.com](mailto:sustainability@doxee.com)



# 01 Identity and Strategy

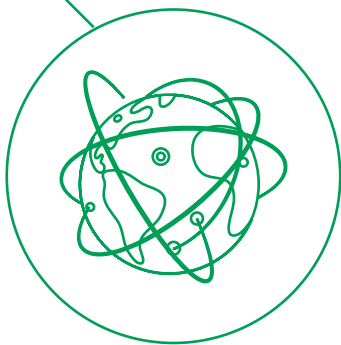
GRI 102-2 GRI 102-3 GRI 102-4 GRI 102-5 GRI 102-7 GRI 102-16

## Doxee: transforming data into relationships

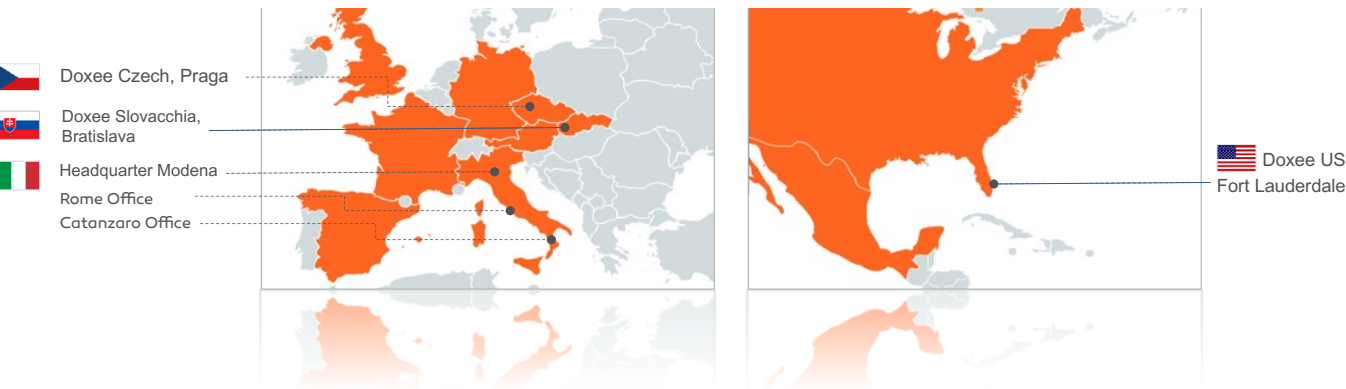
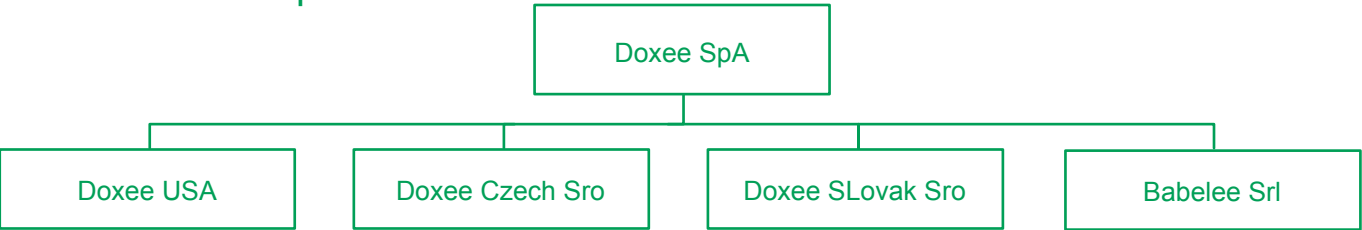
Doxee S.p.A, headquartered in Modena, Italy, is a high-tech company and a leader in the Customer Communications Management (CCM), Paperless and Digital Customer Experience (DCX) markets.

It provides firms—and specifically those in the Enterprise segment—with technological products delivered over the Cloud on a single patented proprietary platform (Doxee Platform).

Doxee supports and manages approximately 6 billion communications a year for nearly 200 Enterprises.



### Doxee The Group





## Company size

In 2021, the Group generated revenues of Euro 20.8 million and has a total of 142 employees.

Revenues by Segment (Amounts in millions of Euro)	2019		2020		2021	
	Revenues	%	Revenues	%	Revenues	%
Telco & Media	7,031,100	45.4%	7,024,183	39.7%	8,010,133	38.4%
Utilities	5,323,712	34.4%	6,969,554	39.4%	8,779,410	42.1%
Financial Services	1,228,170	7.9%	1,462,020	8.1%	1,598,822	7.7%
IT Services	957,452	6.2%	1,262,419	7.1%	1,419,135	6.8%
Others	950,395	6.1%	987,967	5.6%	1,039,056	5.0%
Total	15,490,830	100.0%	17,706,144	100.0%	20,846,556	100%

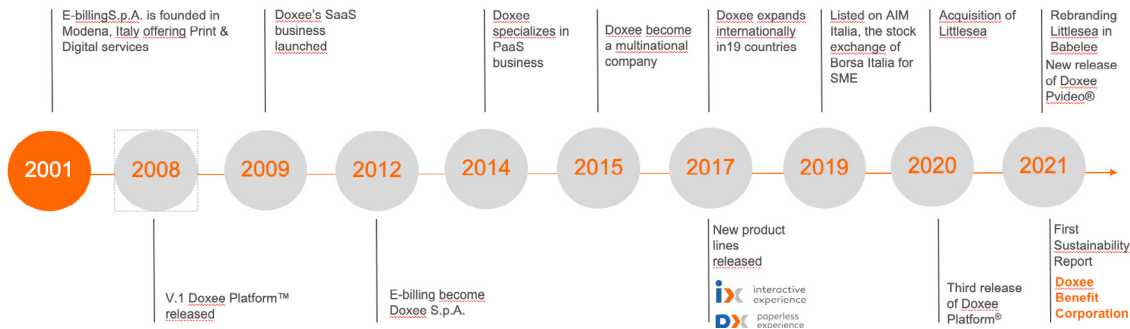
Revenues by geographical area (Amounts in millions of Euro)	2019		2020		2021	
	Revenues	%	Revenues	%	Revenues	%
Italy	14,069,083	90.8%	16,342,437	93.2%	1,926,072	9%
EU	522,651	3.4%	711,668	4.0%	18,092,394	87 %
Extra EU	899,096	5.8%	652,039	3.7%	828,090	4%
Total	15,490,830	100%	17,706,144	100%	20,846,556	100%

## Group companies and offices

Company	Country / Headquarters	Activity
Doxee S.p.A. Parent Company	Modena, Italy	High-tech – Customer Communications Management (CCM), Paperless and Digital Customer Experience (DCX) markets.  It provides firms—and specifically those in the Enterprise segment—with technological products delivered over the Cloud on a single patented proprietary platform (Doxee Platform).
Doxee USA inc.	USA	Initial vehicle for developing the Partner Based project on the PaaS (Platform as a Service) model to support the Group's internationalisation strategy.  Partner management is conducted in collaboration with Doxee SpA's Sales department. Doxee USA Inc. provides support and development of professional services for international projects, in particular for the Latam region.
Doxee Slovak s.r.o.	Slovakia	It operates in the CCM market: a reference Enterprise market, in particular in the Utilities and Finance sector.
Doxee Czech s.r.o.	Czech Republic	It operates in the CCM market. The company has some important customers in the Finance sector.
Babelee S.r.l.	Italy	It offers a platform based on proprietary technology for the processes of video automation and the generation of personalised videos.

In addition to the Group's headquarters in Modena, where the design and development of solutions are carried out, Doxee's presence in Italy also includes offices in Rome, Milan (since 2021) and Catanzaro (the MISE—Ministry of Economic Development—project on Catanzaro was completed in June 2021).

## 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 digitisation 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 quality standard and making different forms of interaction obsolete.

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

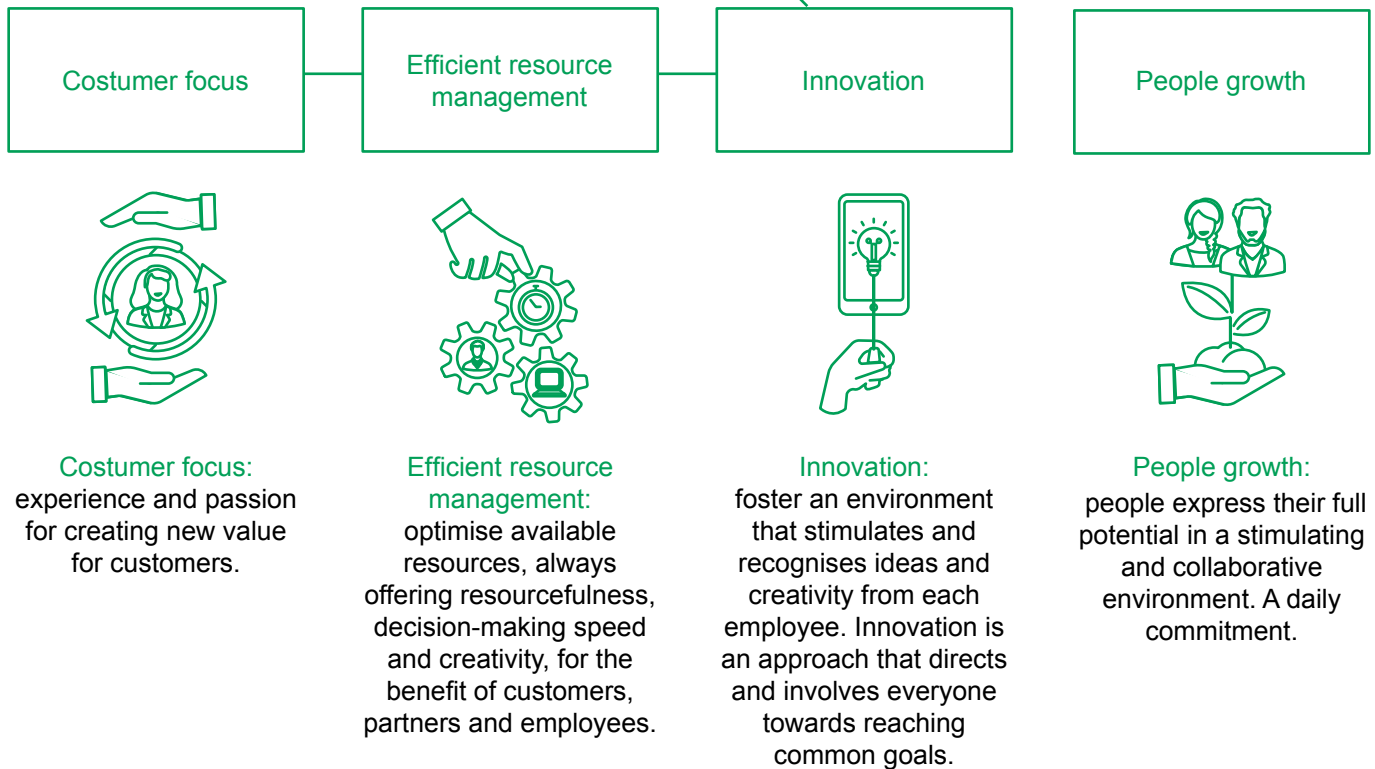
Whatever the mode, channel or moment in which a customer comes into contact with a company, the interaction experience is essential for consolidating the relationship, learning about the needs and desires of the customer and using this information in subsequent interactions, developing a continuous process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




## 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

 GRI 102-2 GRI 102-10

Over the years, while technology has certainly affirmed its strategic role in business, there has been a growing awareness in companies that success should not only be measured in economic terms, but also in the ability to generate value for the community, for the environment and for stakeholders.

What we all experienced during the COVID-19 pandemic has further accelerated this trend, leading companies to use and request new digital tools to respond to consumer demands and to support the production fabric in an unprecedented emergency situation.

Within this scenario, businesses responded by investing in ICT products and services, thus accelerating the digital transformation process that, in turn, allows them to be competitive and face the new challenges posed by market, with targeted investments in sustainable innovative projects to ensure the continuity of activities during the health emergency.

In 2021, Italian companies spent Euro 34.4 billion on innovation and technology, leading to a growth of 4.1% in the Information & Communications Technology market. In 2022, the value of the ICT market is expected to exceed Euro 35 billion, reaching Euro 36.4 billion in 2023. Today, the Italian National Recovery and Resilience Plan (PNRR) offers companies and institutions the opportunity to take advantage of the experience gained during the pandemic crisis and continue along the paths embarked upon, particularly with regard to digital evolution.

It is therefore critical to understand what tools will be available to companies and what strategies should be adopted to maximise the results of the efforts made during the emergency and avoid missing out on an opportunity for sustainable growth.

In this context, it is important to also keep in mind the strategic role of Big Data, whose market is expected to reach a value of Euro 2 billion in 2024, with an annual growth of 12%, giving a strong boost to Artificial Intelligence tools and systems. With an average annual growth of 22%, AI is also expected to play an increasingly decisive role in business strategies, from marketing operations to the optimisation of production systems.

Moreover, the need for companies to quickly respond to threats related to digitalisation, as well as to data and systems security activities, will positively influence the Cybersecurity trend, with an average annual rate of 13% and an expenditure that will exceed Euro 2 billion in 2024. Thanks to the aforementioned PNRR measures, after the 2020 slowdown, the IoT is also expected to return to an upward trajectory, especially thanks to the IoT industry component.

## ICT and sustainability: market opportunities

Digitisation 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 infrastructure** - Access to information and services: digital inclusion and reduction of the digital divide.

**Connectivity between people and organisations** - 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 analyse large data sets with the help of tools for analysing big data.

## Doxee Benefit Corporation

As evidence of its commitment to sustainability, in July 2021 Doxee obtained the status of “Benefit Corporation” (“Società Benefit” or “SB” in Italian), through the approval by the Extraordinary Shareholders’ Meeting of the amendments to articles 1, 2 and 25 of the Articles of Association, which provided for the adoption of the aforementioned legal form, the inclusion of “Società Benefit” or the abbreviation “SB” next to the company name and the inclusion in the Company’s business purpose of “Public Benefit Purposes”.

Doxee has thus formalised its commitment to sustainability to all intents and purposes, identifying internal roles responsible for the Public Benefit Purposes defined and the drafting of the annual Impact Report, through which the Company will communicate to the community the objectives and achievement of the same Public Benefit Purposes.

In particular, the Doxee Group has set itself a series of particularly challenging objectives, which will bring environmental benefits including saving paper, reducing the carbon footprint and collaboration with university research institutes and centres for the dissemination of the culture and value of technological innovation.

The six Public Benefit Purposes included in the Articles of Association, which characterise Doxee’s commitment as a Benefit Corporation are as follows:

1. The development of innovative IT tools designed to simplify the everyday actions of users with important environmental improvements;
2. Commitment to promoting the culture of technological and digital innovation, with extensive use of digital communication systems;
3. Dissemination and promotion of the culture of technological and digital innovation, the use of digital communication systems designed to simplify the everyday actions of users and beneficiaries of these systems and at the same time to generate environmental improvements, through communication, awareness-raising and engagement activities aimed at stakeholders;
4. Dissemination and promotion of the culture of eco-sustainable development, including eco-sustainable mobility, and/or circular economy metrics, within the technological innovation and digitalisation services offered by the Company and/or the Company’s social inclusion;
5. Design and implementation, on an annual basis, of internal training courses on technological and digital innovation, as well as on the use of digital communication systems, also in relation to eco-sustainable development and mobility and/or circular economy metrics;

6. Promotion, within the work environment, of a culture of gender equality and pursuit of the well-being of human resources, creating a work environment suitable for nurturing skills and fostering the adoption of work-life balance policies for employees and collaborators and/or implementing corporate policies aimed at sustainable mobility plans;
7. Promotion of the importance of both technical and scientific training in schools, universities and post-graduate schools and the reduction of the gender gap present in the choice of or in the access to these disciplines, implementing, by way of example, internships, student placements, or carrying out teaching activities.

The status of Benefit Corporation is part of the broader Corporate Social Responsibility journey undertaken by Doxee, following the approval of the first Sustainability Report in 2020 and of the Stock Grant Plan which, according to Doxee's management, represents one of the tools for the retention of talent among its employees.

## Doxee's role

**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 organisations and the quality of life.

The scenario and the macro-trends are therefore important opportunities for Doxee to capitalise 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 Public Administration attention toward the issues of communication and interaction with citizens, with a view to simplifying and making the processes of public service providers more accessible.

Optimisation  
of document  
management  
and distribution  
processes

Interactions  
between customers  
/ companies and  
citizens / Public  
Administrations

Digital  
transformation

Dematerialisation  
of processes and  
documents

Doxee processes company data to optimise document management and distribution processes, dematerialise 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 personalisation.

Doxee has transformed the communications of hundreds of companies on a global scale into bidirectional, digital and interactive communication channels that support their digital transformation processes. Doxee's innovation and research & development activities 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 dematerialisation

Doxee is recognised as a specialist in finding solutions for the digital transformation of business processes and the Company has directed its activities toward the development of IT solutions aimed at digitising entire business processes. In this context, the dematerialisation 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 optimising 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

## The digital transition of the 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.

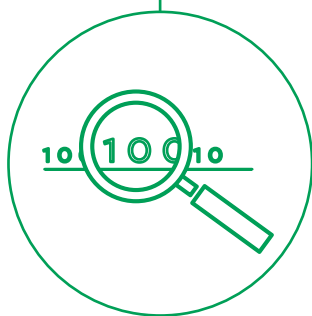
The result includes elements of digital inclusion for citizens, who are thus able to take advantage of simpler and more immediate mechanisms for interacting with the PA, which further results in strengthening their trust in institutions.

## Partnership

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

Among the new partnerships established during the course of 2021, we cite, by way of example, as particularly significant: the agreement with Scrive, a software provider focused on offering electronic signature and identification solutions, for a complete digitisation of contract signing processes; the partnership with Nurtigo, to enable customers to adopt marketing process automation services; as well as the partnership with Messagepoint, leading provider of cloud-based solutions for content management in the Customer Communications Management domain, to enable enterprise customers to benefit from Messagepoint's AI-powered Content Hub capabilities within the Doxee Platform® ecosystem. [see Business and strategic partnerships]



## Stakeholders and materiality analysis



GRI 102-40 GRI 102-42 GRI 102-43 GRI 102-44 GRI 102-47 GRI 102-48 GRI 102-49 GRI 103-1

### The role of Stakeholders

Stakeholders are individuals or groups who are subject to the impact of activities and decisions of an organisation, but who, at the same time, have an influence on the organisation itself. An organisation's staying power requires an appropriate and effective medium to long-term strategy for dealing with Stakeholders, in order to analyse 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	Dialogue 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 Administrations	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 projects - Training and social responsibility
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 (positive and negative) impacts both for Doxee and its Stakeholders, regarding sustainability governance and aspects: economic, environmental and social.

The materiality analysis was structured as follows:

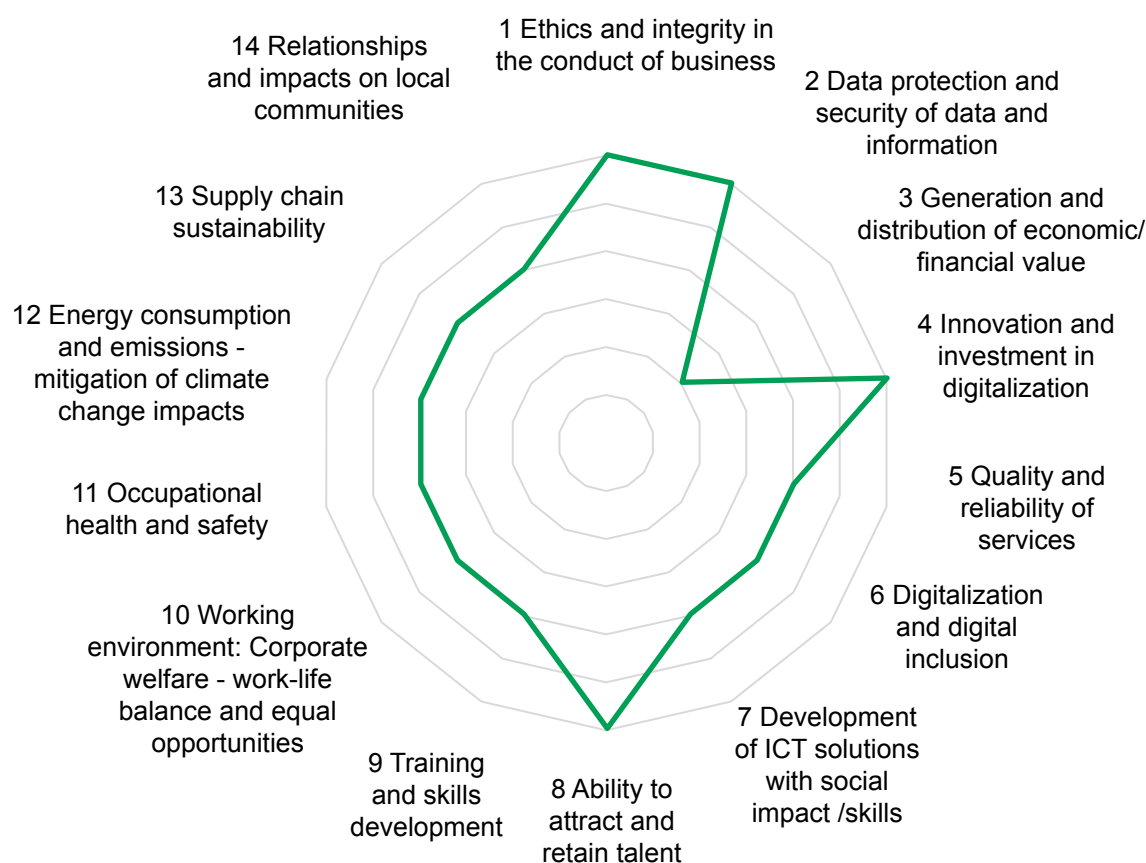
- a. Stakeholder mapping.
- b. Benchmarking analysis of national and international comparables.
- c. Evidence/feedback from engagement activities carried out on a recurring basis with stakeholders and results of contextual analyses carried out for the purposes of management systems.
- d. Validation of materiality issues by top management.
- e. Comparison with the 2020 results.

The preliminary materiality analysis, carried out for the purposes of drafting this Sustainability Report, highlighted the issues shown in the table below. Material topics were also assessed in relation to the relevance of potential impacts (prioritisation), which is represented graphically.



## Material topic

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 digitalisation
5	Quality and reliability of services
6	Digitalisation and digital inclusion
7	Development of ICT solutions with a social/environmental impact
8	Ability to attract and retain talent
9	Training and skills development
10	Work 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



Compared to the 2020 materiality matrix, there is an increase in the relevance of occupational health and safety, while the priority regarding the development of ICT solutions with a social and environmental impact and the generation and distribution of economic/financial value has been scaled down.

## 02 Products and Solutions

GRI 102-2 GRI 102-6

### Product lines and models

Doxee has radically innovated the CCM, Paperless, and DCX markets, creating three product lines available that allow 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 storage of documents;

**paperless experience (px):** the product line that includes Electronic Invoicing, Standard Digital Storage, Electronic Ordering, and other products for customers looking to dematerialise their business processes;

**interactive experience (ix):** the product line dedicated to DCX, it includes the production and distribution of interactive micro web sites (Doxee Pweb®) and personalised videos (Doxee Pvideo®).

Doxee's products, capable of making communication interactive and highly personalised, are a marketing tool for companies, as they help them grow their business.

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

- **the SaaS model** consists in delivering products in the form of the Cloud-based standard service
- **the PaaS model** consists in delivering products by having customers use the Doxee Platform®, as the basis for providing and delivering SaaS services;
- **the Op model** consists in granting the rights to use Doxee's technology through licensing.

## Doxee Platform®: The technology platform

The Doxee Platform is 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 customers to monitor all phases of communication production, from design, implementation and review to approval and delivery of communications to their recipients.

The communications production process 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, thanks to this approach, having full control of its technology, has distinguished itself internationally for providing software solutions for CCM that are both flexible and functional.

During 2021, the service delivery model through the Doxee Platform made it possible to generate a positive differential between turnover growth and contribution margin, which saw an increase of 25% compared to 2020, confirming the benefits deriving from the delivery model based exclusively on the proprietary cloud-based Doxee Platform technology, which made it possible to enhance the efficiency of the Group's operational processes.

## 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.
- Innovative product offer 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 & Insurance, and Public Services.
- Design of customised solutions and vertical configuration of product lines based on a deep knowledge of the different customer journeys in the reference sectors.

### Integrated product lines

- 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 for which Doxee owns the intellectual property rights of the key elements, including data capture and transformation, content production and delivery, digital archiving and storage. 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 US 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 paged documents.

### Multi-tenant model

The Multi-tenant model allows applications with completely different characteristics to be managed for multiple customers using the same software. With this model, the Doxee Platform can manage hundreds of customers at once, ensuring strict segregation of each customer'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, regardless of the chosen delivery method (PaaS, On-premise, SaaS), the visual configuration facilitates and speeds up the digital transition and the use of technology, offering the following benefits to the customer:

- centralises 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 personalised digital audiovisual content with speech synthesis ("Patent 1"). The second patent, instead, 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 registration of the system and method for generating personalised digital audiovisual content with a pre-recorded human voice component, valid in Italy and in Europe. Doxee has also filed an application relating to the registration of the system and method for the generation of customised digital audiovisual content with speech synthesis, valid in the European territory.

Babelee has filed a patent in Italy entitled "Method and system for the automatic generation of videos from unusual information".

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

## Customer relations



GRI 102-2 GRI 102-6

### Customer and sales network

Doxee is present in Europe and in the United States (USA) and operates, directly and indirectly, in the main world markets, through about 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 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

## Quality and reliability of the service

Customers represent the most important capital and the key point for Doxee's development. The ability to meet customers' 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's products represent efficient solutions for customers, including from a financial perspective: their use does not require any capital expenditure, but only paying fees and/or variable costs to Doxee that include the technological and regulatory updates made automatically and constantly by the company.

Doxee S.p.A. recognises 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 Public Administration market.

- Telecommunications, Media and IT
- Utilities
- Banking & Insurance
- Public Administrations

**Service Review Management** - In order to keep the quality of the services provided under constant control, Doxee has adopted an internal Service Review Management process (part of the ISO 9001, 27001 and 14001 certified integrated management system), under which systematic review activities of the trend of service KPIs with customers are standardised 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, in 2021 the internal tools of the Service Desk area were 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 currently underway, 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 (25, +38% compared to 2020).



# Business and strategic partnerships



GRI 102-2 GRI 102-6

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., Messagepoint Inc., Scrive AB. In addition to these, Doxee has chosen to cooperate, on the basis of commercial agreements, with leading operators specialised in specific sectors or geographical areas such as: PricewaterhouseCoopers S.r.l., RGI S.p.A., CWS. Nurtigo S.r.l.

## Postel S.p.A.

The partnership is focused on the promotion of ix products to support the digitalisation 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-tech company, listed on the New York Stock Exchange and focused on the management of payment processes related to subscriptions. Through this partnership, Doxee is able 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 focused on 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 personalisation and valuable content.

## Messagepoint Inc.

Messagepoint is a provider of cloud-based content management software solutions in the Customer Communications Management domain, leader in the insurance, financial, healthcare and printing services sectors.

The partnership with Messagepoint makes it possible to take full advantage of the power of artificial intelligence to ensure efficiency, compliance and meaningful connections in communications with customers, also thanks to the personalisation of communications using content.

Customer-oriented employees that request and personalise on-demand and batch communications are able to respond quickly to customers with accurate and approved content.

### Scrive

Scrive is a software provider focused on electronic signature and identification solutions, with which Doxee has partnered to offer its customers the ideal tool that enables the full digitisation of the contract underwriting processes.

The agreement with Scrive is part of Doxee's broader strategy aimed at building an application ecosystem around its technological asset, the Doxee Platform®. With the Scrive electronic signature solutions, in combination with the Doxee document experience (dx) and paperless experience (px) products, customers will be able to digitise complex processes and perfectly integrated with the tools and procedures already in use within their organisations.

## Supply chain management



GRI 102-9

### 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:

- observing internal procedures for managing relations with suppliers;
- not precluding any supplier that meets the requirements from competing for a supply contract with Doxee S.p.A. and adopting objective evaluation criteria in the selection process, based on stated and transparent procedures;
- obtaining 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;
- maintaining a frank and open dialogue with suppliers, 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 business management policy aims to be a reliable, transparent and effective communication tool, through which Doxee makes employees, customers, suppliers, public bodies, trade associations and other stakeholders aware of its activities, performance, aspects, programmes and objectives on environmental and sustainability issues.

The Management team defines and discloses its environmental sustainability values through its corporate Environmental Policy, which is communicated and disseminated inside and outside the Company, with particular reference to customers, suppliers and interested third parties. The aim is to qualify and give preference to suppliers who act with a view toward continuous improvement of their environmental performance. This policy 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 the 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

The main suppliers include:

- infrastructure and connectivity service providers;
- print and delivery providers, for dx services;
- professional services and consulting providers;
- suppliers for the purchase of hardware



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



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



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

# Relations with the territory

## Social Responsibility

During 2021, the following projects were supported:

- **“Il Cammino dell’essere - APS” Association** - The Association, consisting of families and individuals, aims to offer itself as a Home, in other words as a concrete possibility of sharing a family setting in which everyone can feel welcomed and able to welcome.  
The Association offers a form of residential reception to mothers in difficulty with their children and daytime activities also aimed at the local territory.
- **“Progetto Insieme Onlus” Association** - The Project was born in 2009 in the middle of the economic crisis taking place at the time, with the aim of helping families that found themselves in economic difficulty due to over-indebtedness, usury and the drastic reduction in family incomes. The Project supports subjects that are not bankable or difficult to bank.
- **“Giuseppe Loschi-Beppe Nel Cuore” Association** - The Charitable Association is dedicated to Giuseppe Loschi, a doctor from Soliera who died prematurely in 2019 at the age of just 37, due to sudden heart failure. The Association organises various types of initiatives in the Emergency Medicine, Sports Medicine and Oriental Medicine areas, in line with Giuseppe’s specialisations and interests.



# 03 Governance

## Responsible business management

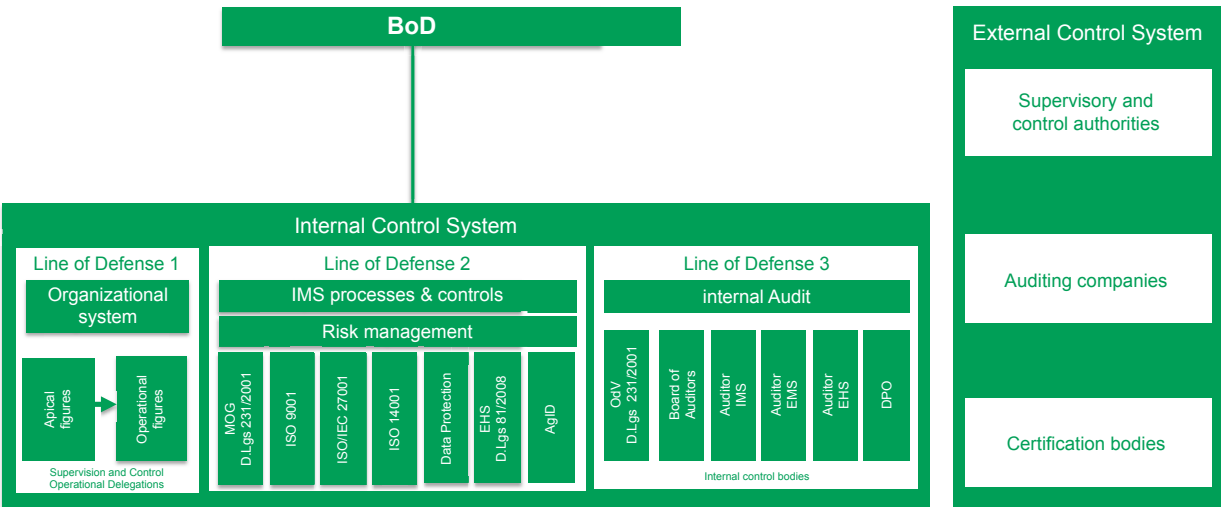
 GRI 102-13 GRI 102-18 GRI 405-1

The governance model of Doxee S.p.A. and, in general, its entire organisational 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 organisation 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, service users, employees and shareholders. The aim is to be able to better respond to the needs of customers and users, which are constantly and rapidly evolving, and to better fulfil 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

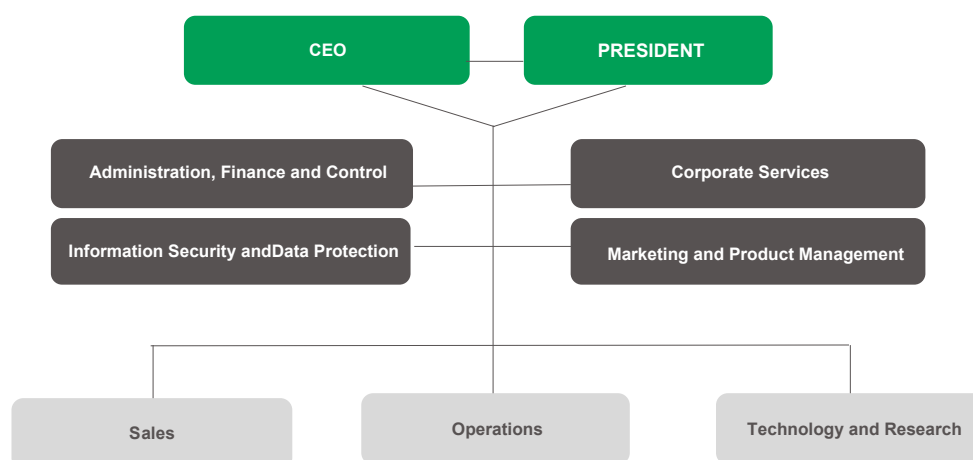


## Directors and Officers

Board of Directors	
Paolo Cavicchioli	Chairman and Chief Executive Officer
Sergio Muratori Casali	Vice Chairman and Chief Executive Officer
Giuseppe Dal Cin	Director
Pier Luigi Morara	Director
Board of Statutory Auditors	
Gianluca Riccardi	Chairman
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%

## Organisational structure



## External initiatives and memberships

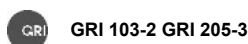
### Associations

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

	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.
	ANORC (Associazione Nazionale Operatori e Responsabili della Custodia di contenuti digitali) is the national reference point for companies and professionals involved in the digitisation and protection of information and document heritage in the public and private sectors, promoting institutional dialogue, professional training and development, organisation of events, as well as the development of information and communication activities in the sector.
	Assintel is the national association of reference in Italy for ICT and Digital companies of Confcommercio - Imprese per l'Italia. It is at the forefront for the development of digital culture within the national economic system. Doxee is a member of "Assintel Assoconservatori Accreditati", a specific section of Assintel.
	EESPA acts as a trade association at the European level for a broad and dynamic community of e-Invoicing service providers, from organisations providing network, business outsourcing, financial, technology and EDI services. EESPA is an international non-profit association organised under Belgian law.
	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.
	Aspen Institute (Italy) is a private, independent, international, non-profit association characterised by the discussion and exchange of knowledge, information and values.



# Control model and policies



## Model of organisation, management and control pursuant to Italian Legislative Decree 231/2001

Doxee has adopted an “Organisation, Management and Control Model” (the “Model”) pursuant to Italian Legislative Decree 231/01, the legislation that introduced the administrative liability of legal 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. employees 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 business on which the company is based;
- determine, in all those who operate in the name 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 offence 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 offences, including criminal offences, within the Company by means of:
  - the control of all areas of activity at risk;
  - the training of personnel in the correct performance of their duties;
  - the establishment of a system of sanctions for cases of violation of the Model;

reiterate 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 2021, as well as in the previous years, no episodes of bribery or 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 applies to those who hold positions of representation, administration or management, or exercise, even de facto, management and control of Doxee, or to those who cooperate and collaborate with it, for any reason, in the pursuit of its business objectives, as well as to all employees without exception, collaborators and anyone who has business relations with Doxee.

In particular, Doxee's Directors 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:

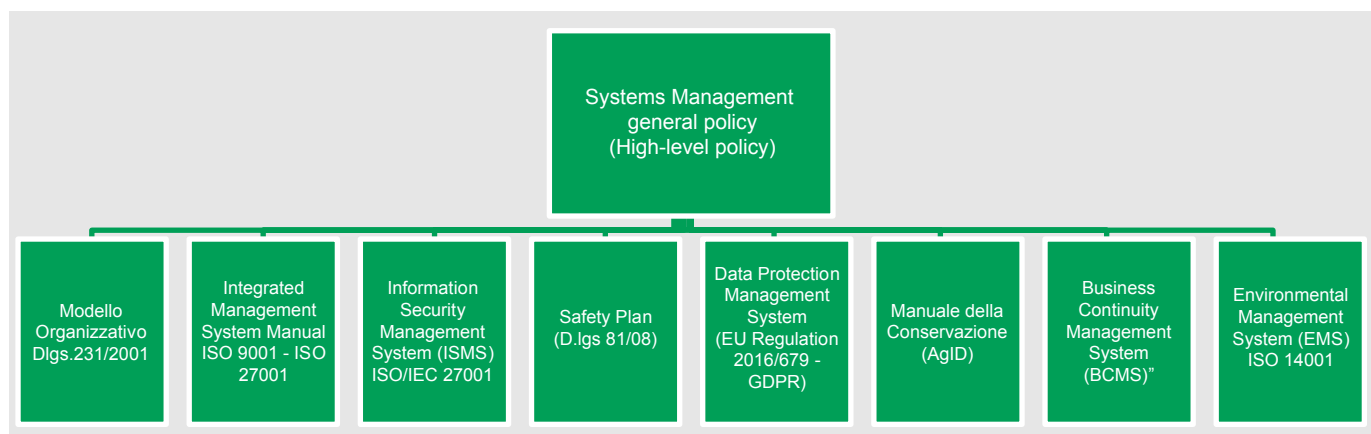
- Responsibility
- Fairness
- Transparency
- Confidentiality
- Fight against corruption and conflicts of interest
- Competition
- Impartiality
- Environment, health and safety
- Protection of minors

## 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 organisation 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”, it ensures that the business processes that make up the Doxee value chain are properly documented, maintained and monitored, to ensure high levels of customer service.

## 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 own infrastructure or cloud in SaaS and Paas mode in the areas of Customer Communication Management, Customer Experience Management, Electronic Invoicing, Standard 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 services managed with own infrastructure or cloud in SaaS and Paas mode in the areas of Customer Communication Management, Customer Experience Management, Electronic Invoicing, Standard Digital Storage and Long-term Storage, with application of the 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.

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

## AgID Qualification

Over the years, Doxee has been accredited as a Storage Provider by AgID (Agenzia per l'Italia Digitale) and has been recognised for its high value in terms of quality and security. The Company's processes are aligned with the technical rules on the storage of electronic documents. Following the latest regulations, which also introduced changes to Italian Legislative Decree no. 82 of 7 March 2005, (The Digital Administration Code - CAD), Doxee is registered and qualified in the specific AgID Marketplace for IT document storage services.

Since May 2019, Doxee is also a qualified provider on the AgID Marketplace for Cloud Services for the PA, a platform that displays the services and infrastructures qualified by AgID in accordance with the provisions of the AgID Circulars no. 2 and no. 3 of 9 April 2018.

## Certification as Access Point Provider in the PEPPOL network

Doxee is able to manage the procedures for receiving and sending orders addressed to Italian and European Public Administrations and to and from the NSO (Nodo Smistamento Ordini – the central infrastructure for the exchange of electronic orders between public bodies and suppliers) 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.

## Anti- Corruption Management System

In 2021, the process of implementation of the ISO 37001 anti-corruption management systems began. The standard is the international standard developed to support companies in the adoption of a management system aimed at dealing with and preventing possible cases of corruption, promoting an ethical business culture, in compliance with the law.

## Risk Management

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

# Cybersecurity e 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, linee guida e procedure operative

- The 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;
- The 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;
- The Backup Recovery policy, a document containing guidelines and rules to be followed when performing backup and recovery activities;
- The Cryptographic policy, a document that describes how cryptographic issues are managed within the company, explaining to which contents it must be applied and which standards and rules must be followed in the application;
- The Physical Access policy, a document that describes the rules to be followed for physical access to Doxee premises;
- The Supplier Management policy, a document that defines principles and practices for supplier management, including selection, classification and monitoring criteria;
- The Email Attachment Confidentiality operating procedure, which describes how to ensure the confidentiality of email attachments sent by Doxee employees and suppliers;
- The Information Security Test Guidelines, a set of guidelines 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:

- The 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;
- The 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 Authority for the Protection of Personal Data, if required;
- Supplier Management Process, a process that describes the operational activities for managing suppliers, in compliance with regulations and quality and safety standards.

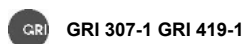
## Compliance with regulations

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 or personal data for which the Company is the Data Controller.

Data Breach in the role of Data Controller: no event is reported in 2021.

Data Breach in the role of Data Processor: in 2021 the already limited number of lost mail by Doxee's subcontractors that provide the delivery service, falling within the inherent incidental nature of the service, decreased by 80%. The assessment of each individual event according to the indications of the Authority for the Protection of Personal Data leads to the conclusion that the effects on the data subjects are negligible.

## Regulatory compliance



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

## Compliance with environmental regulations

Nel corso del 2021 non si sono verificati eventi che hanno dato origine a sanzioni e/o contenziosi per non conformità a leggi, normative, regolamenti in materia ambientale. Analogamente, alla data di redazione del presente Bilancio di sostenibilità, non sono in essere contenziosi ambientali.

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

As of the date of this document, there are no cases of violations of laws and/or regulations relating to social, economic and tax provisions. No sanctions of this nature were received in 2021 and no significant proceedings have been reported in this regard.

## 04 Economic and Financial Sustainability



### Economic value generated and distributed

The Income Statement illustrated below is prepared based on the consolidated income statement for the reporting period, 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 revenues, 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 amortisation and depreciation of tangible and intangible assets, provisions and deferred tax assets and liabilities.

Economic value (in thousands of Euros)	2019	2020	2021
<b>Economic value generated</b>	<b>20.879.430</b>	<b>22.760.435</b>	<b>26.134.029</b>
Suppliers - Operating costs	10.281.792	10.191.105	12.464.781
Human resources - Personnel costs	6.018.314	6.997.283	8.001.451
Banks and other financial institutions - Financial charges	166.529	634.126	-
Tax authorities - Taxes	-	-	-
Dividends distributed - Shareholders			
<b>Economic value distributed</b>	<b>16.466.635</b>	<b>17.811.514</b>	<b>20.863.322</b>
<b>Economic value retained</b>	<b>4.412.795</b>	<b>4.937.921</b>	<b>5.270.707</b>

### 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 relying on numerous collaborations with universities and research centres.

Among the main areas of investment, we find the process of creating patents, the CPQ (Configure Price Quote) project, the microservices for integration of external functions and services, the data gateway, the Advanced Electronic Signature service, the Message Point tool and the continuous updating and improvement of the corporate Website.

One of the major experimental research and development projects concerns Event-Driven architectures within the Doxee platform to introduce new channels and new use cases.

The investments made in 2019 and 2020 amount to Euro 2.8 million and Euro 3.3 million, respectively. The positive trend of investments continued in 2021, reaching Euro 4.6 million.



# 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 personnel and customers' personnel. This is the foundation of Doxee's soul, which combines passion for technology and services, passion for methodologies and organisation and constant striving for improvement.

The Doxee vision is reported in the Doxee's High Level Policy, disseminated within the company through the internal knowledge management system and, externally, through the corporate website.

The "growth of people" is one of the Company's core values, which is constantly emphasised 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 at 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 skills 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, planning periodic feedback meetings, as well as the adoption 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 provides for 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 extent that are currently being defined.



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) and free use of the machines for dispensing hot beverages in the company.

In 2021, an Amazon voucher was issued to all employees to allow them to purchase products with the aim of also installing their workstations at home.

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, initiatives in the area of diversity and inclusion were also expected, to be planned in collaboration with associations that deal with women in STEM. The health emergency postponed the activity to 2022, with the same objectives.

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 its 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, as well as several additional insurance policies that cover the employee in case of serious events or simple injuries. A specific policy has been activated for COVID-19.

During 2021, Doxee redesigned its offices at the Modena headquarters, according to criteria that combine sustainability aspects with new needs related to integration of remote work with working from the office, increasingly conceived as a space for sharing, teamworking and aggregation. The project involves more than 140 employees who, following the period of remote work made necessary by the pandemic, return to the office in a work environment that is complementary to the smart/remote working mode. In the new spaces, the break area has been redesigned and expanded and energy consumption has been reduced thanks to the adoption of LED lighting systems powered exclusively from renewable sources.

Finally, the transformation of Doxee into a Benefit Corporation determines, by its nature, as well as by the inclusion of a dedicated Specific Public Benefit Purpose, an increase in equal opportunities and greater welfare, as evidenced by the extension of the Employee Engagement programme aimed at strengthening the relative values, internal communication, welfare and relational development.

## 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 provided for 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 remote work. 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 the 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.

In addition, during the emergency, Doxee launched a corporate vaccination campaign aimed at employees.

## Employees

GRI 102-8 GRI 401-1 GRI 401-3 GRI 405-1

Number of employees	2019			2020			2021		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
	26	82	108	33	94	127	38	104	142

In accordance with the positive trend that started in 2020, an increase in employees has also been recorded for 2021, with 26 new hires. This increase, primarily dictated by the development of the business, was made possible thanks to the Company's ability to quickly organise remote work, using technology also for recruiting and onboarding processes.

## Forms of employment

Number of employees	2019			2020			2021		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
<b>Employees by contract type / gender</b>									
Permanent	25	75	100	31	92	123	36	103	139
Fixed-term	1	7	8	2	2	4	2	1	3
Total	26	82	108	33	94	127	38	104	142

Storicamente la società ha sempre fatto un ricorso limitato a contratti a tempo determinato, che nella grande maggioranza dei casi sono stati oggetto di stabilizzazione. Numerosi sono stati gli ingressi attraverso contratti di apprendistato e gli stage e tirocini attivati, anche grazie alle collaborazioni con le istituzioni locali.

Number of employees	2019			2020			2021		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
<b>Employees by type of employment / gender</b>									
Full-time	18	80	98	22	91	113	28	101	129
Part-time	8	2	10	11	3	14	10	3	13
Total	26	82	108	33	94	127	38	104	142

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

	2019			2020			2021		
Employees by category / gender	Women	Men	Total	Women	Men	Total	Women	Men	Total
Senior managers	-	6	6	-	7	7	-	6	6
Employees - Managers	26	76	102	33	87	120	38	98	136
Total	26	82	108	33	94	127	38	104	142

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.

	2019			2020			2021		
Employees by category / gender %	Women	Men	Total	Women	Men	Total	Women	Men	Total
Senior managers	-	5,6%	5,6%	-	5,5%	5,5%	-	4,2%	4,2%
Employees - Managers	24,1%	70,4%	94,4%	26,0%	68,5%	94,5%	26,8%	69,0%	95,8%
Total	24,1%	75,9%	100,0%	26,0%	74,0%	100,0%	26,8%	73,2%	100%

The aging of the population is due to the significant reduction in employee 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				2021			
Employees by category / age bracket	Up to 29 years old	From 30 to 50 years old	Over 50 years old	Total	Up to 29 years old	From 30 to 50 years old	Over 50 years old	Total	Up to 29 years old	From 30 to 50 years old	Over 50 years old	Total
Senior managers	-	3	3	6	-	2	4	6	-	1	5	6
Employees - Managers	29	65	8	102	25	78	18	121	21	101	14	136
Total	29	68	11	108	25	80	22	127	21	102	19	142

	2019				2020				2021			
Employees by category / age bracket %	Up to 29 years old	From 30 to 50 years old	Over 50 years old	Total	Up to 29 years old	From 30 to 50 years old	Over 50 years old	Total	Up to 29 years old	From 30 to 50 years old	Over 50 years old	Total
Senior managers	-	2,8%	2,8%	5,6%	-	1,6%	3,1%	4,7%	-	0,7%	3,5%	4,2%
Employees - Managers	26,9%	60,2%	7,4%	94,4%	19,7%	61,4%	14,2%	95,3%	14,8%	71,1%	9,9%	95,8%
Total	26,9%	63,0%	10,2%	100,0%	19,7%	63,0%	17,3%	100,0%	14,8%	71,8%	13,4%	100,0%

## Parental leave (maternity)

	2019			2020			2021		
	Wo-men	Men	Total	Women	Men	Total	Women	Men	Total
Number of employees who have taken parental leave, by gender	5	3	8	5	2	7	4	1	5

## Turnover

	2019			2020			2021		
	Wo-men	Men	Total	Wo-men	Men	Total	Wo-men	Men	Total
New hires Up to 29 years old									
Up to 29 years old		6	6	2	6	8	3	8	11
From 30 to 50 years old	4	11	15	5	11	16	4	10	14
Over 50 years old	1	1	2	-	-	-	-	1	1
Total	5	18	23	7	17	24	7	19	26

Recruitment figures have shown an upward trend for several years now, also confirmed in 2021, despite the pandemic.

	2019			2020			2021		
	Wo-men	Men	Total	Wo-men	Men	Total	Wo-men	Men	Total
Terminations									
Up to 29 years old	-	2	2	-	1	1	-	4	4
From 30 to 50 years old	2	6	8	-	4	4	3	9	12
Over 50 years old	-	-	-	-	-	-	-	-	-
Total	2	8	10	-	5	5	3	13	16

	2019			2020			2021		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Reason for termination									
Voluntary departures	2	8	10		5	5	3	12	15
Dismissal	-	-	-	-	-	-	-	1	1
Total	2	8	10	-	5	5	3	13	16

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

	2020			2021		
	Wo-men	Men	Total	Women	Men	Total
Turnover rate						
Negative turnover - terminations	-	6.1%	4.6%	23.3%	22.1%	22.4%
Positive turnover - recruitments	26.9%	20.7%	22.2%	10.0%	15.1%	13.8%
Overall turnover	26.9%	14.6%	17.6%	13.3%	7.0%	8.6%

# Training and skills



For the definition of training plans, a skill 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 organised, attendance is recorded and surveys are carried out to assess training.

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

A total of 3,928 hours of training were provided during 2021 (2,200 hours in 2020).

	2019			2020			2021		
Average training hours	Women	Men	Total	Women	Men	Total	Women	Men	Total
Senior managers	-	-	-	-	-	-	-	38.7	38.7
Employees - Managers	40.6	19.7	25.1	28.8	14.4	18.3	38.0	23.0	27.2
Total	40.6	19.7	25.1	28.8	14.4	18.3	38.0	23.9	27.7

The training plan saw an increase in the number of hours compared to 2020, year in which, due to the pandemic and the challenges that training institutions initially encountered in reorganising their activities to offer them exclusively remotely, a decline in training hours compared to the previous year was recorded.

# Occupational health and safety



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 head of the prevention and protection service (RSPP) is appointed/renewed and the workers' health and safety representative (RLS) is trained and updated. 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, the trend in injuries, verification of individual protection devices and training.

During the onboarding phase, each new employee is asked for a certificate of participation in courses as per Italian Legislative Decree 81/2008. In case the new employee does not have any certification or the training already completed has expired, the general and/or specific safety course is organised within 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

In 2021, there was 1 injury during a business trip.

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## 06 Environment

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Doxee's goal is to improve performance while respecting the natural environment. The Company is aware that the production of ICT solutions has an impact on the environment and it is committed to constantly reducing these impacts by adopting the best possible practices. Doxee is ISO 9001:2015 and ISO 27001:2013 certified; it is accredited to AgID for the Standard Digital Storage Service and, in March 2021, the Modena headquarters/operating unit, in Via Virgilio 48/8, and the Milan operating unit, in Via Caldera 21, obtained the ISO 14001:2015 certification for products delivered through the Doxee Platform, available in Software-as-a-Service (SaaS) or On-Premise mode.

### 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 characterising 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;
- Employee engagement and development of skills, ensuring that human resources have a high level of professionalism with specific reference to environmental sustainability issues;
- 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 with a view to reducing the production of waste and 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 the 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;
- Supervise the Company's processes with adequate tools for monitoring and controlling environmental aspects;
- Operate through an Integrated Management System in which the exchange of information and synergies between functions constitute 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 the ISO 14001:2015 Certification. In this context, specific environmental objectives have been defined, which include:

- Strengthening the use of remote work, regardless of the ongoing health emergency;
- Reorganisation of the office layout for the Modena headquarters to improve its usability in remote 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 that uses 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, in 2021 a contract was signed with Sorgenia for the supply of electricity produced 100% from renewable sources, with Guarantee of Origin (GO) certification. The installation of a photovoltaic system for the production of electricity at the Modena headquarters is also being assessed.

Regarding the vehicle fleet, a policy is being defined that provides for 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 the Company headquarters.

## Energy and emissions

### Energy consumption

The figures shown refer to **internal energy consumption**. Figures are summarised in GJoules.



Energy consumed - GJ	2019	2020	2021
Electricity purchased from the grid	1,019	810	556
Electricity purchased with Guarantee of Origin contracts	-	-	273
Fuel for vehicle fleet - Diesel	1,285	1,235	821
Fuel for vehicle fleet - Petrol	-	-	93
Methane for heating	2	1	1
Total energy consumption - GJ	2,305	2,047	1,744
Of which from renewable sources	-	-	273

## Energy consumption of the external Data Centre



GRI 302-1 GRI 302-2 GRI 305-1 GRI 305-2 GRI 305-3

The primary Data Centre is owned by Doxee but is physically located at the Irideos site in Milan, in Via Caldera 21. The company Irideos SpA is a leader in the supply of housing services for Data Centres 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 shared facilities.

Irideos is ISO14001 certified for its Environmental Management System.

The Irideos Data Centres use energy produced from renewable sources and are equipped with certified air conditioning systems, which are able to guarantee constant temperature and humidity control, also by means of insulated corridor systems for better performance and efficiency. The electricity consumption of the primary external Data Centre has been estimated for 2021 as well, with regard to the management of Doxee activities. The estimate was based on electricity consumption reports.

Milan Primary Data Centre - Energy consumed - GJ	2019	2020	2021
Electricity consumption	n.a.	302	405

## Emissions

**Direct emissions: Scope 1 - Scope 2 GHG:** GHG (Greenhouse Gas) emissions are reported in equivalent tonnes of carbon dioxide (tCO<sub>2</sub>e). The data refers to direct (Scope 1 GHG) emissions and indirect (Scope 2 GHG) emissions associated with the production of electricity purchased from the grid.

Since 2021, the electricity used comes from renewable sources, thanks to the specific supply contract with Guarantee of Origin (GO), an electronic certification that certifies the renewable origin of the sources used for the production of electricity.

As required by the GRI Reference Standard (GRI 305-2), Doxee calculates indirect (Scope 2 GHG) emissions from electricity consumption based on two distinct approaches:

The **market-based** approach requires determining Scope 2 GHG emissions deriving from the purchase of electricity, taking into account the specific emission factors communicated by suppliers. For the purchase of electricity from renewable sources, a zero emission factor of tCO<sub>2</sub>e is attributed. If no specific contractual arrangements have been defined, the approach under

consideration requires the use of the national residual mix emission factor, where technically applicable.

The **location-based** approach involves accounting for emissions from electricity consumption, applying national average emission factors for electricity production

Scope 1 GHG/CO2 emissions	2019	2020	2021
tCO2e	2019	2020	2021
Vehicle fuel			
Diesel	94	89	58
<b>Petrol</b>	-	-	8
LNG	-	-	-
<b>Emissions</b>	94	89	66
Natural gas (methane) for heating or other uses			
<b>Emissions</b>	0	0	0
Other sources			
<b>Emissions</b>	-	-	-
<b>Total - Scope 1 Emissions</b>	94	89	66

Scope 2 GHG/CO2 emissions - Location based	2019	2020	2021
tCO2e	2019	2020	2021
Electricity			
<b>Emissions</b>	76	58	40
Scope 1 + Scope 2 GHG/CO2 emissions	76	58	40
	170	147	106
tCO2e	2019	2020	2021
<b>Total Scope 1 GHG emissions</b>	94	89	66
<b>Total Scope 2 GHG emissions - Location Based</b>	76	58	40
<b>Total</b>	170	147	106

Scope 2 GHG/CO2 emissions - Market based	2019	2020	2021
<b>Electricity</b>			
Emissions	132	103	71
<b>Scope 1 + Scope 2 GHG/CO2 emissions</b>	2019	2020	2021
	2019	2020	2021
tCO2e	2019	2020	2021
<b>Total Scope 1 GHG emissions</b>	94	89	66
<b>Total Scope 2 GHG emissions - Market Based</b>	132	103	71
<b>Total</b>	226	192	137

# Responsible use of natural resources



## Water

At Doxee water is withdrawn from the public water supply network and is mainly intended for sanitary use. Doxee's internal Data Centre, given the type of activity carried out, is not large enough to absorb a significant amount of water for cooling the systems.

## Rifiuti

### 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 for loading/unloading is kept to record collection/transport/disposal activities. There is also waste relating to paper (for office use), plastic, organic and unsorted waste. Containers for separate waste collection are present in all offices and breakout areas of the Modena headquarters.

Since 2021, with the implementation of the ISO 14001 Environmental Management System, a process of timely reporting of the Company's waste produced was initiated.

### Separate Waste Collection in Modena Offices

Type	Kg
Plastic	25.2
Paper	70.4
Organic waste	6.4
Unsorted waste	432.0
<b>Total</b>	<b>534.0</b>

Special waste (WEEE, PC components, PC accessories, phones, monitors, office furniture, etc.)

Type	Kg
Not hazardous	1,061
Hazardous (e.g. lamps, monitors)	56
<b>Total</b>	<b>1,117</b>

# GRI Content Index



Unless otherwise specified, the GRI Standards published in 2016 were used.

GRI Sustainability Reporting Standard		References document index (Chapter / Paragraph)	Notes Standard application
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102-1	Organisation name	01 Identity and Strategy / Doxee: Transforming data into relationships	
102-2	Business, brands, products and services	01 Identity and Strategy / Doxee: Transforming data into relationships	
		01 Identity and Strategy / Scenarios - Strategy and Sustainability	
		02 Products and Solutions / Product lines and models	
		02 Products and Solutions / Customer relations	
		02 Products and Solutions / Business and strategic partnerships	
102-3	Location of headquarters	01 Identity and Strategy / Doxee: Transforming data into relationships	
	Location of operations		
102-4	Ownership and legal form	01 Identity and Strategy / Doxee: Transforming data into relationships	
	Markets served		
102-5		01 Identity and Strategy / Doxee: Transforming data into relationships	
102-6	Scale of the organisation	02 Products and Solutions / Product lines and models	
	Information on employees and other workers	02 Products and Solutions / Customer relations	
	Supply chain	02 Products and Solutions / Business and strategic partnerships	
102-7	Significant changes to the organisation and its supply chain	01 Identity and Strategy / Doxee: Transforming data into relationships	
	Membership of associations		
102-8	Informazioni sui dipendenti e gli altri lavoratori	05 Human Resources / Employees	
102-9	Catena di fornitura	02 Products and Solutions / Supply chain management	
102-10	Modifiche significative all'organizzazione e alla sua catena di fornitura	01 Identity and Strategy / Scenarios – Strategy and Sustainability	
102-13	Adesione ad associazioni	03 Governance / Responsible business management	

STRATEGY			
Statement from senior decision-maker	Letter to Stakeholders	Lettera Agli Stakeholder	
ETHICS AND INTEGRITY			
Values, principles, standards and norms of behaviour	01 Identity and Strategy / Doxee: Transforming data into relationships	01 Identità E Strategia / Doxee: La Trasformazione Dei Dati In Relazioni	
GOVERNANCE			
102-18	Governance structure	03 Governance / Responsible business management	
STAKEHOLDER ENGAGEMENT			
102-40	List of stakeholder groups	03 Governance / Responsible business management	
102-42	Identifying and selecting stakeholders	01 Identity and Strategy / Stakeholders and materiality analysis	
102-43	Approach to stakeholder engagement	01 Identity and Strategy / Stakeholders and materiality analysis	
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102-46	Defining report content and topic Boundaries	Defining report content and topic Boundaries	
102-47	List of material topics	List of material topics	
102-48	Restatements of information	Restatements of information	
102-49	Changes in reporting	Changes in reporting	
102-50	Reporting period	Reporting period	
102-51	Date of most recent report	Date of most recent report	
102-52	Reporting cycle	Reporting cycle	
102-53	Contact point for questions regarding the report	Contact point for questions regarding the report	
102-54	Claims of reporting in accordance with the GRI Standards	Claims of reporting in accordance with the GRI Standards	
102-55	GRI Content Index	GRI Content Index	
102-56	External assurance		2021 Sustainability Report not audited
MANAGEMENT APPROACH			
103-1	Explanation of the material topic and its Boundary	01 Identity and Strategy / Stakeholders and materiality analysis	
103-2	The management approach and its components	03 Governance / Control model and policies	

GRI 200	ECONOMIC TOPICS		
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205	ANTI-CORRUPTION		
205-3	Confirmed incidents of corruption and actions taken	03 Governance / Control model and policies	
GRI 300	ENVIRONMENTAL TOPICS		
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302-2	Energy consumption outside of the organisation	06 Environment / Energy and emissions	
305	EMISSIONS		
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305-3	Other indirect (Scope 3) GHG emissions	06 Environment / Energy and emissions	The emissions reported refer to the external Data Centre
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307	ENVIRONMENTAL COMPLIANCE		
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401-3	Parental leave	05 Human Resources / Employees	
403	OCCUPATIONAL HEALTH AND SAFETY - 2018		
403-9	Work-related injuries	05 Human Resources / Occupational health and safety	
404	TRAINING AND EDUCATION		
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