

W E L L C O M

2025



# *Impact Report*

2025

**Well Com Srl**

*Società Benefit*

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## A LETTER TO OUR STAKEHOLDERS

*To the communities building the future together with us*



Dear valued stakeholders,  
Every impact report stems from one core question: what kind of difference do we truly want to make?.  
We are living in an era of profound transformation, where the agri-food sector represents a complex ecosystem of economic, social, and cultural values.

In this scenario, we believe our role is to foster deeper understanding, awareness, and dialogue across the supply chains and communities we work with.

Our commitment is to deliver communication that shapes knowledge, shines a light on the value of people and businesses, and nurtures a more conscious connection between local territories, organizations, and society. We truly believe that the most authentic impact is measured by the quality of the relationships we build and the consistency of our choices over time.

We look ahead with a deep sense of responsibility and confidence, knowing that progress requires us to keep listening, experimenting, and taking full ownership of our actions.

**Francesco Minetti**

*CEO*

A  
*Identity,  
Governance  
and Purpose*

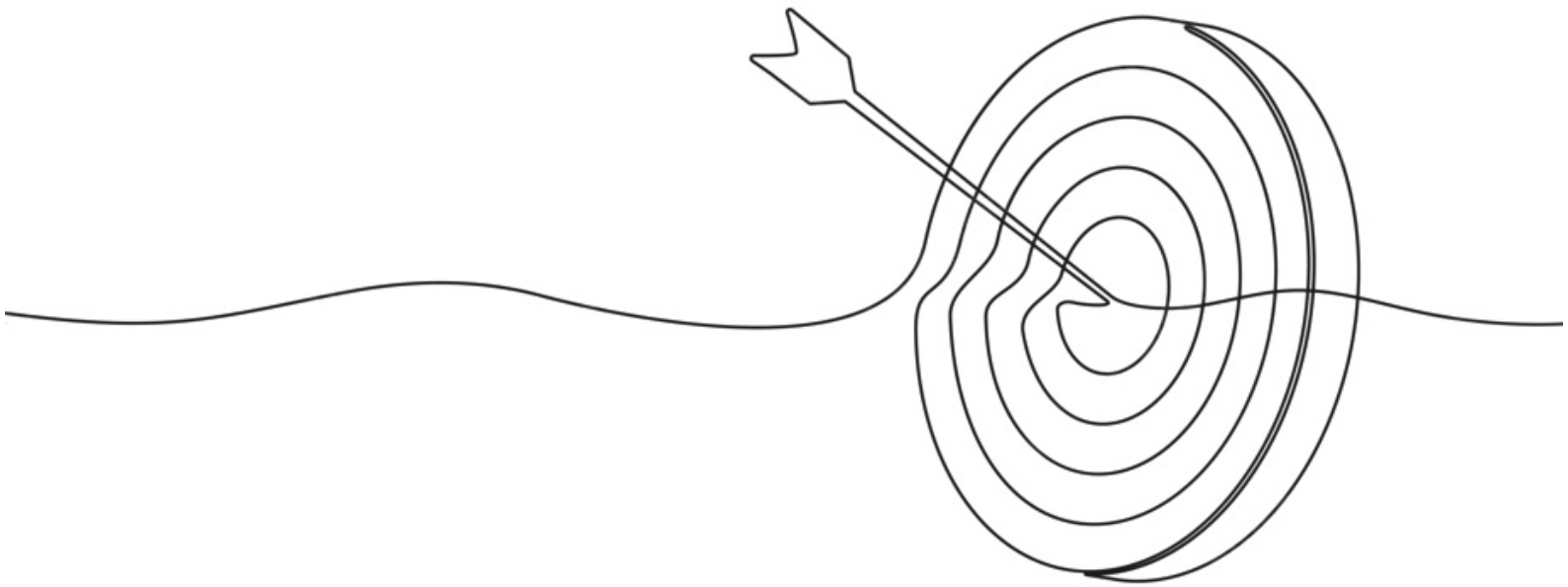
# 1.

## Specializing in international food & wine communication

### Identity: At the roots of beauty, we shape stories into lasting value

Through strategic vision and a conscious approach, we support the Italian agri-food sector in its sustainable and international growth. Founded in Alba **36 years** ago, we've been accompanying Italian agri-food excellence on its journey beyond borders—telling stories that celebrate authenticity. We believe that every brand has a unique identity to express, and every product carries a deeper narrative waiting to be told. To us, communication means more than visibility—it's about ensuring that what nourishes the land can also flourish long-term value.





## Strategy, connection, impact

Every strategy we design starts with listening and analysis—because only by truly understanding what makes a brand unique can we help it connect with the world. We don't apply pre-packaged models: we build tailor-made communication **strategies** that align identity, storytelling, and relationships into one meaningful direction.

We work across **18 of the world's most important markets for Made in Italy**, using proprietary tools like the Content Marketing Canvas, Brand Anatomy, the Agri-Food Semiotic Framework, and The Brand Building. These help us uncover and express each brand's distinctive identity, translating it into a compelling, consistent narrative. Our *identity-centered design* method is grounded in a clear belief: effective communication starts with an understanding of the brand's distinctive strengths, ensuring every element is strategically aligned to enhance its unique value.

Through an international network of trusted partners, curated events, and strong ties with industry opinion leaders, we transform ideas into action—elevating the voice of Italian agri-food.

This resonates from our mantra, «**Alle radici della bellezza**», “At the roots of beauty”. We believe the most effective communication stems from truth, knowing and being aware of one-self—bringing to light what makes a brand truly extraordinary.

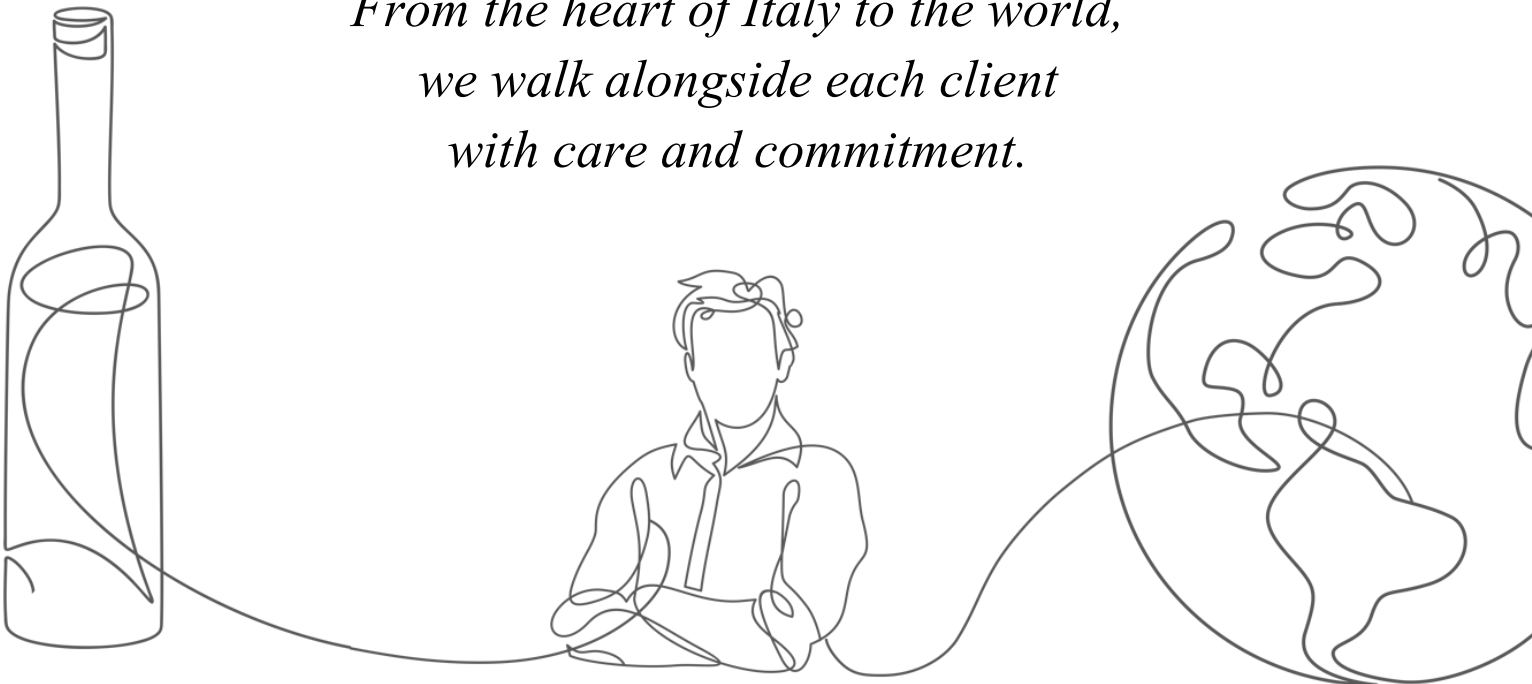


## Well Com: 36 years of care

Founded in 1989, Well Com is now a team of 22 dedicated professionals who design and deliver **multichannel communication strategies** to more than **70 clients** across 10 Italian regions. Every project is grounded in **meticulous attention to service and consultancy**, enriched by dedicated training, tailored reporting, and a **data-driven mindset** designed to deliver tangible, measurable results.

Our commitment? **To nurture talent, foster innovation, and deliver thoughtful, high-quality communication.** We believe that every story deserves to be told with integrity and impact. We connect people, ideas, and visions—turning communication into a space for meaningful growth.

*From the heart of Italy to the world,  
we walk alongside each client  
with care and commitment.*



## 2.

## Creating benefit beyond business

### From the CEO to the Team



*“Who we are today is truly the sum of those small, everyday choices each of us makes in our work.*

*At Well Com, we believe that real value is found in the quality of the professional journey we build together. It’s about having the space to grow, to challenge each other with kindness, to keep learning, and to work in an environment where everyone can fully express their skills without losing their uniqueness. I deeply believe that a company is, above all, a community of people held together by shared responsibility and mutual trust.*

*It means creating a place where collaboration naturally comes before individual interests, where listening is a core part of our choices, and where the freedom to bring one’s ideas to life goes hand in hand with feeling part of a shared project that evolves over time. The changes happening all around us are a reminder that our true strength lies in our ability to transform while holding onto our core values. That’s why we will keep nurturing an environment that cares for people’s growth, balances autonomy with responsibility, and gives everyone the chance to let their potential shine.*

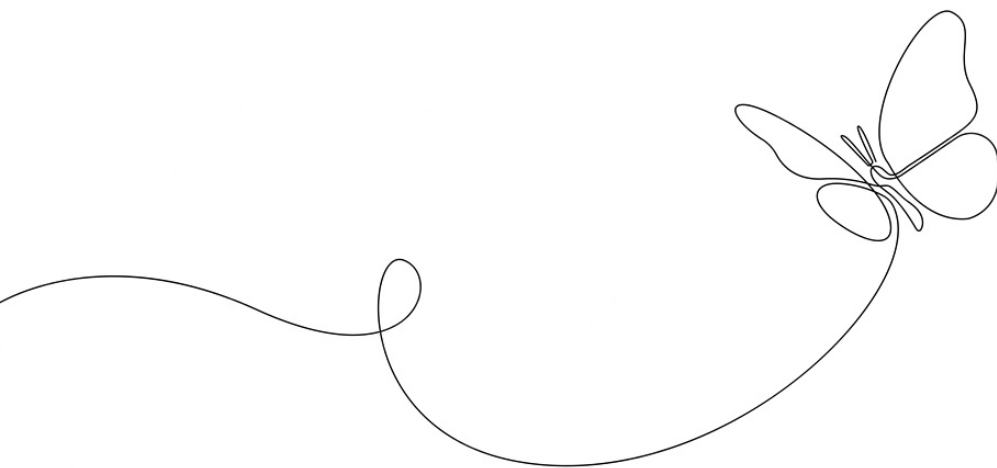
*Looking ahead, we know that every path takes effort, care, and consistency, but we face the future with real peace of mind, knowing we can count on the incredible people who bring this agency to life every single day.*

**Francesco Minetti**

CEO

## Becoming a Società Benefit

On October 31, 2024, Well Com Srl officially became a Società Benefit, formally embracing our commitment to generate long-term, shared value for everyone we engage with. This step was taken to consolidate our intent to serve the common good by integrating cultural growth, social well-being, and environmental sustainability into every part of our business—creating opportunities that benefit the agri-food sector and the communities that are part of it.



We firmly believe that the future of agricultural communities and landscapes depends on how we value the products they create and the brands that represent them. Our mission is to help build a sustainable economy—one that ensures fair compensation for agricultural work while preserving local culture, protecting natural beauty, and safeguarding biodiversity.

Through every project we take on, we aim not only to promote products and regions, but to strengthen the ties between people and communities—creating synergies that amplify the full potential of Italy’s agri-food sector. With strategic guidance, we help increase the perceived value of high-quality agricultural goods, making farming more economically viable and future oriented. We also champion innovation, supporting start-ups through mentoring and training initiatives. We believe that the growth of this sector must be grounded in knowledge, skills, and a culture of shared progress.

## Amendment to Article 2:

*Pursuant to Law no. 208 of December 28, 2015, Article 1, comma 376, the company aims to generate a positive and lasting impact by creating shared value for all stakeholders and opportunities for the agri-food sector and the communities connected to it, in the belief that the future of agricultural communities and landscapes depends on the recognition of the value of agri-food products and the brands that represent them.*

*The company's objective is to foster long-term economic sustainability by ensuring fair compensation for agricultural labor and safeguarding local culture, landscapes, and biodiversity. Through the projects it carries out, the company is committed to strengthening the bond between people and communities, creating synergies that enhance the potential of the Italian agri-food sector and increasing the perceived value of agricultural products, to make agriculture economically viable.*

### IN PARTICULAR, THE COMPANY SEEKS TO:

- 1 Raise awareness** among employees, clients and business partners about the importance of adopting responsible and sustainable behaviors, promoting a culture rooted in respect for people, communities and the environment. This includes tools such as the Remote-First model, Service Charter and the Code of Ethics, supported by transparent and consistent internal and external communication around our approach to working.
- 2 Enhance** the skills of employees by providing opportunities for personal and professional growth through continuous learning and mentoring. The company also encourages the sharing of acquired knowledge through internal workshops aimed at strengthening both skills and relationships, while fostering creative expression.
- 3 Foster** a workplace culture and environment that prioritize well-being and support a balanced integration between personal and professional life.
- 4 Select** suppliers who share the company's values, favoring partners with a demonstrable commitment to social, economic, and environmental sustainability, and regularly monitoring their standards over time.
- 5 Contribute** to the development of local communities through communication projects for Consortia and producer associations—initiatives that help foster the economic and social sustainability of rural areas.
- 6 Support** the development of skills in the agri-food sector through mentoring programs for start-ups and training opportunities for professionals.
- 7 The company commits** to inspiring positive changes in operational practices, demonstrating that economic growth and public benefit purpose can not only coexist, but actively reinforce one another.

B

*Public Benefit  
Purpose*

## What is a Società Benefit?

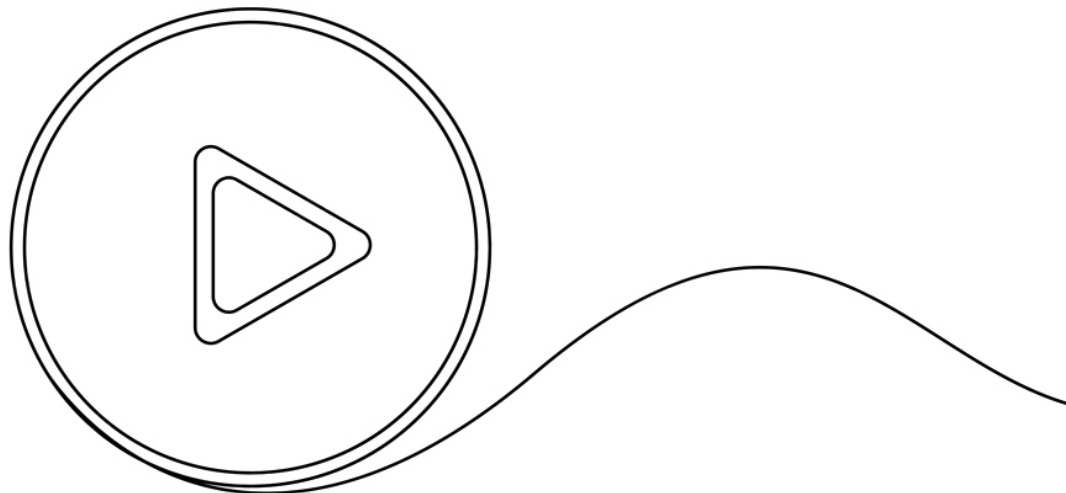
A **Società Benefit** is a business model that chooses to integrate responsibility toward people, society, and the environment into its economic mission.

For Well Com, being a Società Benefit means committing to operate with awareness and transparency, pursuing not only business growth but also creating a positive impact within the environments in which we operate.

Through this impact report, we outline the actions taken, the results achieved, and the directions toward which we orient our sustainable development, to ensure full visibility and accountability toward all stakeholders.

Being a Società Benefit means embracing a vision where financial success cannot be separated from the quality of the social and environmental relationships we build over time.

**As we continue our journey, the same principles will shape our commitment to creating enduring value.**



# 1. Where we begin

## Fostering a Culture of Responsibility

### Our organizational model and the values behind our choices

At the heart of Well Com lies our **Code of Ethics**. It is the guiding compass for our daily decisions and shapes how we build relationships with colleagues, clients, and stakeholders.

Integrity, transparency, and mutual respect inspire every interaction, forming the true foundation of how we work.

We chose the **Remote-First** model because it truly reflects our organizational vision. Built on trust, responsibility, and autonomy, this approach looks beyond geographical boundaries to focus on the quality of our professional work. Embracing this flexibility helps us balance work and personal life, while naturally fostering efficiency, collaboration, and sustainability.

At the same time, our roots remain in the heart of the Langhe region. We keep our headquarters open as a welcoming space for connections and a local touchpoint, where anyone can drop in without needing an appointment.

Our **Service Charter** guides how we show up every day, ensuring that a high-quality client experience, clear communication, and real attention to our stakeholders' needs are always at the center of what we do.

To support our team, we rely on practical, evolving tools like our **Organizational Guidebook** and **Job Description Handbook**. These resources clarify roles, skills, and growth opportunities, making sure our daily operations always reflect our core values.

Our commitment extends to every stage of the employee journey, from pre-boarding and onboarding to offboarding. Through clear communication and dedicated tools, we foster seamless integration, intuitive collaboration, and a deeply shared organizational culture.

## Empowering Talent and Relationships

### Value created for our team

We invest in our team's professional development through continuous training, mentoring, and open dialogue. By combining technical expertise with soft skills, we make learning a truly collaborative, ongoing process.

Twice a year, we host *Well Com Day*, an in-person training and development event held in locations chosen for their strategic or symbolic relevance, such as client companies, inspirational organizations, or industries where we want to expand our expertise.

This initiative is paired with two annual in-person sessions of *Well Com in Cerchio*, which bring the team to our headquarters in March and September. These focus on strategic training and team dynamics, fostering alignment in a collaborative, open setting.

These in-person gatherings, together with our monthly online Cerchio, build a *generative work environment* that balances remote collaboration and physical connection. This approach fosters not only professional development but also a deeper sense of belonging, knowledge sharing, and personal growth within a corporate culture centered on well-being and continuous evolution.

To ensure a transparent review process, we use a **Competency Mapping** framework to track **role-specific skills** throughout the year. **Team coordinators**, the **CEO**, and the **HR Manager** work together on this alignment, ensuring clear career development paths and internal mobility. At the end of the year, **team members conduct self-assessment to reflect on their professional journey and engage openly with the company**—fostering self-awareness and stronger connections that underpin our workplace relationships.

These annual reviews evaluate the agency's overall evolution and **pinpoint skill gaps**. We convert these insights into targeted individual and team training plans, driving professional growth and ensuring highly specialized client services.

To encourage direct and constructive feedback, we have the **"I'M OK YOU'RE OK"** space, a monthly, open-access session led by the CEO. It is designed to address potential challenges through clear, transparent, and pragmatic dialogue.

**Project staffing** serves as a key development driver. We assemble client teams by balancing specific competencies and individual career aspirations with client profiles, aligning personal growth with service excellence.

At the same time, we continuously optimize **digital workflows** to eliminate operational friction and streamline project management. Data-driven tools and advanced analytics ensure higher precision, while keeping **constant focus on industry trends** allows our services to be aligned with an evolving market.

## Generating Value for Clients

### Service built on listening and continuous evolution

Innovation is embedded in how we operate. We navigate change by delivering accessible, sustainable services that prioritize relationship quality.

Our Remote-First model puts this into practice. Conducting meetings via conference calls eliminates geographical barriers, ensuring consistent service quality across distant locations while cutting travel to lower our overall carbon footprint and streamline workflows.

We also build advanced, proprietary consulting tools. Modular software enables continuous monitoring and customized reporting tailored to each client, turning raw data into strategic insights for communication.

Digital formats like virtual tastings and virtual PR events expand stakeholders' media and corporate engagement. These tools make communication inclusive and flexible, overcoming physical constraints without losing personal depth.

Yet, the human element remains our core consulting pillar. Well Com thrives on listening, adaptability, and long-term trust. Regular alignments allow us to anticipate client needs and deliver proactive support at every stage.

Data-driven workflows turn information into strategic assets, continuously refining communication and creating value for clients and their broader ecosystems.

This approach drives strong client retention and near-zero credit losses, while fueling growth through upselling, organic referrals, and reactivating long-standing partnerships.

## Fostering Well-being

### Well-being as a driver of shared value

We build a young, dynamic, and inclusive workplace where everyone can express themselves freely, grow, and contribute authentically. Prioritizing well-being and work-life balance ensures a healthy organizational culture—the foundation for strong relationships, responsible choices, and lasting results.

Our flexibility is both operational and cultural. We respect downtime and safeguard weekends, vacations, and holidays as essential recovery periods. Shared calendar planning distributes breaks throughout the year, balancing workloads even during peak agency periods.

The **Remote-First** model reinforces this approach, giving people the freedom to manage their own schedules and integrate their professional and personal lives. Our digital tools facilitate smooth communication, continuous listening, and operational clarity.

Well-being extends to financial security. Team members receive stable contracts and compensation aligned with major city benchmarks, paired with the lower cost of living enabled by remote work. Additionally, **5% of EBITDA** is allocated to bonuses tied to individual performance and overall agency results.

To drive engagement and alignment, a monthly internal newsletter shares key projects, achievements, and special recognition. Each issue also features an inspirational quote from the CEO shared during our monthly online **Cerchio**, a regular opportunity for alignment and listening that strengthens the agency's purpose and cultural values.

## Team Profile 2025

22 team members

74% women

75% of the Management Team are women

36 average age

86% permanent contracts (*including 2 apprenticeships*)

14% external professional contracts

6% of EBITDA allocated to performance bonuses

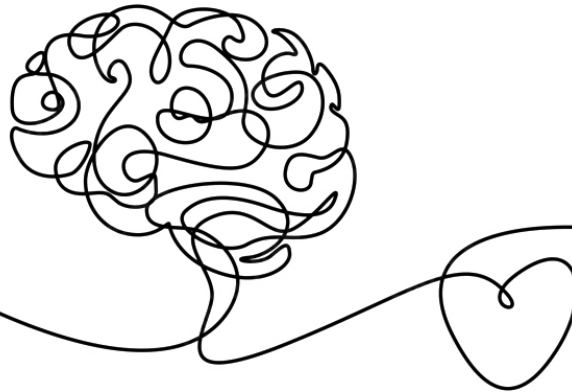
5% of EBITDA allocated to career mobility

### Practices supporting employee well-being

- **Structured vacation policy**, safeguarding the right to disconnect and recharge
- **Monthly Day Off**, dedicated to personal well-being and flexible time management
- **Remote-First work model**, to reduce commutes and promote work-life balance
- **Performance-based bonus system**, with a share of EBITDA allocated to rewarding achievements
- **Communication tools**, including the internal newsletter and monthly online check-ins

## Looking ahead

As part of our continuous improvement, **in July and August 2026 the agency will pilot a shorter workweek**, with Friday as a day off. We will monitor the initiative to assess its impact on employee well-being and operations.



## Listening as a cultural driver

We believe a healthy workplace begins with listening. We continuously monitor team well-being through tools that center on our team's voices: quarterly surveys, data, perceptions, and goals serve as the foundation for evolving our internal practices. Listening directly guides our daily actions and decisions.

The **"I'm OK, You're OK"** initiative, led by the CEO, provides a trusted space for open conversations, active listening, and authentic support. Likewise, **virtual coffee chats** with HR, the CEO, or team coordinators offer informal moments of connection, prioritizing the human element beyond project workflows.

Collaboration is at the core of **Well Com in Cerchio**, our monthly meeting inspired by Native American culture, where every voice is given equal time to share updates, emotions, and reflections. This space fosters active listening and shared planning, aligning our goals and strengthening our sense of belonging.

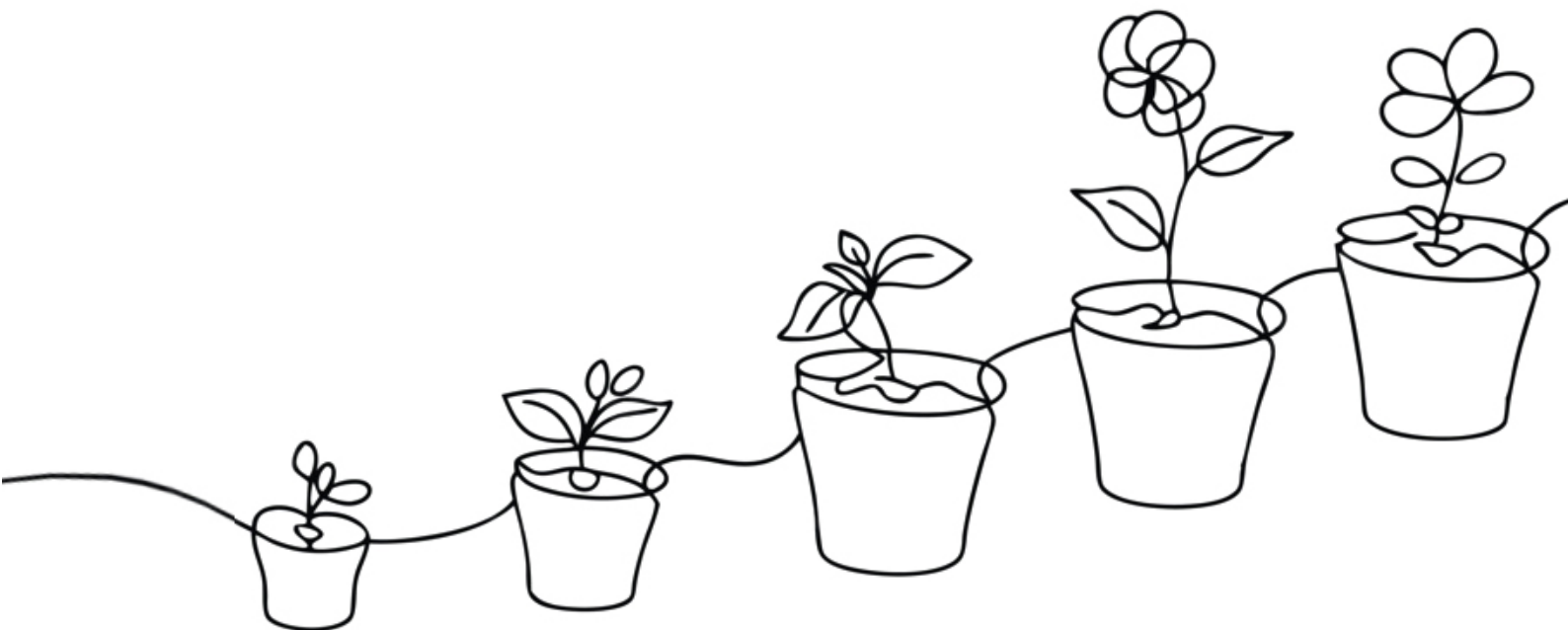
Transparency is supported by our use of **Microsoft Teams as our main internal communications channel**, making every interaction and update traceable and accessible, creating a clear and inclusive workflow. Asynchronous collaboration reduces unnecessary meetings, supporting focus, autonomy, and well-being.

Last but not least, **reverse feedback** allows team members to share direct and constructive feedback with their coordinators. With the transition to no longer anonymous feedback in 2024, the process has become a tangible opportunity for dialogue and mutual growth, yielding an average score of **4.60 out of 5 in 2025**. In 2025, we introduced a **quarterly check-in system** to ensure continuous listening and timely action throughout the year.

**Our communication in figures**

Tool	Frequency / 2025 Result
Well-being surveys	Quarterly
“I’m OK, You’re OK”	Monthly, led by the CEO
Virtual coffee chats	Approx. 12/year with HR, the CEO, and coordinators
Monthly Cerchio	12 meetings/year, moments for collaborative building
Quarterly reverse feedback	Average score: 4.60/5
Teams as our main channel	All interactions are traceable and accessible

Every choice we make is driven by one goal: to create the right conditions for people to grow, knowing that inner well-being is what fuels our positive impact beyond our walls.



## Choosing Responsible Partners

Our partnerships are a concrete extension of our agency's values. Whether collaborating with independent professionals or partners recommended by clients, we apply rigorous standards of **professionalism, ethics and service quality**, rooted in transparency and mutual respect. We are committed to clear communication, fair contractual terms, and prompt payments, while actively inviting feedback from our partners to drive continuous improvement.

We believe that continuity creates value: most of our key partners have been working with us for years. These enduring relationships foster **deep mutual understanding**, which elevates the quality of our work and strengthens our ability to tackle challenges together. A clear example is our partnership with our accountant; based on trust and a shared vision, it ensures consistent, high-quality, and timely guidance.

We apply this same standard to our creative partners—photographers and video makers chosen for their skill in capturing our clients' identities. Through shared briefings, constructive feedback, and constant interaction throughout the project lifecycle, we ensure that every production reflects both the brand's values and our commitment to excellence.

Finally, our extensive experience in the agri-food sector has allowed us to build lasting, authentic relationships with specialized journalists, sommeliers, influencers, and international opinion leaders. These collaborations, built on mutual esteem and constant dialogue, provide **tangible value for our clients** by enhancing the credibility, reach, and quality of our projects.

**Stability, listening, and shared growth: this is the partnership model we champion across our entire network, whatever the professional context or collaboration format.**



## Supporting Local Communities

We develop communication projects for Consortia and Associations, contributing to the economic and social sustainability of rural areas. We offer preferential pricing for selected projects and provide flexible billing structures, aiming to reduce economic barriers and foster long-term relationships rooted in trust and partnership.

For us, communication is about generating value beyond mere storytelling: every activity is an opportunity to give back to our territories and the people who inhabit them. Social impact is a fundamental pillar of our daily operations.

In 2025, our commitment to the local community included:

- **Collaboration with Cucina di Pina – Cooperativa Alice:** we relied on them for catering during our in-person Cerchio, thereby contributing financially to their social mission and supporting the people involved in their inclusion programs.
- **Support for Associazione Lirano:** a nature-based learning environment that promotes holistic learning, grounded in respect of the unique pace and potential of every child.
- **Ongoing partnership with Banca d’Alba:** a benefit-driven cooperative bank that operates locally, with whom we share core values of social responsibility, mutual support, and local development.

2025 also saw the appointment of an **internal figure** to oversee these community-focused initiatives. This pivotal step allowed us to lay the groundwork for a **formal framework** that is set to be formalized and integrated into our operations.



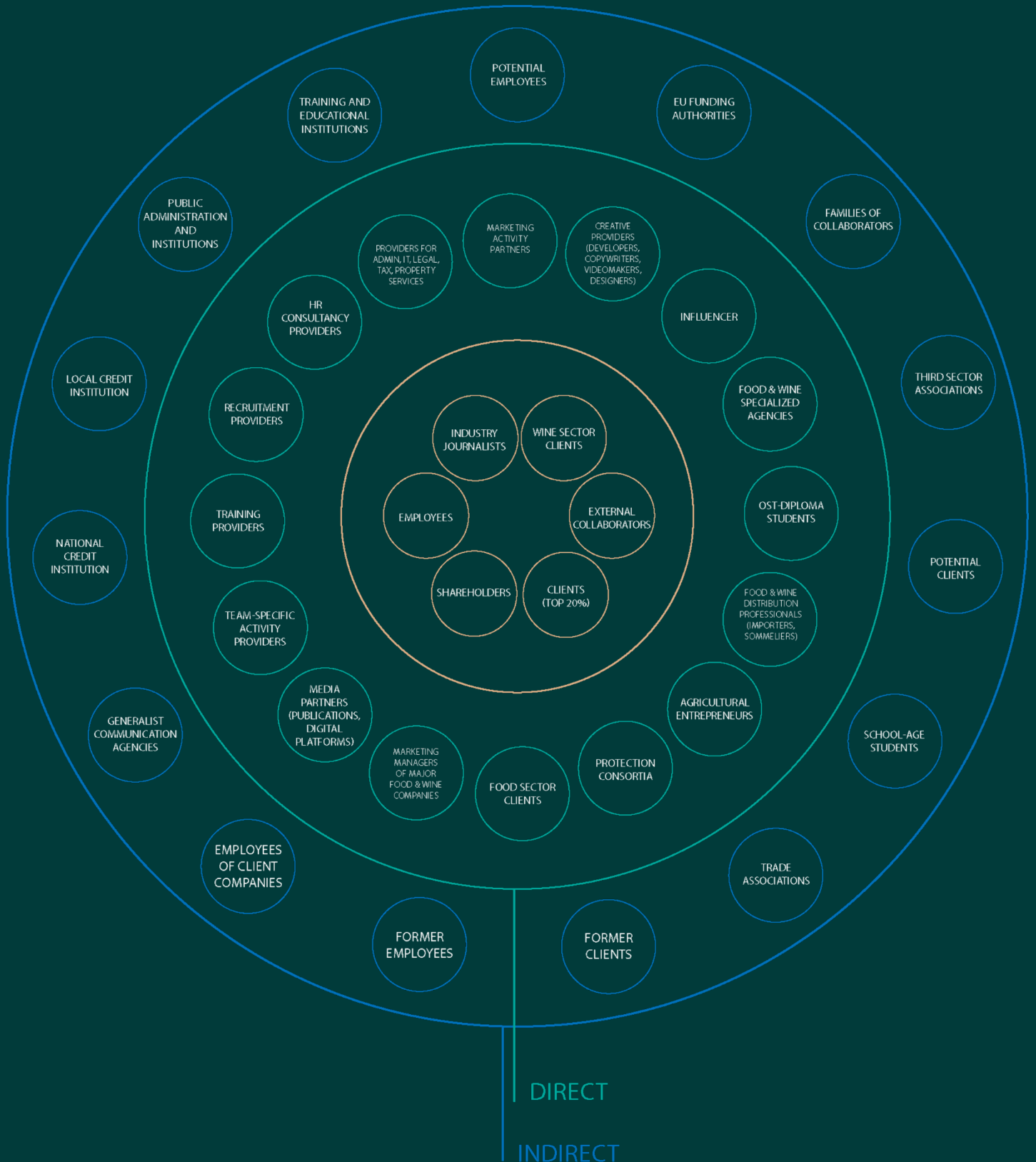
## Shaping the Future of the Industry

We view continuous learning and the active production of knowledge as the primary drivers of industry progress. We channel this vision into strategic mentoring for start-ups, professionals, and agribusinesses, helping them refine their brand strategy and product storytelling. By doing so, we transform complex innovations into clear, distinctive, and compelling market propositions.

Our involvement spans high-impact programs like the *Agribusiness Innovation Lab* (promoted by *Réseau Entreprendre* (REP) and *Apice*), alongside a constant exchange of expertise through partnerships with *MIV*, *WineJob HR* and *ETS Capacity Building*.

We also use our LinkedIn platform as a hub for open dialogue. By sharing our organizational culture, internal practices, and sector insights, we aim to lead by example and prove that communication—when done with substance—is a powerful engine for building value.

# Well Com Stakeholder Map



## 2. 2025 Results

### Public Benefit Purpose

**1 Raise awareness** among employees, clients, and business partners about the importance of adopting responsible and sustainable behaviors—promoting a culture rooted in respect for people, communities, and the environment. This includes tools such as the Remote-First model, the Service Charter, and the Code of Ethics, supported by transparent and consistent internal and external communication around our approach to working.

#### 1. Client Value and Service Quality

##### 1.1. Service quality and continuity

SDG 8



#### Actions:

In 2025, Well Com validated the effectiveness of its strategic approach, with key performance indicators demonstrating strong growth in both client retention and market reach.

KPI	Target	Result	Delta
New client acquisition	5	17	+12
Acquisition of new Società Benefit clients	2	0	-2
Long-term client partnerships (3+ years)	≥70%	70%	0%
Returning clients	5	8	+3

**Impact:**

- Adding **17 new clients** and welcoming back **8 former partners** underscores our capacity to engage and retain high-value professional relationships.
- A **70% retention rate for multi-year collaborations** reflects the deep-rooted trust and continuity we cultivate with our clients.
- Despite missing the specific target for **new Società Benefit clients**, the data highlights a clear strategic direction. Our current portfolio already includes organizations committed to structured sustainability paths and formal ESG certifications.

We are leveraging this foundation to attract like-minded organizations in the future, further establishing Well Com as a reference point for those shaping the future of sustainable business.

**1.2. Elevating Customer Experience**  
SDG 16



**Actions:**

As part of our commitment to continuous improvement, Well Com conducted its annual client satisfaction survey in 2025. This process provides a systematic way to gather feedback on service quality and relationship management, identifying areas where our performance can be further refined.

**KPI:**

KPI	Target	2025 Result	Delta
Response rate	+10% vs 2024	+125%	104.55%
CSAT (Customer Satisfaction Score)	> 3.5	4.4	26.86%
NPS (Net Promoter Score)	Positive	Positive	Goal reached
Improvement measures implemented	> 2	1 corrective action that led to upselling	-1
Average client response time	≤ 30 days	21 days	30% improvement

**Impact:**

The survey is a fundamental tool for **active, transparent** listening, allowing us to collect direct input and steer the development of our services. In 2025, we integrated two structured metrics—CSAT and NPS—to provide a more precise assessment of customer experience.

Key results from this year's survey:

- **Higher engagement:** participation grew significantly compared to 2024, despite the inherent challenges of collecting feedback in a busy professional landscape.
- **Strong satisfaction:** a CSAT score of 4.4 (+26.86% over target) confirms the perceived quality of our services and relationships.
- **Positive advocacy:** NPS remains positive, indicating that our clients continue to recommend Well Com's services.
- **Actionable insights:** one case of a lower initial rating from one client triggered a prompt improvement measure, which not only reinforced the partnership but also resulted in **significant upselling**.
- **Stable overall perception:** no relevant negative feedback was reported, confirming general alignment with client expectations.
- **Efficiency:** feedback was collected within an average of 21 days, facilitating timely analysis.

Beyond these KPIs, **our internal analysis**—covering service impact, relationship management, transparent communication and reliability—confirms overall stability.

While the respondent pool varied from 2024, we observed **remarkable improvement of the results**, specifically with relations to active listening and reliability. Any performance fluctuations were tied to **specific, highly complex projects that required—and ultimately benefited from—constructive dialogue**.

Although limited in number, these insights are integrated into our quarterly progress reports, ensuring that client feedback remains a fundamental driver of our continuous improvement.

## 2. Awareness and responsible workplace culture

### 2.1. Transparency and communication

SDG 16



#### Actions:

In the beginning of 2025, we updated our corporate email signatures, removing the previous year's "Great Place to Work" logo and replacing it with our status as a **Società Benefit**, with a direct link to the **Code of Ethics** on our website. We also updated our company profile to include a dedicated section on our Società Benefit status, providing direct access to our Code of Ethics, ensuring our core values are communicated clearly to all stakeholders.

**KPI:**

KPI	Target	2025 Results	Delta
Email signature update by employees	100%	100%	Goal reached
Total visits to the Code of Ethics page	100	64	-36
Number of meetings with presentation of updated company profile	10	23	+13

**Impact:**

Integrating our new status and Code of Ethics into our primary communication assets has made our commitment to responsibility, sustainability, and integrity a central feature of our client interactions. During company profile presentations, this framework provides a clear baseline for our operations as a Società Benefit. While internal data indicates room for growth in promoting the Code of Ethics, these initiatives have successfully elevated awareness of our values. Ultimately, they have reinforced our market presence and deepened partnerships anchored in transparency, trust, and accountability.

## 2.2. From metrics to meaning

### SDG 12 / SDG 16

**Actions:**

Throughout 2025, Well Com introduced dedicated ESG monitoring tools and defined a comprehensive set of KPIs to evaluate the effectiveness of its actions and guide strategic decision-making. The ESG monitoring system was operational by the second quarter, with KPIs tracked on a biannual basis. Furthermore, we integrated ESG risk mapping into our existing risk management framework, ensuring the Impact Report is published by April 2026, as scheduled.

**Impact:**

These initiatives have embedded a measurement-driven approach rooted in care, responsibility, and transparency. By monitoring KPIs and refining our ESG indicators, we can consciously assess the efficacy of our actions, optimize strategic choices, and ensure full alignment between company operations and our ethical, sustainable values.

## 2.3. Making sustainability a daily practice

### SDG 12



#### Actions:

In 2025, Well Com continued to reduce its environmental footprint through daily actions and conscious choices. Key initiatives included replacing the office coffee machine with a model using compostable pods, reaching a **98%** utilization rate, and maintaining our shift away from plastic bottles in favor of filtered water and reusable glassware. Additionally, our rigorous waste sorting program remains in place, reinforcing established sustainable habits.

#### Impact:

While our position as a communications agency offers limited scope for direct environmental intervention, these actions demonstrate how small, daily actions generate a concrete impact. The adoption of compostable pods, filtered water, and structured waste management significantly reduces non-recyclable waste while embedding a sustainability-oriented culture.

Under our Remote-First model, team members operate from both the office and home, creating opportunities to apply these sustainable behaviors in personal environments. Rather than enforcing strict policies, this initiative focuses on promoting replicable best practices. Although current research has yet to identify home-based tools perfectly aligned with our specific context, we remain committed to this path and plan to develop solutions that further support these practices in the future.

## 3. Ethical and transparent governance

### 3.1. Embedding ethics into our agreements

#### SDG 8 / SDG 16



#### Actions:

During 2025, Well Com integrated anti-corruption and transparency clauses into more than half of its new corporate contracts, exceeding our initial target of >50%. We have yet to reach 100% as a significant volume of contracts originated in late 2024, when our new contract templates were still under legal review.

## Impact:

Embedding ethical clauses into our contracts reinforces our commitment to responsible and transparent professional practices. Every collaboration is founded on principles of legality and integrity, fostering mutual trust with our partners and ensuring our contractual relationships remain aligned with our core values.

Moving forward, we will continue to ensure that all new contracts incorporate these ethical and transparent provisions, reaffirming our steadfast commitment to responsible business conduct.

## 3.2. Turning policy into culture

### SDG 16



## Actions:

During the course of the year, Well Com exceeded its corporate targets by introducing seven new policies—more than double our initial goal. Key implementations include traceable payment processes for expense reimbursement, a new HR attendance tracking area, updated on/offboarding procedures and point-of-contact roles, formal integration of our “Società Benefit” guidelines, a new development path for coordinators and heads, and an IT FAQ section to streamline service requests.

These policies were communicated to 100% of our staff through digital tools and training sessions, ensuring full comprehension and adoption.

## Impact:

These new policies have strengthened internal transparency, regulatory compliance, and ethical processes, fostering a more conscious corporate culture. By establishing clear, shared rules combined with targeted training, we reduce ambiguity and empower our team to adopt responsible behaviors that consistently reflect our values.

## 4. Building stronger bonds with our community

### SDG 11 / SDG 17



### 4.1. Our social commitment in practice

#### Actions:

In 2025, Well Com took concrete steps to formalize its philanthropic efforts.

- **Community Support Policy:** a draft policy has been developed and is currently undergoing final review prior to formal adoption.
- **Internal Oversight:** our *Head of Administration & HR* has been appointed to coordinate social initiatives, ensuring full alignment with our corporate values; this role will be officially documented in our company handbook.
- **Local Partnerships:** our collaboration with Associazione Lirano continues as planned. While we met our 2025 target of at least two collaborative projects, we are committed to progressively increasing this engagement throughout 2026.

#### Impact:

These actions mark the beginning of a more structured approach to social commitment, designed to generate shared value and foster stronger ties with our local community. The development of a formal policy, the appointment of a dedicated lead, and our ongoing partnership with Associazione Lirano solidify the agency's social vocation, promoting sustainability and respect for the areas in which we operate. This initiative reflects our long-term commitment to evolving our philanthropic framework.

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**2 Enhance** the skills of employees by providing opportunities for personal and professional growth through continuous learning and mentoring, encouraging the sharing of acquired knowledge through internal workshops aimed at strengthening both skills and relationships, while fostering creative expression.

## 1. Empowering and growing internal talent SDG 4 / SDG 8



### 1.1. Competency mapping

#### Actions:

In 2025, Well Com continued its internal growth strategy through continuous competency analysis. Our objective was to bridge gaps in managerial and relational skills, nurturing our talent through internal workshops and engagements with industry opinion leaders.

KPI	Target	2025 Result	Delta
Reduction of managerial and relational skill gap	>30%	49%	+64%
Training activities and workshops	5	6	+1
Engagements with opinion leaders	2	6	+4

#### Impact:

This process of analyzing and developing skills has structured our approach to internal growth, allowing for targeted interventions in key areas for improvement. Significantly exceeding our targets underscores not only the effectiveness of the initiatives implemented but also our team’s high level of engagement and openness to professional exchange.

Combining internal training with external perspectives has enriched our organization’s collective expertise, fostering more advanced team dynamics. This approach ensures that professional development remains a continuous, integrated process, driving organizational performance and supporting long-term growth.

## 1.2. Talent development through client feedback SDG 4 / SDG 8



#### Actions:

Our 2025 client satisfaction survey confirmed strong overall performance. We met our goal for improvement measures via a targeted approach: specific feedback led to a clarifying dialogue that resulted in a **successful upselling outcome**. Employee development was primarily driven by the aforementioned **competency mapping**, ensuring growth pathways align with internal needs.

## Impact:

Client feedback has proven essential in strengthening relationships, validating our service excellence, and **fostering internal talent development**, even with already high-performance ratings. This activity has been a catalyst for continuous learning and competency enhancement, directly supporting the professional growth of our team.

### 1.3. Strategic investments

#### SDG 9



## Actions:

In 2025, Well Com took its first concrete step toward establishing a structured Research and Development (R&D) culture by launching initiatives designed to stimulate creativity and innovation. A key highlight was the **conceptualization of a new event format tailored for professional Italian sommeliers**.

This project was the combined effort of a project coordinator and the CEO, involving **approximately 40 hours** dedicated to design and presentation development. As our primary structured R&D initiative for the year, it served as a practical opportunity for experimentation and the refinement of our internal strategic capabilities.

## Impact:

This initiative strengthened our ability to transform innovative ideas into concrete, operational projects, sharpening key skills in strategic design. It also steered the agency toward the development of **proprietary, differentiating services**, thereby increasing our readiness for future business opportunities. This experience provides a scalable model for future experimentation, embedding an innovation-led culture as a strategic driver of the agency's sustainable growth.

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## 3 Foster a workplace culture and environment that prioritize well-being and support a balanced integration between personal and professional life.

## 1. Evolving our organizational structure

### 1.1. Making leadership more effective

SDG 4 / SDG 8



#### Actions:

In 2025, Well Com focused on strengthening managerial effectiveness by building a more agile and incisive organizational structure. This initiative involved not only a revision of our organizational chart but also the creation of a team capable of promptly addressing market challenges and driving the agency toward its strategic goals.

A key action was the introduction of a **monthly Management Team meeting** that tackles all core areas (management, marketing, HR, administration, and client development). This new format has improved the quality of discussions and time management, resulting in an estimated saving of **84 hours per coordinator annually**, surpassing our initial target of 72 hours.

The results also show a **10% increase in managerial skills** and a **5% improvement in team satisfaction**, both exceeding our set objectives.

#### Impact:

These actions have fostered a **more collaborative and transparent work environment**, leveraging internal expertise and strengthening our culture of knowledge sharing. Rationalizing our decision-making processes has improved time management and the quality of team collaboration, establishing a solid foundation for the ongoing development of the Management Team.

By **progressively enhancing its strategic capacity**, the Management Team is increasingly prepared to guide the agency toward complex objectives, supporting robust internal governance and contributing to overall organizational well-being.

### 1.2. Reorganizing the Digital & Communication teams

SDG 4 / SDG 8



#### Actions:

In 2025, Well Com initiated a reorganization of the **Creteam** to enhance strategic effectiveness and leverage internal talent. The project involved splitting the team into two distinct operational units: one focused on **Communication & Branding** and the other on **Digital activities**.

The coordination structure was further redefined: the Head of Communications continued to lead their team, while a colleague from the Digital team was promoted to coordinator, supported by a **managerial onboarding program** to ensure project continuity and skill development. The goal was to establish two independent yet synergistic teams that work together while maintaining a shared vision and strategic coherence.

KPI	Target	2025 Result	Notes
Gross margin Communications team	+5%	+104 p.p.	Very positive result driven by strategic focus.
Gross margin Digital team	+5%	-11 p.p.	Below target due to personnel costs from investments in staff seniority
Team satisfaction (after transition)	+5%	+4.2% Communications +3.5% Digital	Positive growth among coordinators
Proficiency of Digital Coordinator	+10%	+4 p.p.	Growth in managerial skills, aligning with internal development goals

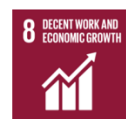
### Impact:

The reorganization has consolidated **team specialization** and strengthened project management, improving overall strategic coherence. The Communications area achieved excellent results, confirming the effectiveness of its strategic focus, while the Digital area reflected a planned investment in staff seniority, which will drive future service quality.

The new Digital coordinator has progressively developed **managerial proficiency**, validating our internal talent growth strategy. Overall, this new structure fosters a **more distributed and transparent governance model**, enables more accurate performance measurement, and consolidates an organizational culture centered on growth, employee motivation, and service quality.

### 1.3. Defining a clearer path for coordinators

#### SDG 8



### Actions:

In 2025, Well Com formalized the career path for coordinators, introducing the opportunity to evolve into a *Head of* role after three years. Our target was to activate at least two such paths and, in 2025, **three coordinators were promoted**, thereby exceeding the KPI. All three coordinators had previously been assigned a company car, as reported in the 2024 ESG Report, in recognition of their established seniority and long-term role within the agency. This occurred prior to the introduction of the new 2025 policy, which now links this benefit specifically to the promotion to *Head of*.

**Impact:**

Exceeding the target confirms the motivation and stability of our teams. The promotion to *Head of* represents a tangible recognition of acquired skills, strengthening inclusive leadership and fostering the professional growth of our coordinators. The formalization of the company car policy ensures clarity and transparency for all future promotions.

## 2. Fostering workplace well-being

### 2.1. Supporting healthy remote work habits

SDG 3

**Actions:**

In 2025, Well Com conducted research to evaluate potential awareness initiatives regarding remote work well-being, with the aim of providing team members with practical guidance on ergonomics, workspace management, and regular breaks. The analysis did not yield insights suitable for our specific context, partly because many topics—particularly those related to safety and basic ergonomics—had already been addressed through previous internal initiatives. Consequently, this specific activity was not pursued.

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**4 Select** suppliers who share the company’s values, favoring partners with a demonstrable commitment to social, economic, and environmental sustainability, and regularly monitoring their standards over time.

## 1. Building a responsible and sustainable supply chain

### 1.1. Mapping and qualifying our supplier network

SDG 8 SDG 12 SDG 17



#### Actions:

In 2025, Well Com completed the mapping of its supply chain, obtaining a clear picture of its suppliers and the types of services involved. The analysis revealed an ecosystem largely composed of long-term partners and professionals (such as photographers, videomakers, and consultants) with highly specific skills, sometimes supported by industry certifications.

In this context, the structured introduction of ESG criteria into supplier selection remains a complex journey that is not always systematically applicable. Consequently, the definition of an ESG supplier policy represents more of a guiding framework than a binding instrument. Nonetheless, the mapping exercise allowed us to identify areas for potential evolution, such as engaging local organizations or socially active entities for specific projects, while maintaining an approach consistent with the nature of our services and the agency's operational dynamics.

### 1.2. Assessment and strengthening supplier ecosystem

SDG 8 SDG 9 SDG 12



#### Actions:

In the same year, we also started analyzing our supplier network based on financial data, identifying key partners and focusing in particular on the top 10 by volume and continuity of collaboration. This activity represented the first step toward a more structured understanding of our supply chain, which was subsequently developed through the comprehensive supplier mapping process.

Regarding the goal of initiating collaborations with innovative or impact-oriented suppliers, **1 partnership was launched** with the *Cooperativa Sociale Alice-La cucina di Pina*, slightly falling short of the target (2). This result is consistent with the agency's supply chain structure, which is predominantly composed of individual professionals and long-term suppliers, making the systematic introduction of new impact-driven partners less immediate.

However, the activity has strengthened our awareness of our supply chain and allowed us to identify specific areas—such as events or internal initiatives—where it is more realistic and coherent to activate collaborations with impact-driven organizations, in continuity with the findings from our subsequent supply chain mapping.

**5 Contribute** to the development of local communities through communication projects for Consortia and producer associations—initiatives that help foster the economic and social sustainability of rural areas.

### 1. Responsible communication to support rural communities SDG 8 / SDG 12 / SDG 17



#### Actions:

In 2025, Well Com consolidated its commitment to supporting rural communities by providing preferential conditions for Consortia and producer associations. We applied tailored pricing models, flexible payment terms, and scalable service packages to ensure equal access.

- Activated projects with preferential conditions: **7** (target  $\geq 2$ , +5 above target)
- Collaborations with flexible payment terms: **12** (target  $\geq 3$ , +9 above target)

#### Impact:

These results significantly exceed our objectives, confirming the agency's ability to adapt its operational model to the needs of local entities while balancing economic sustainability with accessibility to our services.

This helped strengthen long-term client relationships, supporting project continuity and facilitating access to qualified communication services for those with limited resources. In this way, communication proves to be a concrete tool for supporting the development of agri-food supply chains and enhancing local territories.

## 6 Support the development of skills in the agri-food sector through mentoring programs for start-ups and training opportunities for professionals.

### 1. Empowering agri-food start-ups

SDG 8 / SDG 9



#### Actions:

Well Com is an active partner in the **Agribusiness Innovation Lab** program, promoted by **Réseau Entreprendre Piemonte**, a non-profit association dedicated to supporting the creation and growth of new businesses. The association aims to generate economic and employment value in the region through a network of entrepreneurs and professionals. *Réseau Entreprendre* operates as a community of businesses guided by values of sharing, trust, and mutual support, with the goal of mentoring new ventures through their growth phase and contributing to sustainable local economic development.

The **Agribusiness Innovation Lab** is an acceleration program for start-ups working in the **Agritech, Food & Wine, Tourism, Sustainability** and **regional promotion** sectors. It is designed to help innovative projects reach their next stage of development through a structured process of engagement with entrepreneurs, industry experts, and sector networks, while also providing access to service-based awards and development opportunities.

Our participation in this initiative reflects our commitment to collaborating with institutional partners and innovation ecosystems, strengthening our role in supporting start-ups and generating value within the agri-food sector. As part of this program in 2025, Well Com provided *pro bono* **strategic consulting services** to **Plantvoice**, a start-up selected for the innovative nature of its technology in the agritech field.

#### KPI:

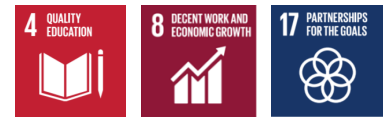
Start-up supported	Service provided	No. of work days	Employees involved
Plantvoice	Modulo Analisi & Strategia	5	3

#### Impact:

This initiative represents a **concrete contribution of professional expertise and company resources** to the agri-food start-up ecosystem, strengthening the business support network and consolidating our collaboration with the program.

## 2. Building skills and sharing knowledge

SDG 4 / SDG 8 / SDG 17



### Actions:

In 2025, Well Com continued to support the **dissemination of corporate culture and professional training within the agri-food sector** through:

- **Training and mentoring** at the *Marketing Internazionale del Vino* course (IED / WineJob), focusing on **brand building, communication strategies and branding**.
- Participation in **webinars and podcasts**, addressing topics such as **wine communication, human resources management strategies, work-life balance and corporate culture transformation**.
- Mentoring sessions with innovative agri-food start-ups (Girasole, Vivi, StarLIGHT2T), aimed at providing strategic guidance on brand positioning and communication.
- Working with **Réseau Entreprendre** on collective projects and the *Agribusiness Innovation Lab*, fostering dialogue between business and social impact.
- Knowledge sharing by taking part in **industry events** such as *Langhe e Roero Digital Day*, with speeches dedicated to digital innovation and wine communication.

These activities have allowed Well Com to solidify its role as a **promoter of expertise and knowledge**, allowing for the integration of training, business, and the third sector, while cementing our network of professional and entrepreneurial relationships within the agri-food industry.

### KPI:

KPI	Target	2025 Result	Delta
Training (MIV / IED courses)	10 hrs	16 hrs	+6
Qualitative feedback on training and mentoring	Annual survey	Collected	0
Webinars / Podcasts / Interviews	3	6	+3
LinkedIn (content publication and reposts)	10	37	+27

### Impact:

In 2025, Well Com's contribution generated a significant strategic impact on the dissemination of key skills and the construction of a more conscious and collaborative agri-food ecosystem. Through a combination of training, mentoring, and participation in professional events and networks, the agency facilitated the **sharing of specialized knowledge**, the professional growth of participants, and the connection between businesses, start-ups, and the non-profit sector.

This approach contributed to enhancing the sector's ability to adopt innovative practices, promote conscious leadership and leverage human capital, while also deepening the network of relationships and collaborations among diverse stakeholders. The strategic impact lies in **creating fertile ground for innovation, the development of sustainable skills and collaboration between enterprises and training providers**, helping make the sector more resilient to face future challenges.

**7 The company commits** to inspiring positive changes in operational practices, demonstrating that economic growth and public benefit purpose can not only coexist, but actively reinforce one another.

### 1. Strategic collaboration for shared value creation

SDG 8 / SDG 9 / SDG 17



#### Actions:

In 2025, Well Com's strategic collaborations with qualified partners generated a concrete impact on both the projects delivered and the development of our professional network. Our partnership with **Koodit**, which specializes in e-commerce, marketplaces, and advertising, and with **Edoardo Freddi International Srl**, active in export management for Italian wines, allowed us to integrate specific expertise and support our clients with innovative solutions. A documentary film made for Grattamacco, **co-created with Tapelessfilm**, is a tangible example of how these collaborations have yielded concrete, high-value results for the sector. At the same time, our ongoing collaboration with **WineJob** fostered the connection between training, innovation, and business opportunities, further strengthening our core professional network.

#### Impact:

This approach has enabled Well Com to generate **shared value** by integrating complementary skills, stimulating innovation, and fostering the professional development of our internal team. It has concretely demonstrated how **economic growth and mutual benefit can coexist**, creating sustainable and long-lasting relationships while consolidating the agency's role as a facilitator of innovative solutions for clients and partners.

## 3. 2026 Objectives

### Public Benefit Purpose

**1 Raise awareness** among employees, clients, and business partners about the importance of adopting responsible and sustainable behaviors—promoting a culture rooted in respect for people, communities, and the environment. This includes tools such as the Remote-First model, the Service Charter, and the Code of Ethics, supported by transparent and consistent internal and external communication around our approach to working.

#### 1. Client Value and Service Quality

##### 1.1. Service quality and continuity SDG 8



##### Actions:

In 2026, Well Com aims to **further enhance the effectiveness and impact of the services provided**, with a particular focus on client satisfaction, the continuity of collaborations, and our appeal to new stakeholders. Results will be monitored through key performance indicators that measure not only the growth of our client portfolio but also the quality and longevity of the relationships established and our ability to generate shared value.

##### KPI:

- New clients to acquire in 2026: **5**
- New clients to acquire that are Società Benefit or with equivalent status: **2**
- Clients maintaining a continuous collaboration for at least 3 years: **≥ 70%**
- Clients returning to collaborate with Well Com: **5**

## Expected Impact:

Investing in quality, transparency, and service continuity means that Well Com is committed to **cementing relationships based on trust and long-term collaboration**. Our focus on portfolio growth and client retention is not an end in itself, but a means to express a **responsible, ethical and sustainable model of economic development**. Every client interaction is therefore an opportunity to generate shared value, bolster our corporate reputation, and concretely demonstrate how service quality, client satisfaction, and sustainability can grow together.

## 1.2. Elevating Customer Experience

### SDG 16



### Actions:

In 2026, Well Com intends to consolidate its structured feedback and engagement system by integrating satisfaction survey results with insights gathered during periodic client meetings. Our goal is to foster an ongoing, transparent dialogue, leveraging both quantitative data and direct interaction to drive the continuous improvement of our services and the overall customer experience.

### KPI:

- Survey response rate: **+10% compared to 2025**
- Customer Satisfaction Score (CSAT): **average rating >3.5 (on a scale of 1 to 5)**
- Net Promoter Score (NPS): **positive**
- Number of improvement actions defined following feedback (surveys & meetings): **at least 2**

## Expected Impact:

This integrated feedback system, based on both tools measuring satisfaction and periodic meetings, enables Well Com to develop relationships founded on continuous dialogue, trust, and responsibility. This approach highlights the maturity of our engagement model, which relies on established tools and the experience gained through consistent, direct interaction.

## 2. Awareness and responsible workplace culture

### 2.1. Transparency and communication

SDG 16



#### Actions:

We have retired the 2026 objective regarding the update of corporate electronic signatures and the tracking of web traffic to the Code of Ethics page.

This decision follows these considerations:

- Electronic signatures are fully compliant and already standardized across the agency.
- Web traffic metrics are not a reliable indicator of our communication's real-world impact.
- Consistent review of our company profile is integrated into regular ESG sessions, making the process more efficient.

Transparent communication remains a priority, guaranteed by our established reporting protocols and ongoing stakeholder engagement initiatives, which require no additional KPIs.

### 2.2. From metrics to meaning

SDG 12 / SDG 16



This 2026, we are advancing our ESG framework by moving from initial implementation to strategic evolution, with specific focus on risk management. Our priority is to **formalize ESG risk mapping**, integrating sustainability and ethical considerations directly into our decision-making and governance.

#### Actions:

We are currently embedding ESG risk mapping into our risk management system. This process involves identifying and assessing key areas critical to a communications agency, including:

- **Reputational Risk:** safeguarding against campaigns or partnerships conflicting with our ethical values.
- **Operational Risk:** ensuring rigorous standards for data privacy and cybersecurity.
- **Social Risk:** prioritizing employee well-being, workplace culture, and internal compliance.
- **Indirect Environmental Risk:** managing the footprint of business travel and our supply chain.

By integrating this mapping into our governance, we can proactively identify challenges and ensure a structured approach to ESG in our daily business.

### KPI:

- ESG risk mapping fully integrated into corporate risk management **by the end of 2026**

*(Ongoing monitoring and reporting processes remain and do not require new KPIs for 2026)*

### Expected Impact:

This formal mapping allows us to identify and mitigate risks more clearly, ensuring total alignment with our Code of Ethics. By making our risk management more transparent and data-driven, we support better decision-making while maintaining our established operational performance.

## 2.3. Making sustainability a daily practice

### SDG 12



### Actions:

In 2026, Well Com **will foster sustainable practices** as a natural component of our day-to-day operations. Our focus extends beyond established operations and procedures, **prioritizing team engagement and the adoption of sustainable daily practices**, whether working from the office or at home.

We are **empowering our teams to spearhead sustainable ideas and initiatives**, transforming sustainability into a tangible, shared value. Through this approach, small daily actions will evolve into concrete expressions of collective responsibility and awareness, further embedding sustainability into our company culture.

### 3. Ethical and transparent governance

#### 3.1. Embedding ethics into our agreements

SDG 8 / SDG 16



##### Actions:

In 2026, Well Com will continue to ensure that all new business contracts incorporate ethics and transparency clauses, building upon the practices established in previous years. This focus on contractual standards reflects our agency's commitment to a fair, inclusive, and responsible economy, strengthening the alignment between our ethical values and daily professional relations.

Explicitly embedding principles of transparency and fairness into our contracts helps promote virtuous conduct throughout our supply chain, fostering trust, legal compliance, and shared responsibility among collaborators, clients, and suppliers.

#### 3.2. Turning policy into culture

SDG 16



##### Actions:

Throughout 2026, Well Com will leverage internal tools—such as our company guidebook and digital platforms (e.g., Microsoft Teams)—to identify and formalize any new policies that may arise. Our objective is not to over-regulate but to provide clear, accessible guidelines on topics emerging from daily operations, thereby supporting our team in their decision-making processes.

These contents will be disseminated through digital communications and targeted training sessions to ensure full understanding and active engagement, keeping policy management fluid and aligned with our company culture.

##### KPI:

New policies to be identified, formalized, and communicated to staff: >3

##### Expected Impact:

This approach enables us to respond to new operational or regulatory needs in a timely, structured manner without burdening already established processes. By allowing for the rapid formalization of emerging policies, we enhance clarity, transparency, and consistency, further embedding a responsible and participatory culture within the agency.

## 4. Building stronger bonds with our community SDG 12/ SDG 17



### 4.1. Our social commitment in practice

#### Actions:

In 2026, Well Com will continue to partner with a local organization through an annual financial contribution, reaffirming our commitment to maintaining a concrete focus on social initiatives aligned with our corporate values. Throughout the year, we will also evaluate further opportunities to participate in charitable projects or community support programs, ensuring they remain consistent with our business activities and the local context in which we operate.

#### KPI:

- Social initiatives to be supported in 2026:  $\geq 2$

#### Expected Impact:

Supporting social initiatives is a concrete and ongoing commitment to the community for Well Com. By providing specific contributions that reflect our identity, we aim to play an active role within our local environment, promoting a culture of responsibility and care for both people and the community.

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**2 Enhance** the skills of employees by providing opportunities for personal and professional growth through continuous learning and mentoring. The company also encourages the sharing of acquired knowledge through internal workshops aimed at strengthening both skills and relationships, while fostering creative expression.

## 1. Empowering and growing internal talent SDG 4 / SDG 8



### 1.1. Competency mapping

#### Actions:

In 2026, Well Com will continue its commitment to enhancing team competencies. The annual mapping remains a central tool for understanding professional growth and tailoring development initiatives.

The agency will host training sessions and workshops, both internally and with external industry experts, to strengthen core skills and support both individual and collective growth. Our focus will be not only on closing skill gaps but also on consolidating and expanding expertise over time.

#### KPI:

- Growth in competencies identified through the annual mapping
- Internal training activities and workshops: **5**

*(Training activities include collaborative sessions with industry professionals and experts.)*

#### Expected Impact:

Investing in competency development fosters a collaborative work environment where knowledge is shared and accessible, thereby enhancing independence, accountability, and teamwork. This approach builds a more resilient and adaptable organization while empowering every team member to contribute their unique talents.

## 1.2. Strategic investments SDG 9



#### Actions:

In 2026, Well Com will continue the innovation journey initiated in previous years, focusing on internal experiments and initiatives designed to improve our services, methodologies, and team skills. Our goal is to leverage internally developed ideas and solutions to stimulate creativity and encourage knowledge sharing among collaborators.

Experimentation will be integrated into daily operations with a pragmatic approach tailored to a communications agency: focusing on small-scale projects, tests, and innovative methodologies that generate concrete, immediately applicable value without requiring massive investments or dedicated infrastructure.

### KPI:

- R&D projects to be developed during the year:  $\geq 1$

### Expected Impact:

Through small-scale internal experiments and initiatives, Well Com strengthens team capabilities and drives innovation in the services we provide. While experimentation can be challenging, internal innovation allows us to test new approaches, develop original solutions, and harness our team's creativity. This enables us to continuously improve work quality, refine effective methodologies, and generate a positive impact on agency operations and the value delivered to our clients.

## 3 Foster a workplace culture and environment that prioritize well-being and support a balanced integration between personal and professional life.

### 1. Evolving our organizational structure

#### 1.1. Making leadership more effective

SDG 4 / SDG 8



### Actions:

In 2026, Well Com will continue to nurture and develop the competencies of the Management Team, reinforcing its capacity to lead the agency toward strategic goals. Focus will be on consolidating managerial skills, promoting cross-functional collaboration, and continuously improving decision-making processes to ensure greater efficiency and agility in daily operations.

**KPI:**

- Growth in managerial competencies as assessed through competency mapping: **+10%**

**Expected Impact:**

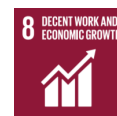
Enhancing managerial skills enables our Management Team to make faster and more informed decisions, improving the agency's ability to respond to market and client needs. Strengthening these competencies means leveraging our human capital as a strategic driver, increasing the agency's resilience and its capacity to develop innovative solutions within complex environments.

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**4 Select** suppliers who share the company's values, favoring partners with a demonstrable commitment to social, economic, and environmental sustainability, and regularly monitoring their standards over time.

**1. Building a responsible and sustainable supply chain****1.1. Mapping and qualifying our supplier network**

SDG 8 SDG 12 SDG 17

**Actions:**

We remain committed to a sustainable supply chain by partnering with suppliers who share our core principles and prioritizing collaborations with local contacts, long-standing industry partners, and social-impact organizations. Managing a supply chain in a communications agency is inherently complex, as services are highly specialized, fragmented across diverse fields, and sometimes selected directly by our clients—factors that can limit the systematic application of ESG criteria. Nevertheless, our 2025 experience helped identify key areas for development and best practices, ensuring alignment between our operational procurement and our commitment to a responsible, sustainable supply chain. We will continue to monitor and share our progress throughout 2026.

## 1.2. Assessment and strengthening supplier ecosystem SDG 8 SDG 9 SDG 12



### Actions:

In 2026, Well Com will continue to strengthen strategic and social-impact initiatives, consolidating existing relationships such as our partnership with **La cucina di Pina** and **Cooperativa Alice**. Our goal is to ensure long-term support, highlight the contributions of those who operate according to ethical and responsible principles, and explore new opportunities with organizations capable of generating a positive impact on both the community and the quality of the services we provide.

### KPI:

- Collaborations with innovative or impact-driven suppliers: **2**

### Expected Impact:

Investing in suppliers with a positive social impact allows us to build lasting and meaningful connections, further aligning economic goals with our commitment to social responsibility. These relationships contribute not only to the quality of our projects but also to the well-being of the local community, establishing our dedication to sustainability and the creation of shared value.

## 5 Contribute to the development of local communities through communication projects for Consortia and producer associations—initiatives that help foster the economic and social sustainability of rural areas.

### 1. Responsible communication to support rural communities SDG 8 / SDG 12 / SDG 17



### Actions:

In 2026, Well Com will continue to support rural communities, focusing particularly on Consortia and producer associations by **offering flexible terms for accessing our communication services**.

Our goal is to foster the growth of local agri-food supply chains while ensuring fairness for our clients and economic sustainability for the agency. These initiatives aim to strengthen the territorial identity of these communities, promote lasting collaborations, and support the competitiveness of local production, effectively transforming communication into a tool for shared value.

### KPI:

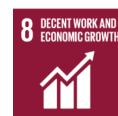
- Projects with flexible terms to be activated for Consortia/associations:  $\geq 2$

### Expected Impact:

These actions solidify Well Com's commitment to generating a positive impact on rural areas, bolstering the strategic presence of these groups and supporting the economic and social development of local supply chains. Consequently, our work becomes a vehicle for cohesion, visibility, and inclusive growth, fully aligned with our purpose as a Società Benefit.

## 6 Support the development of skills in the agri-food sector through mentoring programs for start-ups and training opportunities for professionals.

### 1. Empowering agri-food start-ups SDG 8 / SDG 9



### Actions:

In 2026, Well Com will continue to support agri-food start-ups by providing the mentoring and strategic vision needed to sharpen their brand identity and market position. This initiative focuses on cultivating emerging talent and generating tangible value for local and national production systems, ultimately fostering a more innovative and sustainable entrepreneurial landscape.

### KPI:

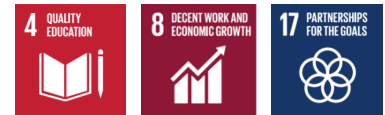
- Pro bono consulting days to be provided for start-ups: 5

### Expected Impact:

This activity supports the growth of new players in the agri-food sector by promoting expertise, innovation, and virtuous relationships with the surrounding area, consistent with Well Com's mission as a Società Benefit.

### 3. Building skills and sharing knowledge

SDG 4 / SDG 8 / SDG 17



### Actions:

In 2026, Well Com will continue to promote the dissemination of knowledge and skills within the agri-food and communication sectors through mentoring and educational activities. The agency will participate in courses, webinars, and initiatives focused on professional growth and work culture, strengthening the dialogue between businesses, educational institutions, and the non-profit sector, while consolidating our role as an enabler of expertise and innovation.

### KPI:

- Training hours to be provided: **10 hours**
- Webinar/podcasts/interviews to be hosted or attended: **3**

### Expected Impact:

This initiative contributes to the spread of strategic knowledge and expertise, promoting conscious leadership, a people-centered work culture, and virtuous relationships between businesses, education, and the wider community.

**7 The company commits** to inspiring positive changes in operational practices, demonstrating that economic growth and public benefit purpose can not only coexist, but actively reinforce one another.

### **1. Strategic collaboration for shared value creation** SDG 8 / SDG 9 / SDG 17



#### **Actions:**

In 2026, Well Com will continue to nurture the strategic relationships established with Koodit, Tapeless, and other selected agencies. We aim to deepen these foundations of trust and explore opportunities to co-create value through joint projects, combining diverse expertise to develop innovative, high-quality solutions.

#### **KPI:**

- Active partnerships to consolidate: **3**
- Projects to be developed through co-creation: **1**

#### **Expected Impact:**

This approach drives a culture of innovation and collective growth, anchoring our economic success to the shared value we generate. By involving our internal teams into these collaborative projects, we sharpen our collective expertise and fuel professional development, ensuring we deliver creative, sustainable solutions that resonate with our clients and set new standards in the market.

C  
*Impact  
evaluation*

# 1. Methodology

For Well Com, measuring impact means understanding how our actions concretely generate value for people, communities, and the environment. Our assessment is based on two complementary tools: **SABI (Sustainability Assessment and Benchmarking Index)** and the **Theory of Change**, which help us translate our commitment into measurable and meaningful results.

## SABI – Sustainability Assessment and Benchmarking

SABI is an evaluation tool that enables benchmarking against industry standards and international frameworks. Its key advantages include:

- **Comparative approach:** it identifies strengths and areas for improvement in relation to similar other organizations.
- **Standardized measurement:** it relies on established KPIs, ensuring an objective and structured evaluation.
- **Clarity for stakeholders:** the method translates our efforts into concrete, communicable outcomes for clients, partners, and investors.

## Theory of Change: from action to impact

The Theory of Change helps us bridge the gap between our efforts and the results we aim to achieve, establishing a logical thread between strategies and impact. The model unfolds as follows:

**Input** – The resources we invest (budget, time, skills) and the environmental, social and economic challenges we aim to address.

**Actions** – The specific projects and initiatives we implement.

**Measurable outputs** – Tangible and short-term results, such as training hours delivered or new policies implemented.

**Outcomes and long-term impact** – The lasting changes, such as increased internal expertise, increased ESG awareness among clients and suppliers, and the creation of shared value within the agri-food sector.

Thanks to this approach, we are able to define KPIs aligned with our specific goals:

- 1. Output KPIs:** these measure the immediate, quantitative results of our actions.
- 2. Outcome KPIs:** they assess the medium-to-long term effects on employees, clients and partners.
- 3. Impact KPIs:** these represent systemic change and the creation of shared value in the agri-food industry.

This integrated approach allows us to measure both immediate effects and lasting changes with rigor, ensuring consistency with our mission as a Società Benefit and transparency toward all stakeholders.

## Materiality and Impact Analysis

Through the materiality analysis conducted using the SABI Self-Assessment Tool for Positive Impact, we have identified the most relevant impacts generated by our agency—including both actual and potential ones, whether positive or negative, intentional or unintentional.

The table below illustrates the level of relevance for the 15 “Standard Social and Environmental Impacts” proposed by the tool. **Material impacts**—considered highly or moderately relevant—as well as those closely linked to our core business have been explored in greater depth in the evaluation.

**Areas with negligible impact** are not included due to a lack of importance, but because their direct or potential effect is either limited or so indirect that it cannot be meaningfully influenced by our actions.

## 2. Materiality analysis

Impact area	Description	Relevance
<b>Workforce health and safety</b>	Health, well-being, and safety—physical, mental, and personal—of our team, ensuring the necessary means for protection and support	<b>(1) Core Business</b>
<b>Economic development</b>	The economic growth and development generated by the company, both internally (for employees, investors, etc.) and externally (surrounding areas, communities, and interconnected stakeholders)	<b>(1) Core Business</b>
<b>Professional growth, well-being and job satisfaction</b>	The individual and professional development of our team, including skills growth, physical and mental well-being, and satisfaction in their work	<b>(1) Core Business</b>
<b>Individual well-being</b>	The quality of people's lives—both within and outside the company—including needs and expectations related to satisfaction and quality of life	<b>(2) Highly Relevant</b>
<b>Local communities</b>	Individuals or groups living or working in areas that may be directly or indirectly affected by the company's operations (e.g. local residents, communities near production sites, indigenous populations, etc.)	<b>(2) Highly Relevant</b>
<b>Biodiversity and ecosystems</b>	The variety of living organisms, including marine, aquatic, or more complex ecosystems, and their conservation	<b>(3) Moderately Relevant</b>
<b>Climate change</b>	Long-term changes in global temperatures and weather patterns that may be influenced by or have an effect on our sector	<b>(3) Moderately Relevant</b>
<b>Human rights</b>	The protection of the inalienable rights of all people—essential to dignity, survival, and development—both within and outside the organization	<b>(3) Moderately Relevant</b>
<b>Economic and social inequalities</b>	The reduction or worsening of economic and/or social inequalities between individuals—that is, differences in access to resources and opportunities for a decent quality of life	<b>(3) Moderately Relevant</b>
<b>Diversity, equity and inclusion</b>	Respect for and protection of diversity—not only in terms of gender but also ethnicity, disability, age, etc.—promoting fair and inclusive treatment for all, without discrimination	<b>(3) Moderately Relevant</b>
<b>Education, information and culture</b>	The dissemination of educational, training, and cultural content, and initiatives aimed at maintaining or improving employees' skills and knowledge, as well as informing the wider public	<b>(3) Moderately Relevant</b>
<b>Water and marine resources</b>	The proper or improper management of water and marine resources (e.g. overuse, waste, or misuse)	<b>(4) Negligible</b>

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**Circularity and resource use**

The efficient use of natural resources in ecosystems, production, and consumption, with the goal of reducing waste and preserving long-term value, following a circular economy logic

**(4) Negligible**

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**Pollution**

The release or reduction of harmful substances into the air, water, and soil, with potential risks to human health and/or the environment

**(4) Negligible**

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**Social progress and innovation**

The development and advancement of society in terms of change and innovation, including technological, digital, and scientific innovation

**(4) Negligible**

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## Impact evaluation

Below is an overview of the agency’s material impacts, each accompanied by a rating (green, yellow, red) reflecting the level of impact generated by the company’s activities. The assessment is based on the self-evaluation carried out for each component of the model.

**Red**

**CRITICAL AREA:** used when even one relevant Minimum Requirement is marked as “not met” or “in progress”

**Yellow**

**ATTENTION NEEDED:** used when at least one component influencing that impact receives a critical score (1 or 2)

**Green**

**STRONG PERFORMANCE:** used when the average score of the components influencing that impact is above 3.8

**Neutral:** applies in all other cases

For each impact we have identified the contributing factors which represent the levers we can act on to strengthen our positive impact. The impacts are presented in order of relevance to our agency, starting with those most closely linked to our core business, followed by those considered highly or moderately relevant. Impacts assessed as negligible are not included in this section.

### Core Business

- Workforce health and safety
- Economic development
- Professional growth, well-being and job satisfaction



### Highly relevant impact

- Individual well-being
- Local communities



### Moderately relevant impact

- Economic and social inequalities
- Diversity, equity and inclusion
- Human rights
- Climate change
- Education, information and culture
- Biodiversity and ecosystems



## 3. Impact assessment

### Method for scoring and evaluation

The evaluations presented in this report are based on a qualitative scoring scale that incorporates specific criteria related to environmental, social, and governance (ESG) impacts.

#### 1. Scoring scale

Scores are expressed on a scale from 1 to 6, each reflecting a specific level of performance:

1. **Critical issues:** there are significant shortcomings, immediate corrective action is needed.
2. **Some concerns:** minimum compliance is met, but with clear room for improvement.
3. **Adequate but improvable:** there is positive impact that can be strengthened.
4. **Well managed:** the company has implemented effective policies and practices, showing solid results and continuity over time.
5. **Outstanding result:** remarkable impact, with innovative solutions and best practices.
6. **Excellent:** consolidated excellence, with results exceeding expected standards.

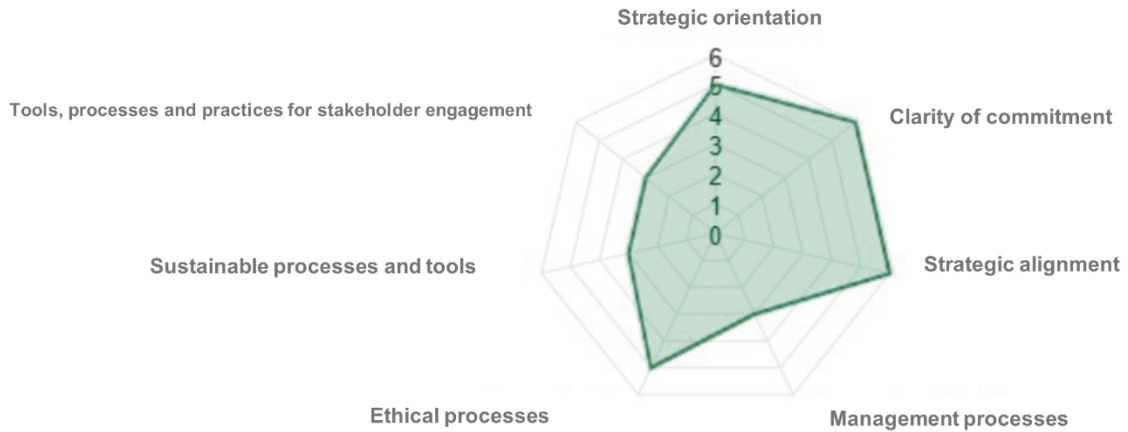
### Evaluation criteria

Scores are assigned based on several key parameters:

1. **Presence of policies and strategies:** availability of official documents regulating company practices (e.g. Code of Ethics).
2. **Concrete implementation of initiatives:** effective execution of stated actions.
3. **Measurable results:** Quantitative or qualitative data and indicators that demonstrate progress.
4. **Benchmarking:** positioning relative to industry standards or best practices in the relevant sector.
5. **Evidence of long-term commitment:** continuity and evolution of initiatives over time.

# Governance

## Self-assessment of Governance



Area	Self-assessment	Notes
How does the company position itself in relation to its social role?	5 Outstanding result	<p>Well Com confirms its active and structured position as a Società Benefit, embedding the generation of positive impact into its Articles of Association, beyond business results. The company intervenes with intention and in an organized manner in creating positive impact, particularly through communication and the promotion of the agri-food sector.</p> <p>Sustainability and social responsibility are not side elements of the business model but are integral to its corporate strategy. This method has been consolidated in recent years, proving Well Com’s capability in promoting sustainable supply chains, raising awareness on ESG issues, and empowering communities.</p> <p>The 2025 evaluation highlights the agency’s continuous and solid commitment to social issues.</p>
Clear commitment	6 Excellent	<p>Well Com’s commitment to sustainability, the agri-food sector, and employee well-being is clearly stated in the Code of Ethics and in the Articles of Association, which define our responsibilities alongside clear, measurable, and transparent goals.</p> <p>This enables the agency to systematically monitor and evaluate its impact using tools like competency mapping, internal employee well-being surveys, and ongoing ESG analysis.</p> <p>The 2025 assessment confirms this level of performance as “Excellent”, recognizing the strength and consistency of Well Com’s commitment: our focus on sustainability and social responsibility is a tangible, measurable pillar of corporate governance.</p>
Strategic alignment	6 Excellent	<p>Well Com maintains a solid alignment between ownership, leadership, and management, ensuring a common vision and culture consistent with declared goals.</p> <p>Corporate governance fully integrates values such as sustainability, ethics and commitment to social issues, ensuring that strategic decisions consistently aim to generate positive impact for the agri-food sector, our employees, and local communities.</p> <p>This year’s assessment confirms the agency’s ability to translate principles and strategies into shared behaviors and practices at all organizational levels.</p>

### Management processes **3 Adequate but improvable**

This second assessment shows that Well Com has significantly solidified its processes. Compared to 2024, KPIs related to social, environmental and strategic impact have been clearly defined, allowing for constant monitoring throughout the year.

The analysis of risks associated with business activities and the monitoring of KPI progress have strengthened internal governance, ensuring that operational decisions remain consistent with our sustainability goals and commitment to the agri-food sector.

The assessment confirms the effectiveness of the implemented systems and the maturity of our business processes.

### Ethical processes **5 Outstanding result**

Well Com upholds transparency, responsibility and mutual respect, promoting an inclusive culture that values diversity. Our Code of Ethics clearly defines expected behavior and criteria to prevent conflict of interest, enabling fair decision-making that is consistent with the company's social commitment.

In our second year as a Società Benefit, Well Com has further solidified its ethical processes, closely monitoring adherence to our core values while proactively assessing potential risks linked to our activities.

The ESG report published on our website confirms our commitment to responsible reporting. Our financial statements are prepared with transparency and accuracy; as part of our long-standing practice, the agency performs a pre-closing of the previous year as early as February, achieving a 98-99% correspondence with the final closing in April, a testament to our constant monitoring of results throughout the fiscal year.

The 2025 assessment reflects the robustness of the agency's processes and our ability to ensure a work environment that is fair, ethical, and oriented toward the well-being of our team.

### Sustainable processes and tools **3 Adequate but improvable**

Well Com integrates sustainability into its processes and tools, consistently with its role as a communications agency. The agency regularly gathers feedback from clients, collaborators, and partners through questionnaires and coordinator surveys to improve work practices and foster team well-being.

The annual ESG report is published on the company website, ensuring transparency regarding social and environmental impacts.

The Remote-First work model is a digital and flexible solution that helps reduce CO<sub>2</sub> emissions and streamlines resource usage while supporting work-life balance. For professional travel, the agency prioritizes train transport and strives to optimize movements, balancing the need to reduce environmental impact with the importance of physical presence to ensure the quality of client relationships.

While our core business focuses on delivering services rather than manufacturing physical products, Well Com maintains clear accountability for sustainability, embedding ESG criteria directly into our daily operations. Despite these established measures, the 2025 assessment maintains our previous rating, highlighting the need to adopt more systematic approaches to further scale the agency's positive environmental impact.

### Tools, processes and practices for stakeholder engagement **3 Adequate but improvable**

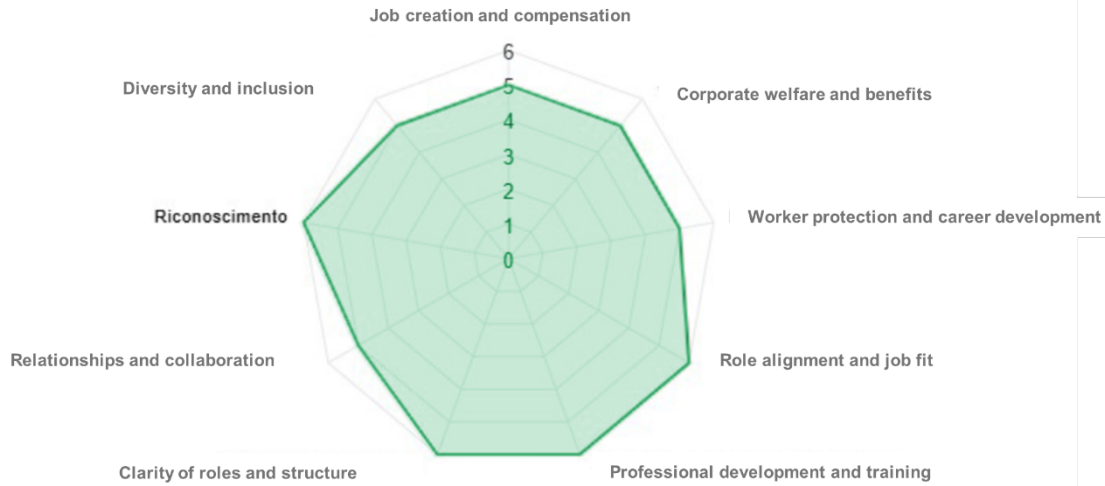
Entering our second year as a Società Benefit, Well Com reaffirms its commitment to actively involving stakeholders in our decision-making processes and continuous improvement initiatives. To this end, the agency employs structured listening and engagement tools, such as coordinator surveys and questionnaires on workplace well-being and employee satisfaction, which allow to gather feedback to refine leadership, workplace climate and internal structure.

The Remote-First model enables ongoing dialogue through digital tools that support transparent and open communication. Regular team meetings and internal check-ins are scheduled to update staff on decisions, goals and results, fostering a culture of open exchange and shared responsibility. The monthly "Well Com in Cerchio" meetings, led by the CEO, provide a dedicated space for collective reflection, strengthening the sense of belonging and the active participation of all team members.

Stakeholder engagement also extends to clients and partners, with whom the company maintains an open conversation to develop sustainable and socially responsible strategies and projects. The Code of Ethics, ESG Report and Articles of Association are publicly accessible documents, further contributing to clearly communicating our commitments and strategic direction.

# Work

## Creating value through work



Area	Self-assessment	Notes
<b>Job creation and compensation</b>	5 <b>Outstanding result</b>	Well Com maintains competitive salaries aligned with major urban standards, while offering the benefit of lower living costs thanks to the Remote-First model. In 2025, 6% of EBITDA was allocated to bonuses: 33% directed toward collective agency performance rewards and 67% toward individual performance-based incentives.  The agency provides permanent contracts for all employees and actively supports internal mobility: in 2025, 18% of the workforce received promotions, confirming our commitment to merit and professional development.
<b>Corporate welfare and benefits</b>	5 <b>Outstanding result</b>	Well Com dedicates continuous attention to employee well-being, grounding its operations in a flexible and sustainable work model. This approach reflects our concrete commitment to ensuring an inclusive environment that respects personal time through initiatives such as the Remote-First model, the right to disconnect, clear leave policies, and the introduction of “day off” opportunities, all of which foster balance, autonomy, and quality of professional life.
<b>Worker protection and career development</b>	5 <b>Outstanding result</b>	Well Com places a strong emphasis on empowering its team members, guaranteeing permanent contracts, clear career progression paths, and access to both internal and external training. These initiatives foster a motivating, sustainable work environment centered on personal and professional development.
<b>Role alignment and job fit</b>	6 <b>Excellent</b>	Well Com promotes full alignment between individual talents and roles, fostering the development of skills and helping team members reach their full potential. This is achieved through established practices, such as periodic surveys on well-being, competency mapping, job rotation, induction programs, and reverse feedback from coordinators, which encourage balanced assignments, professional growth, and a collaborative work environment built on trust and accountability.

<b>Professional development and training</b>	<b>6 Excellent</b>	Well Com invests in the professional development of its team members through technical and soft-skills training, collective learning sessions such as in-person Cerchio and team building, and networking activities. Additionally, CEO-led mentoring, strategic staffing decisions, and carefully planned career paths ensure focus on growth. These practices foster skill enhancement, collaboration, and active participation, creating a stimulating and inclusive work environment.
<b>Clarity of roles and structure</b>	<b>6 Excellent</b>	Well Com ensures clarity and transparency in work practices through concrete and shared resources, such as the Code of Ethics, the Service Charter, the Organizational Guidebook, the Job Description Handbook, and the use of Microsoft Teams as our primary tool for communication. These practices create an orderly, consistent work environment based on accountability, ensuring that roles, processes, and expectations are clear for every team member.
<b>Relationships and collaboration</b>	<b>5 Outstanding result</b>	Well Com cultivates effective relationships and collaboration by combining offline initiatives, such as in-person team building and networking gatherings, with online sessions like the monthly Cerchio and tools like Microsoft Teams. We also acknowledge individual contributions through our internal newsletter, which celebrates outstanding work while reinforcing our purpose and culture. Since 2025, we have implemented a quarterly reverse feedback process for coordinators, further strengthening transparency and engagement. These underpin a collaborative, conscious, and respectful approach to work, honoring everyone's personal time.
<b>Recognition</b>	<b>6 Excellent</b>	Well Com recognizes and values individual contributions through quarterly feedback sessions with the CEO and HR, as well as competency mapping, tools that ensure alignment between roles and professional development. Our compensation policy remains competitive; in 2025, 6% of our EBITDA was allocated to performance bonuses, while 5% was dedicated to career mobility, further reinforcing motivation, merit, and accountability.
<b>Diversity and inclusion</b>	<b>5 Outstanding result</b>	Well Com is committed to embracing diversity and fostering inclusion, combining an open and flexible environment with a young team (average age of 36) and a strong female representation: 74% among staff and 75% within the management team. These metrics reflect our concrete dedication to balanced leadership and an inclusive culture that encourages participation, skills development, and the unique contribution of every individual.
<b>Connection with employees</b>	<b>5 Outstanding result</b>	Well Com builds strong cohesion among team members, fostering long-lasting relationships and a deep sense of belonging. The average tenure of 6 years testifies to the stability of our working relationships, while tools such as reverse feedback for coordinators and the high rate of spontaneous applications (84% in 2025) highlight our engagement, trust, and our attractiveness as a place to grow and work in.

# Product

## Delivering value through our services



Area	Self-assessment	Notes
<b>Product quality</b>	<b>5 Outstanding result</b>	<p>Well Com provides high quality communication services, with strong focus on data and analysis, offering tailor-made solutions. The agency continuously invests in digital solutions and use of innovative tools, like advanced press monitoring, customized CRM and personalized reports that allow for accurate, effective and prompt services.</p> <p>Service quality also involves the capability to adapt according to clients' needs, thanks to modular solutions and a methodology based on measurable data and advanced analytics. Meticulous planning, constant monitoring of results and clear reporting build client trust, further strengthening Well Com's reputation.</p> <p>The Remote-First model ensures agile and flexible project management, while guaranteeing high quality service and solid client relations. Well Com also invests in continuous training for its workforce, covering both soft and hard skills, and applies staffing strategies focused on professional development and perfect fit between clients and the agency.</p> <p>Throughout the year, Well Com has refined its performance, upholding rigorous quality standards while staying at the forefront of industry trends. This ongoing evolution ensures we continue to deliver effective, reliable solutions that consistently meet client expectations.</p>
<b>Quality of relationships with clients</b>	<b>6 Excellent</b>	<p>Well Com stands out for its consultative and personalized approach, fostering long-term client relationships built on trust and collaboration. We guarantee continuous, proactive support, maintaining sharp focus on client needs and ensuring rapid problem-solving through regular weekly or monthly check-ins.</p> <p>Our data-driven approach yields precise insights and targeted responses, enhancing communication and supporting clients in their decision-making processes. Furthermore, our CRM enables efficient relationship management, ensuring that all interactions are traceable and timely. Well Com prioritizes transparent, open communication, consistently aiming for effective solutions.</p>

This commitment to relationship quality is reflected in tangible indicators: an exceptionally low rate of early contract terminations, the flexibility to adjust mid-contract activities based on emerging needs, and our ability to generate new opportunities through upselling and referrals from existing clients. Flexible operational practices further solidify this partnership of trust and collaboration over time.

Finally, we cultivate an internal culture dedicated to nurturing relationships. Through ongoing staff coaching and the support of our “I’M OK YOU’RE OK” space, we proactively address potential issues and maintain a positive climate, which directly enhances the quality of service provided to our clients.

**Contribution to people’s well-being**

**4 Well managed**

Well Com places human well-being at the heart of its mission, aiming to generate shared value for clients and society through responsible, strategic communication. The agency supports sustainable agri-food companies by fostering an ethical culture rooted in awareness, while promoting responsible conduct both within and outside the organization.

Employee well-being is upheld through consolidated practices, including our Remote-First model, flexible working hours, structured well-being check-ins, and dedicated internal support services. These initiatives allow us to identify potential challenges early, enhance the quality of both professional and personal life, and support our team’s ongoing growth.

This commitment extends to our clients. By providing a clear organizational structure and ensuring the efficient use of time and resources, we deliver effective marketing and communication strategies. Well Com develops initiatives that empower clients and stakeholders to make informed, responsible decisions, thereby strengthening our positive impact on the professional and social landscape.

In our second year as a Società Benefit, we have further solidified our focus on human well-being through clear, structured monitoring. This framework serves to validate the strength of our existing initiatives while reflecting our unwavering commitment to ongoing progress.

**Accessibility and inclusion in services**

**5 Outstanding result**

Well Com ensures equal access to its services by employing tools and practices that foster inclusive participation. Meetings are predominantly held online, particularly to accommodate clients and partners in remote locations. Furthermore, we prioritize clear, transparent, and simplified communication to ensure that information is accessible and easily understood by all recipients.

The agency leverages virtual tastings and online PR events to bridge geographical and logistical gaps, thereby facilitating broader attendance. Additionally, we work with associations and consortia, offering services at preferential rates to build lasting partnerships and mitigate economic barriers.

As we mark our second year as a Società Benefit, we have successfully delivered several co-created projects and surpassed the KPIs set for subsidized initiatives. These achievements demonstrate a seamless integration of inclusivity, accessibility, and strategic collaboration within our service offerings. Ultimately, these results reinforce our ability to provide equitable, sustainable services that create lasting value for all our stakeholders.

**Environmental sustainability**

**4 Well managed**

As a communications agency, Well Com integrates environmental sustainability into its operations. While our direct impact differs from manufacturing entities, we recognize our responsibility to minimize our carbon footprint. Key to this strategy is our Remote-First model, which reduces daily commuting, alongside our Virtual Tasting format, which lowers CO<sub>2</sub> emissions by eliminating unnecessary travel.

When professional travel is necessary, we prioritize train travel as the preferred mode of transport. We strive to optimize travel schedules, carefully balancing the need for in-person interaction—which remains vital for maintaining high-quality client relationships—with our commitment to minimizing environmental impact.

In parallel, we actively manage our digital storage to reduce our data footprint and energy consumption. Furthermore, we encourage sustainable practices among our partners and clients, promoting eco-friendly materials and responsible behavior.

**Responsible use of resources**

**4 Well managed**

While Well Com does not operate a direct production chain, we are deeply committed to the responsible use of digital and communication resources. We have implemented concrete measures to reduce our environmental impact, including optimized digital archiving and the use of sustainable materials for printed communications.

In this second year as a Società Benefit, we continue to consolidate these practices and monitor their effectiveness, consistently striving to enhance the efficiency and sustainability of our processes.

**Product end-of-life (circularity)**

**4 Well managed**

As Well Com does not manufacture physical goods, our circular economy efforts focus on mitigating the impact of digital and communication materials. We have optimized digital storage to lower energy consumption, minimized the use of physical media, and prioritized sustainable solutions for content sharing.

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We continue to consolidate these practices in our second year as Società Benefit. By monitoring their effectiveness and identifying new opportunities to reduce our environmental footprint, we remain aligned with our long-term vision of sustainability and circularity.

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### Service innovation **4 Well managed**

Well Com has introduced and consolidated innovative services, such as B2B social media management (LinkedIn) and continued CRM development to improve more efficient processes and customer relationship management. Furthermore, our press monitoring has been upgraded with sophisticated digital tools, enabling more precise and timely analysis.

In 2025, the agency launched a new event format dedicated to professional sommeliers, showcasing our ability to innovate in experiential offerings by integrating creativity, professional networking, and modern content delivery.

These initiatives underscore Well Com's commitment to innovation, allowing us to maintain high-quality standards while anticipating the evolving needs of our clients and the industry.

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### Cultural engagement **5 Outstanding result**

Throughout 2025, Well Com expanded its outreach initiatives to foster a corporate culture rooted in sustainability, responsibility, and professionalism. Our CEO, Francesco Minetti, continued to play a key role in various training courses, webinars, and industry events, including MIV, WineJob HR, and the Agribusiness Innovation Lab.

Compared to the previous year, these activities have grown significantly, with increased presence on LinkedIn, a structured webinar program, and participation in thematic podcasts. This evolution has strengthened the dissemination of our corporate culture, broadened our reach, and solidified our agency's reputation as a trusted player in the sector.

These efforts demonstrate Well Com's ability to translate its internal culture into tangible communication and training tools, earning recognition from our team, clients, and external stakeholders.

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### Client loyalty **5 Outstanding result**

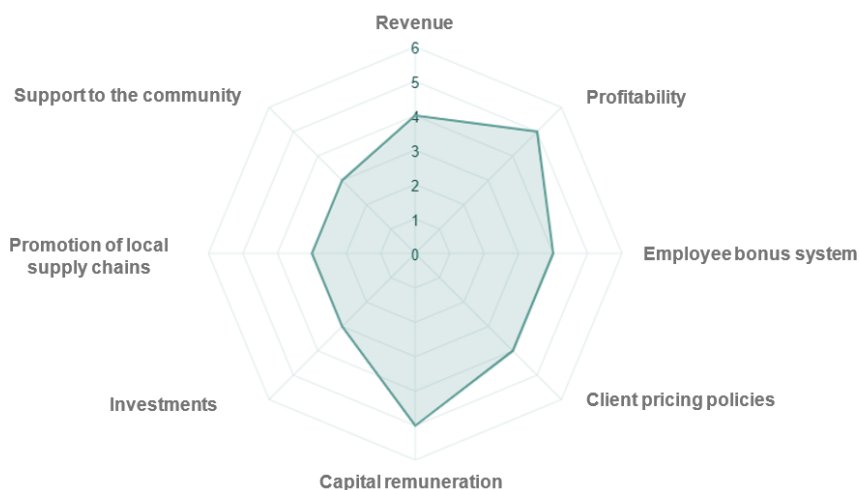
Well Com maintains strong client retention rate, characterized by a consistently low churn. Our satisfied clients frequently generate new opportunities through referrals, and the agency is successful in re-engaging with former partners.

These results confirm the consistency of our relationship management and the effectiveness of our established practices.

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# Economic Impact

## Creating economic value



Area	Self-assessment	Notes
<b>Revenue</b>	4 <b>Well managed</b>	In 2025, Well Com navigated a complex market, resulting in a 13% decrease in revenue compared to 2024. Nevertheless, the organization demonstrated a resilient approach to economic management through meticulous operational control and a strategic shift toward higher-value services.
<b>Profitability</b>	5 <b>Outstanding result</b>	Well Com maintained positive profitability despite the 13% decline in turnover compared to 2024, confirming the resilience of our business model and our ability to adapt to a complex economic environment. The optimization of structural costs (-14%) allowed us to stabilize EBITDA at 28% of revenue and mitigate the decline in pre-tax profit, which stood at -7% year-on-year.  Meticulous management of variable costs and the development of higher-margin services have helped preserve our overall economic balance and the long-term sustainability of our profitability.
<b>Employee bonus system</b>	4 <b>Well managed</b>	Throughout 2025, Well Com remained committed to sharing company results with its employees in a way that is both tangible and aligned with our overall performance. We allocated 5% of EBITDA to promotions and 6% to performance bonuses, distributed across the entire workforce.  Despite a significant contraction in revenue, we continued to grant meaningful bonuses and promotions. This reflects our firm commitment to valuing our people’s dedication and redistributing a share of the value generated, even in the absence of formal profit-sharing schemes.
<b>Client pricing policies</b>	4 <b>Well managed</b>	Our pricing strategy is the result of a rigorous analysis of costs and market conditions, aimed at balancing the company’s economic sustainability with fairness toward our clients. Whenever possible, we provide a range of options to increase the accessibility of our services, with special consideration for consortia, associations, and small-scale producers. For these partners, we apply favorable conditions, such as deferred payment terms for service management.  In 2025, Well Com also delivered two pro bono projects: one supporting a social inclusion enterprise and another assisting a start-up. These initiatives reaffirm our commitment to fostering access to our services, including contexts characterized by high social impact and innovation.

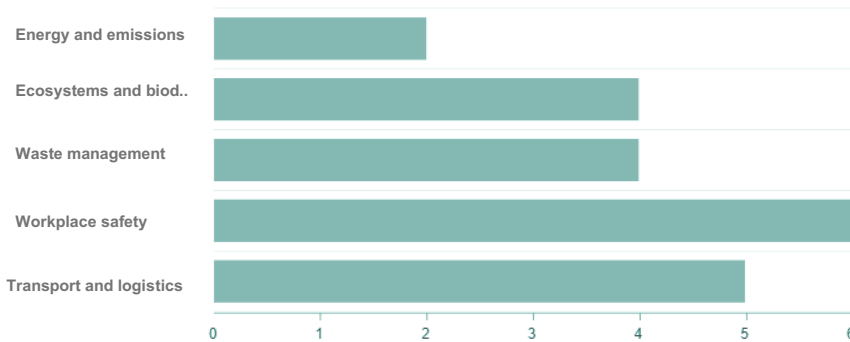
<p><b>Capital remuneration</b></p>	<p>5</p>	<p><b>Outstanding result</b></p>	<p>In 2025, Well Com maintained a prudent dividend policy, keeping the distribution to shareholders unchanged compared to previous years, despite the 13% decline in revenue and the 11% decrease in net profit.</p> <p>As a consolidated practice, a portion of the net profit is retained rather than distributed. This supports the company’s capital strength and long-term resilience, ensuring our ability to navigate complex economic environments in a responsible manner.</p>
<p><b>Investments</b></p>	<p>3</p>	<p><b>Adequate but improvable</b></p>	<p>In 2025, Well Com took its first concrete step toward building a structured Research and Development culture, broadening our investment scope beyond internal training and professional growth. A key initiative was the creation of a new event format for professional sommeliers. Co-developed by our coordinator and the CEO, it was designed to sharpen internal strategic expertise and pilot new operational methods.</p> <p>While this was our only fully completed project in 2025, it marks a clear step forward from the previous year, demonstrating our potential to diversify investments and fuel the long-term growth of our business.</p>
<p><b>Promotion of local supply chains</b></p>	<p>3</p>	<p><b>Adequate but improvable</b></p>	<p>In 2025, Well Com began a partnership with the Cooperativa Sociale Alice–La cucina di Pina, marking our first step toward integrating more innovative and impact-driven suppliers. While this remains an initial effort, it is consistent with our established supply chain, which primarily consists of long-standing partners.</p> <p>This experience has sharpened our approach to supplier management and helped us identify specific areas, such as events or internal initiatives—where collaborating with positive-impact organizations is both realistic and coherent. This represents a clear step forward from the previous year, laying the foundation for a more structured strategy in the future.</p>
<p><b>Support to the community</b></p>	<p>3</p>	<p><b>Adequate but improvable</b></p>	<p>In 2025, Well Com reaffirmed its commitment to corporate philanthropy through a donation to Associazione Lirano. While this initiative is a concrete example of our tradition of supporting social causes, the philanthropic area still requires further development. Our goal is to structure our social impact activities more systematically and further embed a culture of social responsibility within the organization.</p>
<p><b>Shareholder trust and relations</b></p>	<p>5</p>	<p><b>Outstanding result</b></p>	<p>In 2025, Well Com maintained a solid, transparent relationship with its shareholders, grounded in a shared long-term vision. Our ownership structure remains stable, with shareholders consistently demonstrating their support for the agency, both through ongoing trust and a willingness to reinvest.</p> <p>Our quarterly shareholder meetings continue to serve as structured forums for dialogue, where we present the company’s performance and key strategic decisions. While formal feedback mechanisms are not yet in place, consistent open communication and the absence of any issues confirm the solidity of this relationship.</p>

# Sustainable Operations

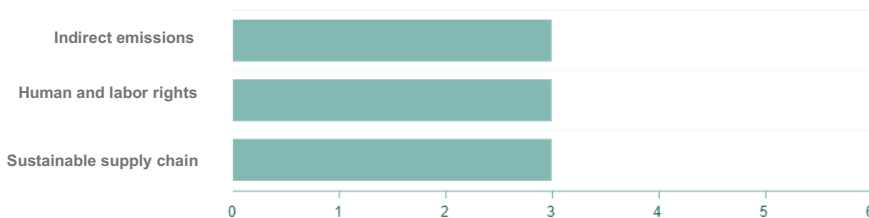
## Self-assessment of Operational Sustainability

This section presents the detailed outcomes of the questionnaire regarding the sustainable management of operations. The charts show the agency’s self-assessment results related both to internal production processes and supply chain management. Only the agency’s perspective is included here, as stakeholders are not considered to have sufficient information to evaluate these aspects and were therefore not asked to provide input.

### Production processes



### Supply chain



Area	Self-assessment	Notes
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**Energy and emissions**    2    **Some concerns**

Well Com’s environmental footprint is inherently minimized by our Remote-First model, which significantly lowers commuting-related emissions.

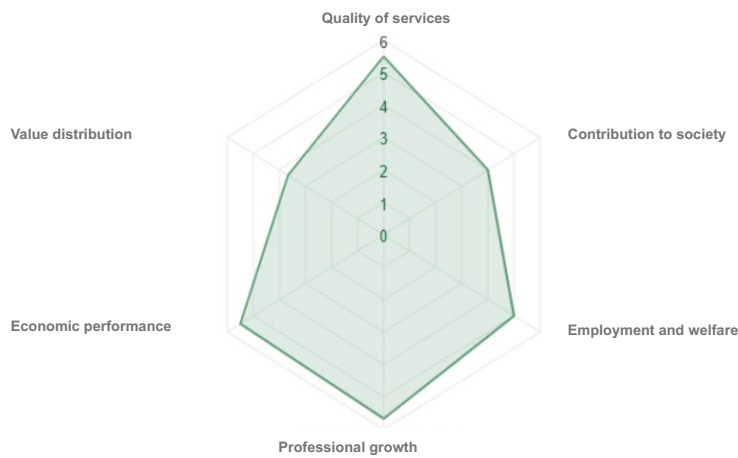
However, we currently lack a formal system to track the emissions generated by our server infrastructure, office operations, and business travel. While we continue to source energy from renewable suppliers, the absence of quantitative data and rigorous monitoring frameworks restrict our ability to accurately measure and further mitigate our environmental impact.

<p><b>Ecosystems and biodiversity</b></p>	<p>4 <b>Well managed</b></p>	<p>As Well Com’s activities have no direct impact on soil, flora, or fauna, our commitment to biodiversity is pursued through indirect actions. We prioritize digital-first workflows to significantly reduce paper consumption and actively encourage our clients and partners to adopt more sustainable practices. This includes promoting online events and operational models designed to minimize travel and resource consumption.</p>
<p><b>Waste management</b></p>	<p>4 <b>Well managed</b></p>	<p>Our Remote-First model naturally minimizes physical waste, while our streamlined digital archiving helps reduce the environmental load of our data storage. We are also committed to consistent waste sorting, having recently upgraded our recycling facilities for better efficiency. Overall, this area remains well-managed, with practical, day-to-day habits that support our internal efforts.</p>
<p><b>Workplace safety</b></p>	<p>6 <b>Excellent</b></p>	<p>At Well Com, we prioritize a secure working environment, ensuring safety both in physical and digital spaces. Our Remote-First model is designed to foster flexibility and employee well-being, while our ongoing focus on safety training and role-specific updates helps us maintain high standards of protection and operational awareness across the entire team.</p>
<p><b>Transport and logistics</b></p>	<p>5 <b>Outstanding result</b></p>	<p>Our environmental impact is significantly reduced by promoting remote work. When travel for events or meetings is necessary, we focus on efficiency; we prioritize low impact transportation like trains, and whenever possible, we limit travel to a single representative per initiative.</p>
<p><b>Indirect emissions (Scope3)</b></p>	<p>3 <b>Adequate but improvable</b></p>	<p>Given that Well Com does not rely on a traditional manufacturing supply chain, our indirect emissions remain limited.</p>
<p><b>Human and labor rights in the supply chain</b></p>	<p>3 <b>Adequate but improvable</b></p>	<p>We prioritize partners who share our commitment to ethical and environmental standards, actively promoting fair contracting and an inclusive, respectful work environment.</p>
<p><b>Sustainable supply chain</b></p>	<p>3 <b>Adequate but improvable</b></p>	<p>While our model already excels in workplace safety, well-being, and inclusivity, we see clear room for growth. We are now working to improve our emission monitoring and to be more systematic in selecting sustainable partners.</p>
<p><b>Relations with suppliers</b></p>	<p>4 <b>Well managed</b></p>	<p>We manage our supplier relationships through a structured and attentive approach. We hold regular check-ins with our key partners, and the overall feedback remains consistently positive.</p> <p>For strategic consultancy services, we prioritize long-standing partners, while our payment policies, set to a maximum of 30 to 60 days, reflect our commitment to transparency and reliability.</p>
<p><b>Relations with business partners</b></p>	<p>5 <b>Outstanding result</b></p>	<p>We manage our commercial relations internally, relying on direct engagement and active networking. With the personal involvement of our CEO and accounts, we ensure quality and consistency in all our professional connections.</p> <p>This approach enables us to provide a highly personalized service. By integrating expertise from strategic agency partnerships and leveraging client referrals, we consistently deliver meaningful results.</p>

# Conclusion

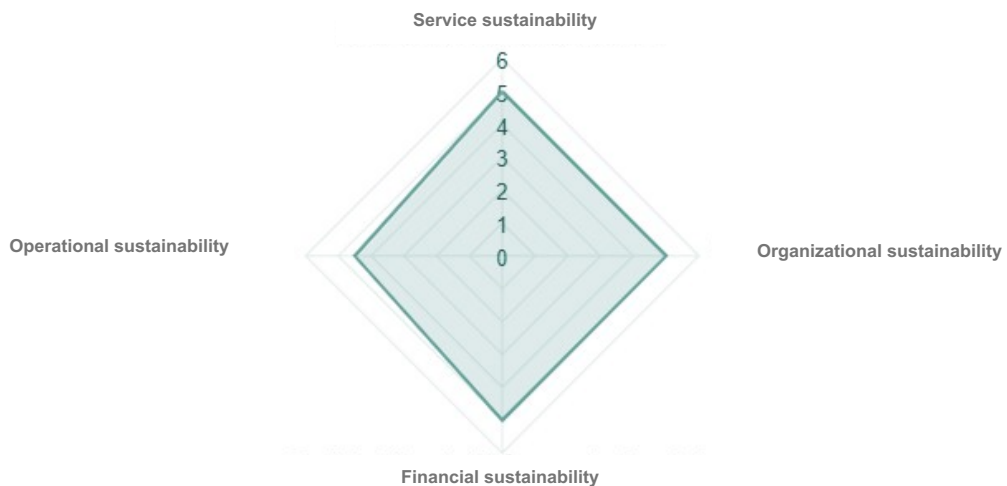
## Summary of value creation

The following chart provides a comprehensive overview of how we generate value across three core pillars: Product, People, and Economic Impact. Each dimension reflects an average score derived from a detailed assessment of its underlying components. This analysis highlights our key strengths and identifies specific areas for growth, serving as a strategic roadmap for our future initiatives.



## Long-term continuity in value creation

This second chart illustrates a defining feature of the Good Business model: **the ability to generate sustained value for society over the long term**. This chart illustrates the “third dimensions” of our three core pillars: Product, People, and Economic Value, represented respectively as **product continuity**, **organizational continuity** and **economic resilience**. The final vertex represents our assessment of operational sustainability, which we consider a critical factor in ensuring long-term business success.



## D

## Final Remarks

Reflecting on our journey throughout 2025, the alignment between our vision, methodology, and results is clear. We have solidified our commitment through measurable KPIs, clear policies, and concrete actions, firmly believing that transparency and accountability are the primary drivers of sustainable growth.

This Impact Report details an evolving organizational model built on active listening, sustainable innovation, and shared development, with the **Well Com** team at the heart of this transformation.

In 2025, we further integrated the principles of a Società Benefit into daily management. Through clear strategic objectives and targeted investments in digital transformation, professional training, and sustainability, we have maintained constant focus on collective well-being.

By refining our internal processes and fostering a deeply collaborative culture, we have demonstrated that growth guided by shared values generates tangible, positive impacts for our company, our people, and the community.

To everyone walking this path with us: thank you. We believe that true innovation stems from our ability to grow together, fueled by responsibility, integrity, and a vision we hold in common.





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