

# 2021 Impact Report



Certified



Corporation

Founded in 2011, D-Orbit is a market leader in the space logistics and transportation services industry with a track record of space-proven technologies and successful missions.

The Company has successfully delivered more than seventy payloads into space while developing advanced products and services for the needs of tomorrow.

D-Orbit has offices in Italy, Portugal, the UK, and the US.

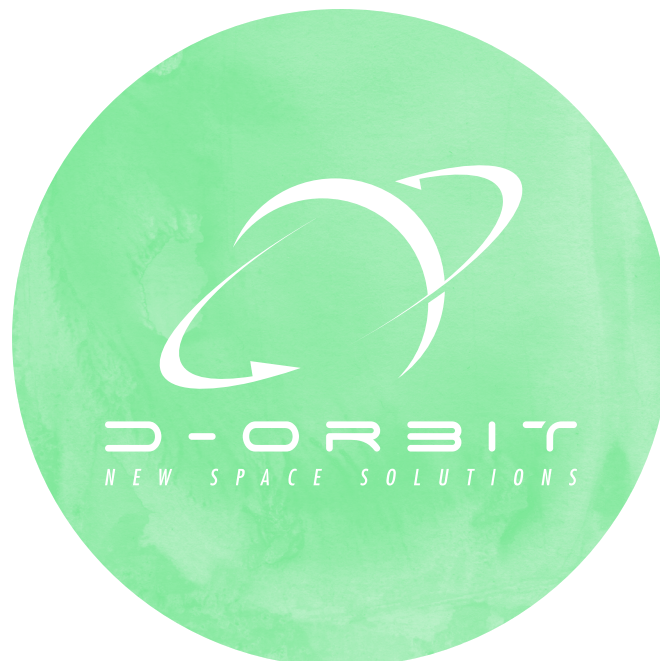
D-Orbit's business approach goes beyond the mere economic benefit: all our activities aim at producing a wider benefit that can impact positively on humanity.

We direct our efforts on delivering a positive impact to society: a better D-Orbit, a better world.

D-Orbit places equal emphasis on three pillars: profit, social benefit, and global impact. Our products and services are designed to solve global challenges with a high social impact.

Our internal organization leverages the value of people and the positive relationships with all our stakeholders.

D-Orbit was one of the first European companies to be registered as a Benefit Corporation, and the first certified space B-Corp worldwide.



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## 1 - Reading Instructions

A Benefit Corporation (B-Corp) is a model of private enterprise that commits to producing public benefit<sup>1</sup>. Jay Coen Gilbert, Bart Houlahan and Andrew Kassoy founded B Lab in the United States in 2006 as an independent nonprofit.

A B-Corp is a corporate entity committed to delivering benefits to all the stakeholders: customers, society, workers, suppliers, the community, and the environment while pursuing profitable goals.

The B-Corp certification is a third-party validation of a company's positive impact with respect to its stated goals.

The Benefit Corporation legislation, law nr. 208 approved by the Italian parliament on December 28<sup>th</sup>, 2015 <sup>2</sup>, requires a Company to:

1. Have a corporate purpose to create a measurable positive impact on society and the environment.
2. Consider the interest of workers, community, and the environment when assessing the impact of its decisions, and not just the interest of shareholders.
3. Publish an annual benefit report to assess their overall social and environmental performance against a third-party standard.

D-Orbit has chosen the B-Impact assessment (BIA) as the most relevant third-party standard.

This annual report, which fulfills legal requirements, follows the BIA structure, outlined below:

1. Governance – To evaluate the degree of transparency and responsibility of the company in pursuing the common benefit objectives.
2. Workers – To evaluate the relationships with employees and collaborators in terms of salary, benefits, training and opportunities for personal growth, quality of the work environment, internal communication, flexibility, and job security.
3. Community – To evaluate the relations of the company with its suppliers, the region, and the local communities in which it operates.
4. Environment – To evaluate the impacts of the company, in terms of use of resources, energy, raw materials, and production processes.

D-Orbit changed its status to become a "Società Benefit" (Benefit Corporation) on February 26<sup>th</sup>, 2016.

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<sup>1</sup> Marquis, C., Klaber, A., Thomason, B. (2010). "B Lab: Building a New Sector of the Economy". Harvard Business School

<sup>2</sup> <http://www.gazzettaufficiale.it/eli/id/2015/12/30/15G00222/sg> - commi 376 to 384

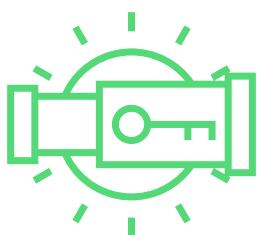
As a "Società Benefit", the company also intends to pursue one or more common benefits and act in a responsible, sustainable, and transparent way to people, communities, territories and the environment, cultural and social activities, organizations and associations and other stakeholders.

In a sustainable society, nature is not subjected to systematically increasing:

1. concentration of man-made objects in space,
2. concentrations of substances extracted from the Earth's crust,
3. concentrations of substances produced by society,
4. degradation by physical means,
5. and people are not subject to conditions that systematically undermine their capacity to meet their own needs.

## 2 - Vision & Mission

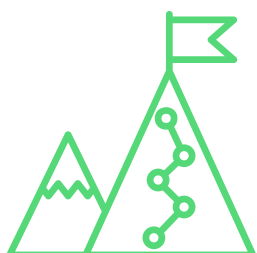
### Vision



Creating the sustainable space logistics infrastructure to enable the trillion-dollar in-orbit space economy.

Our ultimate vision is to become the first space transportation company, a sort of 'orbital FedEx' with the capabilities to deploy space assets to any orbit – around the Earth and elsewhere in the Solar System - move them from orbit to orbit, service and repair them, and dispose of them at the end of their lives.

### Mission



Provide end-to-end solutions to improve new and traditional space businesses by streamlining in-space and on-ground operations with unique, innovative, and proprietary technologies.

An important aspect of our mission is that whatever we are doing is contributing to the incremental development of the technology platform that will enable our ultimate vision. This is made possible by the service suite InOrbit NOW™. By taking care of the entire vertical, we aim at influencing how operators deal with issues like orbital clearance in a moment where the industry is moving towards mega-constellations of large numbers of satellites.

### 3 - Business Description

D-Orbit is a service provider for the traditional and new space sectors, with capabilities in satellite manufacturing, launch, deployment, satellite operations, hosting third party technologies, in-orbit data processing, end-of-life strategies and solutions, space propulsion, and critical software.

Our initial offering was focused on decommissioning, the last phase of satellite missions. Today our products and services cover the entire lifecycle of a space mission, including mission analysis and design, engineering, manufacturing, integration, testing, launch, orbital transportation, in-orbit demonstration and validation (IOD/IOV), and end-of-life decommissioning.

D-Orbit provides end-to-end solutions for New Space companies and innovative, cutting-edge products and services for traditional space companies, creating an ideal connection between tradition and innovation.

#### 3.1 - Current Business Activities

Our core products and services include orbital transportation, mission control software, and a wide range of subsystems.

**InOrbit NOW™** is D-Orbit's family of end-to-end solutions for the Space market. It includes launch, deployment and hosting services, mission control software, and a set of add-on services. InOrbit NOW™ services are provided via a CubeSat and Microsatellite deployer called the ION Satellite Carrier and proprietary dispensers called DPODs and DCUBE<sup>s</sup>. The launch service relies on third-party compatible launchers. The ION Satellite Carrier is an orbital transportation vehicle designed, manufactured, and operated by D-Orbit, which transports spacecraft across orbits and deploys them into precise orbital slots.



### The **ION Satellite Carrier**:

- **Positions satellites in-orbit faster**, which can reduce the time from launch to revenue generation for customers.
- **Deploys multiple satellite constellations in multiple orbits within a single mission**, which can significantly reduce the cost of overall constellation deployment.
- **Enables customer satellites to ride on the first available launcher**, resulting in a faster way to space.
- **Reduces the need for spare satellites** through faster constellation replenishment.
- **Lowers manufacturing costs** as it aggregates multiple payloads, which enables fewer launches, reducing overall propulsion costs.
- **Enables customers to optimize satellite constellations** transporting their satellites into orbital positions not reachable today with standard rideshare launches.

**Aurora** is a powerful cloud-based mission control software suite designed to control any number of satellites, from a single CubeSat up to a complete constellation, through a user-friendly, fully customizable control interface.

**D-Sense** is a multi-sensor module that has the capability to track the position of the Sun, the Earth's horizon and magnetic field, and the angular rate of the spacecraft. It also includes a camera that can be used to take photos and videos and operate as a star tracker.

**D3** is an independent, smart propulsion system specialized in executing direct and controlled decommissioning maneuvers in a mass-efficient and cost-effective way at the end of a satellite's mission or in case of major malfunction. The device can be customized to fit satellites and launcher stages of any size from any type of orbit. D3 enables operators to extend a space mission by allowing full use of onboard propellant. It is fully compliant with international space debris regulations and helps operators of constellations to cleanly remove satellites at the end of life, maintaining their orbits clean from uncontrolled satellites and reducing collision risk. D3 is also a technology platform: its modular and scalable design enabled the creation of products like Simba, a multipurpose computer for GEO and LEO satellites that is fully compliant with ECSS standards, and Simon, a safe and secure activation system for pyrotechnic chains and solid rocket motors.

**D-Raise** is a propulsion system that helps reduce the transition time between GEO transfer orbit and geostationary orbit for full electric platforms, improving the time-to-market and reducing the damage inflicted by radiation and micrometeorites to solar arrays.

D-Orbit is also developing additional capabilities, including those designed to support the emerging market for cloud edge computing. In October 2021, D-Orbit successfully completed a first orbital testing of its **space cloud infrastructure**, which has been designed to provide distributed high-performance data analytics computing and storage capabilities. The Company believes development of multiple iterations of the system will enable future ION Satellite Carriers to deliver in-orbit cloud based artificial intelligence computing services.

### 3.2 - Tools for Implementation

To ensure proper monitoring of status and improvements, D-Orbit acquired ISO 9001, UNI EN 9100, and B-Corp certifications.

Although the certifications are different, they all have a common background that D-Orbit integrates into an extended quality manual that is part of the company's DNA and is applied in business processes and in daily work.

**UNI EN 9100 (and ISO 9001)** is a widely adopted and standardized quality management system for the aerospace industry. It fully incorporates the entirety of the current version of ISO 9000, while adding requirements related to quality and safety.

The purpose of the quality objectives is to determine the conformity of the requirements with respect to customers and organizations and improve the quality management system.

**B-Corp Certification** measures a company's entire social and environmental performance. The certification is available to any corporation in any country in the world and is voluntary.

To fulfill the performance requirement for B-Corp Certification, a company must complete the B Impact Assessment. The B Impact Assessment (BIA) is a free, confidential platform designed to help measure and manage a company's positive impact on its workers, community, customers, and environment. The BIA assesses the impact of a company's day-to-day operations, both what the company does and how it does it. The responses to the B Impact Assessment determine the total numeric score. B-Corp Certification requires a minimum verified total score of 80 across all impact areas.<sup>3</sup>



<sup>3</sup> <https://bcorporation.net/certification/meet-the-requirements>



## 4 - Impact Session

### 4.1 - B-Impact Assessment (BIA) Score

The BIA score for the previous reporting period (the year 2020) and its details are shown in the Table 1 below:

Governance	16.7
Workers	27.2
Community	11.4
Environment	32.1
Customers	4.6
<b>2020 Overall B-Impact assessment score (sum of the above)</b>	<b>92.3</b>

Table 1 - BIA Score (2020)

Note: The presented scores have not been verified by BLab - the most recent score verified by BLab was 82.2 in November 2019.

### 4.2 - D-Orbit Goals Summary

This session in turn summarizes the results achieved by D-Orbit in 2021.

Section	Reached goals (%)	Section reference
<b>Governance</b>	67%	4.3
<b>Workers</b>	94%	4.4
<b>Community</b>	100%	4.5
<b>Environment</b>	100%	4.6

The following pages explore in depth each one of the above-mentioned sections, highlighting the goals set in 2020 for 2021 and the respective levels of achievement.

Goals that have been partially achieved or achieved in full show the numerical or descriptive result in the "2021 Result" column.

The others highlight the reason that prevented us from reaching the target.

The goals that are still applicable for the year 2022 will be proposed again as targets to reach by 2023.

## 4.3 - Governance

### 4.3.1 - Description

The Governance section of the B Impact Assessment evaluates a company's overall mission, ethics, accountability, and transparency. It measures whether the company has adopted a social or environmental mission, and how it engages its employees, board members, and the community to achieve that mission. This section assesses employee access to financial information, customers' opportunities to provide feedback, and the diversity of the company's governing bodies.

### 4.3.2 - What we did in 2021

'Space for Progress' workshop series: during 2021, D-Orbit organized and completed a multi session workshop, involving all staff, with the following goals:

- **Define the group's long-term impact and sustainability goals** consistent with the company vision, and how to measure them.
- **Involve the people of D-Orbit in defining sustainability and impact**, to align the growing number of collaborators and find collective and ingenious ways to implement these crucial issues.
- **Create a shared tactical plan** to involve all the collaborator in a personal and shared path of implementation of impact objectives.

The workshops were held in September, October and November 2021 and were structured into four sequential activities: Define, Inform, Form, and Perform.

- 'Define' was the initial stage of the internal communication and engagement path. The workshop was organized and delivered by a senior facilitator with D-Orbit's senior management group (the 'Pathfinders'), who worked on defining long-term objectives and designing activities and expected results.
- 'Inform' was an online plenary session with all the people of D-Orbit. The goal was to allow the pathfinders to communicate key messages on sustainability, impact, and long-term goals, to generate interaction and to obtain valuable feedback on the strategic plan.
- 'Form' was a series of online workshops for all the people of D-Orbit organized and delivered by a senior trainer. The composition of the groups was heterogeneous, ensuring the involvement of all collaborators in defining the strategic plan, bringing to life a process of enrichment and personalization of the strategic plan on impact and sustainability.
- 'Perform' enabled the senior management group to analyze the results of the Form workshops and define the tactical plan by defining the main company sustainability objectives.

Implemented an Internal Control System: to allow D-Orbit to grow responsibly and with respect towards all those who are affected – directly or indirectly – by its activities, together with the Organizational Management and Control Model pursuant to Legislative Decree no. 231/01, the Code of Ethics ([link here](#)) contains a set of principles and guidelines that apply to Company activities and guide the behaviours not only of its employees and

collaborators, but also of all those with whom the Company comes into contact while carrying out its activities, as well as to ensure that efficiency and reliability are underpinned by ethical conduct. It is a key step in reinforcing and enforcing ethics, accountability and transparency, and the people have been trained by expert on the matter.

### 4.3.3 - What we achieved in 2021

#	1	2	3
<b>Goal Description</b>	Maintain quality at high standard with zero major non-conformances in December 2021 EN 9100 audit for D-Orbit ITA.	Use the B-Impact assessment tool to verify the impact of D-Orbit on the UN 2030 sustainable development goals (SDGs).	Set SMART sustainability goals for area leaders, before Q1 2021
<b>Benefit</b>	Continue to have a solid framework, internationally known and accepted, to work within.	Focus the social and environmental impacts of D-Orbit's activities in a shared framework to indicate with which specific global challenges the Company is aligned.	Align area leaders' mind-set with the company's bylaws and strategy
<b>Instruments used to reach target</b>	Confirm quality management system certification	B-Impact assessment linked with the SDGs tool	SDGs tool B-Impact Assessment (BIA) D-Orbit bylaws
<b>2020 reference</b>	Zero major non-conformances	-	Area leaders' goals set for 2021
<b>2021 target</b>	Zero major audit non-conformances in December 2021 EN9100 audit for D-Orbit SpA	Identify the SDGs on which D-Orbit can have an impact and set an improvement plan with SMART goals to be addressed in 2021-2022.	Set SMART sustainability goals for area leaders, before Q1 2021

#	1	2	3
<b>2021 Result</b>	Zero major non-conformances	<p>Activity performed. the SDGs where D-Orbit can have an impact are:</p> <ul style="list-style-type: none"> <li>• SDG 5 - Gender Equality</li> <li>• SDG 6 - Clean Water and Sanitation</li> <li>• SDG 8 - Decent Work and Economic Growth</li> <li>• SDG 11 - Sustainable Cities and Communities</li> <li>• SDG 12 - Responsible Consumption and Production</li> </ul>	Goals set for 2021. Evaluation of achievement is currently in progress.
<b>Achieved?</b>	Yes	Yes	Yes

#### 4.3.4 - Next year's goals

#	1	2
<b>Goal Description</b>	Maintain quality at high standard with zero major non-conformances in November 2021 (TBC by TUV auditor) EN 9100 audit for D-Orbit ITA.	Implement a new organizational structure to support the D-Orbit business development by the end of June 2022
<b>Benefit</b>	Continue to have a solid framework, internationally known and accepted, to work within.	To improve and structure the organization so that it will be capable to cope with next challenges that D-Orbit will face.
<b>Instruments used to reach target</b>	Confirm quality management system certification	External consultant, 121 with area leaders, Processes implementation
<b>2022 target</b>	Zero major audit non-conformances in November 2021 (TBC by TUV auditor) EN 9100 audit for D-Orbit ITA.	Have new organization chart at group level and new interface processes within the new areas.



## 4.4 - Workers

### 4.4.1 - Description

The Workers section of the B Impact Assessment assesses the company's relationship with its workforce. It measures how the company treats its workers through compensation, benefits, training, and ownership opportunities provided to workers. The category also focuses on the overall work environment within the company by assessing management/worker communication, job flexibility, corporate culture, and worker health and safety practices.

### 4.4.2 - What we did in 2021

If we look at the numbers, the reader can find the 2021 figures related to workers:

Year of analysis	Country of analysis
2021	Italy, Portugal, and the UK

	Total departed	Total people
Total Italy	12	141
Total Portugal	0	8
Total UK	1	17

Average age @2021	35.08	
Youngest employee @2021	19	March 2002
Oldest employee @2021	61	February 1960

	Absolute	% (2021)
nr. of women	24	14%

Year	Total hired	Total departed	Growth	Tot nr. employee each year	Delta % wrt previous year	Attrition rate
2011	2	0	2	2	-	-
2012	2	0	2	4	100%	0%
2013	2	0	2	6	50%	0%
2014	2	0	2	8	33%	0%
2015	12	0	12	20	150%	0%
2016	5	1	4	24	20%	4%
2017	3	3	0	24	0%	13%
2018	23	2	21	45	88%	4%
2019	18	3	15	60	33%	5%
2020	35	2	33	93	55%	2%
2021	83	13	70	166	56%	8%

During 2021 we maintained a 10-minute call on a bi-weekly basis, to stay connected with existing colleagues, introduce new hires, give business updates, and other news. Once per month, a 30-minute 'All-Hands' call updates everyone on the ongoing activities.

#### 4.4.3 - What we achieved in 2021

#	1
<b>Goal Description</b>	Satisfaction
<b>Benefit</b>	Satisfied people means: 1. Better decision-making abilities <sup>4</sup> 2. Higher levels of innovation and creativity <sup>5</sup> 3. Reduction in lost productivity because happy people are healthier <sup>6</sup>
<b>Instruments used to reach target</b>	D-Orbit issued an online questionnaire to understand the satisfaction of its people across a range of subject areas.
<b>2020 Reference</b>	78%
<b>2021 Target</b>	-
<b>2021 Result</b>	Response rate: 79% Mean Satisfaction: 75%
<b>Achieved?</b>	No

#### 4.4.4 - Next year's goals

#	1
<b>Goal Description</b>	Deploy a mental wellbeing support platform
<b>Benefits</b>	This is the project winning the D-Orbit "Space Race competition in 2021: Empower you to be the best you. When we feel mentally well, we can work productively, enjoy our free time, and contribute actively to our communities.
<b>Instruments used to reach target</b>	External help and support. External tool External professionals
<b>2022 target</b>	Tool deployed and available to employees

<sup>4</sup> <http://www.swarthmore.edu/SocSci/bschwar1/maximizing.pdf>

<sup>5</sup> <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1693418/pdf/15347528.pdf>

<sup>6</sup> <https://www.hsph.harvard.edu/news/magazine/happiness-stress-heart-disease/>

## 4.5 - Community

### 4.5.1 - Description

Community portion of the B Impact Assessment evaluates a company's supplier relations, diversity, and involvement in the local community. It also measures the company's practices and policies around community service and charitable giving, including whether a company's products or services are designed to solve social issues, such as access to basic services, health, education, economic opportunity, and the arts.

### 4.5.2 - What we did in 2021

In the framework of In Orbit Servicing and Task Forces, D-Orbit is actively taking part with other space companies in young and consolidated initiatives, councils and working groups to enable our Vision and providing satellite transportation, orbital positioning services, satellite in-orbit servicing and space waste management. We are part of: "The Space Debris Alliance for Europe", "UK Space IOSM & SDA groups", "IAA-IISL-IAF Working Group on Space Traffic Management", "Space Safety Coalition", and "Space Traffic Management".

### 4.5.3 - What we achieved in 2021

#	1	2
<b>Goal Description</b>	Contribution to adoption of the Benefit corporation model	Increase awareness about B-Corps and themes like innovation, entrepreneurship, and space engineering
<b>Benefit</b>	Increase B-Corp awareness outside the company in the university environment; create a positive impact on future managers and employees	Increase B-Corp awareness outside the company; create a positive impact on people and environment in which the Company does business.
<b>Instruments used to reach target</b>	Case study in innovation in thesis about the B-Corp model applied to space	Participate in the apprenticeship program "alternanza scuola lavoro" with schools. Participate in at least 1 event to disseminate space and B-Corp ideas
<b>2020 Reference</b>	2 theses	2 high school classes mentored. Participation in 3 events
<b>2021 Target</b>	1 theses	2 high school classes mentored. Participation in 1 event
<b>2021 Result</b>	2 theses	2 high school classes mentored. Participation in 1 event
<b>Achieved?</b>	Yes	Yes



#### 4.5.4 - Next year's goals

#	1	2
<b>Goal Description</b>	Contribution to adoption of the Benefit corporation model	Increase awareness about B-Corps and themes like as innovation, entrepreneurship, and space engineering
<b>Benefits</b>	Increase B-Corp awareness outside the company in the university environment; create a positive impact on future managers and employees	Increase B-Corp awareness outside the company; create a positive impact on people and environment in doing business.
<b>Instruments used to reach target</b>	Case study in innovation in thesis about the B-Corp model applied to space	Participation to the B Corp School program, organized by InventoLab s.b., as a mentor to a high-school class.
<b>2022 target</b>	1 thesis	Mentor one high school class in the project of creating a start-up which goal is to address a problem related to sustainability.

## 4.6 - Environment

### 4.6.1 - Description

The Environment portion of the B Impact Assessment evaluates a company's environmental performance through its facilities, materials, emissions, and resource and energy use. Companies answer questions about their transportation/distribution channels and the environmental impact of their supply chain. The assessment also measures whether a company's products or services are designed to solve environmental issues, including products that aid in the provision of renewable energy, conserve resources, reduce waste, promote land/wildlife conservation, prevent toxic/hazardous substance or pollution, or educate, measure, or consult to solve environmental problems.

### 4.6.2 - What we did in 2021

D-Orbit UK has been awarded the 'DeOrbit Kit' (DOK) program by the European Space Agency (ESA). The objective of the DOK development and IOD is to conduct the design and in-orbit demonstration of a ground-installed deorbit kit for the controlled re-entry of a dual launch adaptor. The preliminary target is the VEGA launcher VESPA.

This program is going in the direction to contribute to the protection of our planet, humanity, and assets in space and on Earth from threats originating in space, including In-orbit servicing/debris removal missions to address debris and at the same time support the market of in-orbit servicing, increasing the focus on safeguarding Earth's orbital environment and to develop an autonomous deorbiting system for LEO missions.

### 4.6.3 - What we achieved in 2021

#	1	2	3
<b>Goal Description</b>	Reduce 5% electricity consumption by the end of 2021	Reduce 5% heating consumption by the end of 2021	Reduce 5% water consumption by the end of 2021
<b>Benefit</b>	Reduce supply consumption, reduce the impact D-Orbit has on the environment and the cost.		
<b>Instruments used to reach target</b>	Consumption analysis, trainings $Pow\ consumption = \frac{Pow\ consumption}{P^{*8}}$	Consumption analysis, technical interventions on the boilers to rationalize their "on/off" timing $Gas\ consumption = \frac{Gas\ consumption}{Tot\ nr.\ people}$	Consumption analysis, installation of automatic faucets $Water\ consumption = \frac{Water\ consumption}{Tot\ nr.\ people}$
<b>2020 reference</b>	-61%	-9%	+30%
<b>2021 target</b>	-5%	-5%	-5%
<b>2021 result <sup>7</sup></b>	-1%	-34%	-23%
<b>Achieved?</b>	No	Yes	Yes

### 4.6.4 - Next year's goals

#	1	2	3
<b>Goal Description</b>	Reduce electricity consumption	Reduce natural gas consumption	Reduce water consumption
<b>Benefit</b>	Reduce supply consumption, reduce the impact D-Orbit has on the environment and (of course) the costs of the bills.		
<b>Instruments used to reach target</b>	Consumption analysis, trainings, reduction actions. $Pow\ consumption = \frac{Pow\ consumption}{P^{*8}}$	Consumption analysis, technical interventions. $Gas\ consumption = \frac{Gas\ consumption}{Tot\ nr.\ people}$	Consumption analysis, training, reduction actions. $Water\ consumption = \frac{Water\ consumption}{Tot\ nr.\ people}$
<b>2022 target</b>	-5%	-5%	-5%

## 5 - Feedback

Being a B-Corp is an important part of our corporate identity, and therefore this Impact Report is particularly important for us. We would welcome feedback on what you think about it, and so we have prepared a quick survey to understand how to improve our objectives and the way we present them to the public. The survey is online at the URL below, and it will take only a couple of minutes to fill in. Thank you in advance for doing this, it is really appreciated.

D-Orbit's impact  
report feedback  
questionnaire.



We value transparency. Should you have any questions, please do not hesitate to contact us! You can also write at: [matteo.trotti@dorbit.space](mailto:matteo.trotti@dorbit.space) <sup>9</sup>

<sup>7</sup> The consumption rates variation for natural gas and water consumption have been calculated with respect to the total number of people working in the headquarters in 2020 and in 2021. Differently, since much of the power consumption relates to the manufacturing area, the consumption analysis considers the total number of items produced named P\*. The increment of the workforce has been +88% (only considering the Italian headquarters)

<sup>8</sup> P\* is the total number of items produced by the manufacturing team. This number was 320 for 2019, 540 for 2020, and 1051 in 2021 with an increment of +95%.

<sup>9</sup> **Use of Information**

Any personal information submitted to us through the submission of the questionnaire is optional and we use it solely for the purpose for which it is collected or for communicating with you regarding the services. At a minimum we ask for your name and email address so that we may communicate with you.

## 6 - Conclusion

Even though COVID-19 continued to influence personal life and working activities throughout 2021, D-Orbit found ways to overcome the challenges imposed, and we have continued to grow.

In terms of staff numbers: during 2021, across the three countries where D-Orbit operates, 83 people joined and 13 left the Company, a net increase in the workforce of 70 individuals (meaning +56% with respect to 2020, and an attrition rate below 10%) totaling 166 employees at the end of the year.

Our team has continued to build, launch, and operate our ION spacecraft, with two satellite carrier missions launched in 2021 (in January and June), both via SpaceX Falcong rockets, bringing a number of CubeSats and Hosted Payloads to space. A subsequent mission was scheduled for launch in December, which was delayed until January 2022.

This is resilience, and it means that we are working successfully in the direction of our Vision of creating the first space logistic infrastructure.

At the same time, D-Orbit has reaffirmed its commitment towards sustainability in business and operations, while aiming to create a balanced work environment that respects people's needs and promotes personal and professional growth. D-Orbit held a company-wide sustainability workshop. The decision to involve everyone inside the Company was made to gather inputs from everyone working in the Company.

On internal communications, in 2021 we maintained a 10-minute call on a bi-weekly basis. Originally, this call was introduced when pandemic-related lockdowns were introduced in 2020 as a way to stay connected with existing colleagues, introduce new hires, and have an "excuse" to spend a little time "together". Its purpose has developed to include business updates, and other team news... Once per month, a 30-minute 'All-Hands' call is held, aiming at updating everyone on the key ongoing activities, and looking at the development of the Company, short-term and long-term.

Our targets for 2022 are ambitious, yet achievable.

We will keep working towards the goal of becoming one of the best companies for the world.



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