

The background is a solid blue color with several 3D-rendered virus particles. One large, detailed virus particle is on the right side, and another is on the left side. There are also some blurred virus particles in the background.

Business Continuity Strategy During COVID-19

docebo[®]

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1 Overview

Docebo is a global company with more than 330 employees, with offices in Italy, the United Kingdom, the United States of America and Canada. The company's resilience and ability to withstand risks or uncertainties have always been a key element of our strategy and are at the core of our operational approach.

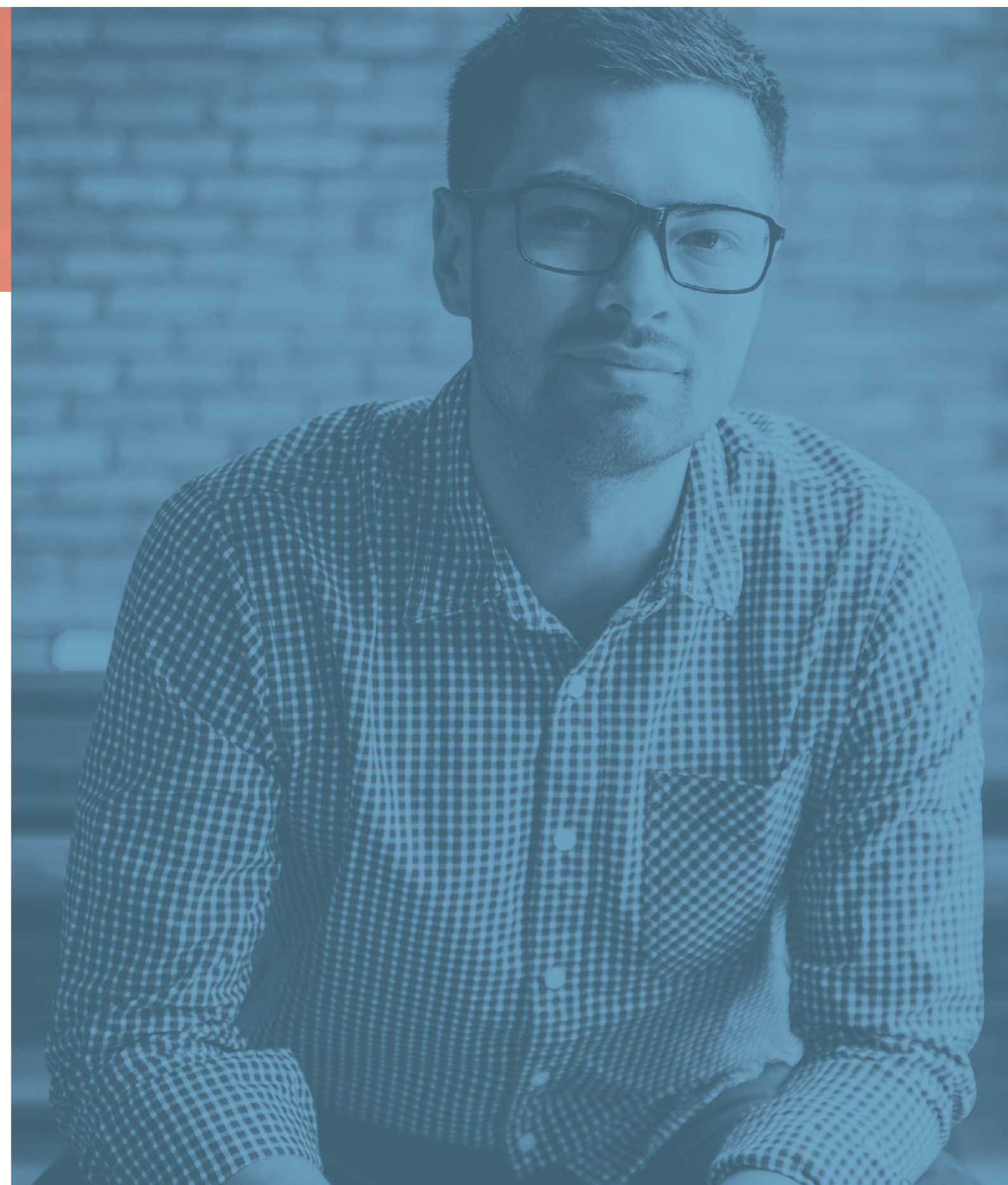
Our organizational processes are documented and certified according to ISO 9001, ISO 27001, and AICPA/ISAE3000 SOC2 and we continuously research best practices across all of our business units. Those include only having teams distributed across multiple countries used to remote collaboration and working from home practices; all supported by a secured communications infrastructure.

Docebo's ICT infrastructure is inherently resilient being entirely cloud-based, both on the production side, whose infrastructure is based on AWS IaaS with a fully redundant architecture and also on the back-office side so that there is no direct exposure to events threatening applications and data-center operations.

Docebo's Business Continuity Strategy has always been in place and has been refined with the Pandemic Influenza Management Plan since the news first spread about the coronavirus epidemic in China.

Docebo has addressed the pandemic scenario in its Business Continuity Strategy included in its ISO 27001 Information Security Management System.

The Docebo Business Continuity Strategy includes an overall Business Continuity Policy, a BIA Audit Methodology, a more detailed Business Continuity Plan, a Contingency and Disaster Recovery Plan, and a specific Pandemic Influenza Management Plan.



2 Pandemic Influenza Management Plan

The plan is articulated in phases: Prevention, Preparedness, Response, Recovery.

1 The Prevention phase was immediately activated. The pre-pandemic activities included:

- Carefully following the evolution of the virus spread in the first outbreak areas in the Region of Lombardy, Italy.
- Monitoring the movement of Docebo's employees and of international visitors to areas where outbreaks have been reported or are nearby to these locations.
- Maintaining regular contact with local and international HSE (health, safety & environment) authorities.
- Obtaining supplies of individual protection equipment such as facial masks and sanitizing gels for all offices, so to be ready for distribution and use.

2 The Preparedness phase was activated shortly after the first two cases in Italy were declared, as follows:

- Leveraging the already existing WFH (work from home) policy, we prepared plans in order to gradually extend the ability to work from home up to 100% of the working time.
- Increasing the use of videoconferencing and meeting activities involving internal employees and clients.
- Limiting travels of Docebo's personnel from Italy to the strictly necessary and in accordance with the prescriptions of the authorities as they were issued.
- Stopping travels of Docebo's global personnel to the Italian office.
- Establishing Contact points with Local and State Emergency Management Agencies.

In this way, we were able to apply the recommended social distancing measures to prevent the COVID-19 outbreak at Docebo's workplace.

We started the application of these measures two weeks in advance of the Italian Government decree of 9th March 2020, ensuring that our business operations would not be impacted when the tightest restrictions were issued.

The same plans were prepared for all worldwide Docebo offices.

3 The Response phase was activated just after the infection outbreak in Lombardy, Italy, at the beginning of March and was focused on implementing communication, measures and adequate activities such as:

- Identifying and developing a succession plan for key personnel.
- Screening and monitoring processes for visitors and staff.
- Preparing workplace restrictions and extension of the work from home policy up to 100% of the personnel.
- Providing employees and their families with Personal Protective Equipment (PPE).

Depending on the evolving situation, a "targeted action stage" would include any further action required to ensure the business continuity in accordance with the established business continuity plan.

A "COVID-19 war room," a recurrent crisis committee, was established including the company CEO and other key managers to constantly monitor the evolution and promptly take any necessary actions. The "COVID-19 war room" met every two days via videoconference to evaluate whether to apply further protocols.

4 The Recovery phase includes all actions required to return the normal services that will be incrementally executed as soon as the emergency is closed.

This phase is coordinated by the "COVID-19 war room" in order to re-establish any impacted critical business functions and return to normal operation.

B Leveraging WFH

A WFH policy was already active and consolidated within the Docebo organization. Therefore, the application of the existing business continuity plans was based on a gradual extension of the work from home policy up to 100% of the working time.

Docebo's ICT infrastructure is entirely cloud-based and the endpoints, as well as communications and access to applications and data, have always been secured with encryption, strong authentication, and advanced identity and access management and monitoring technologies.

The already existing **KPIs**, also used during this WFH period, are:

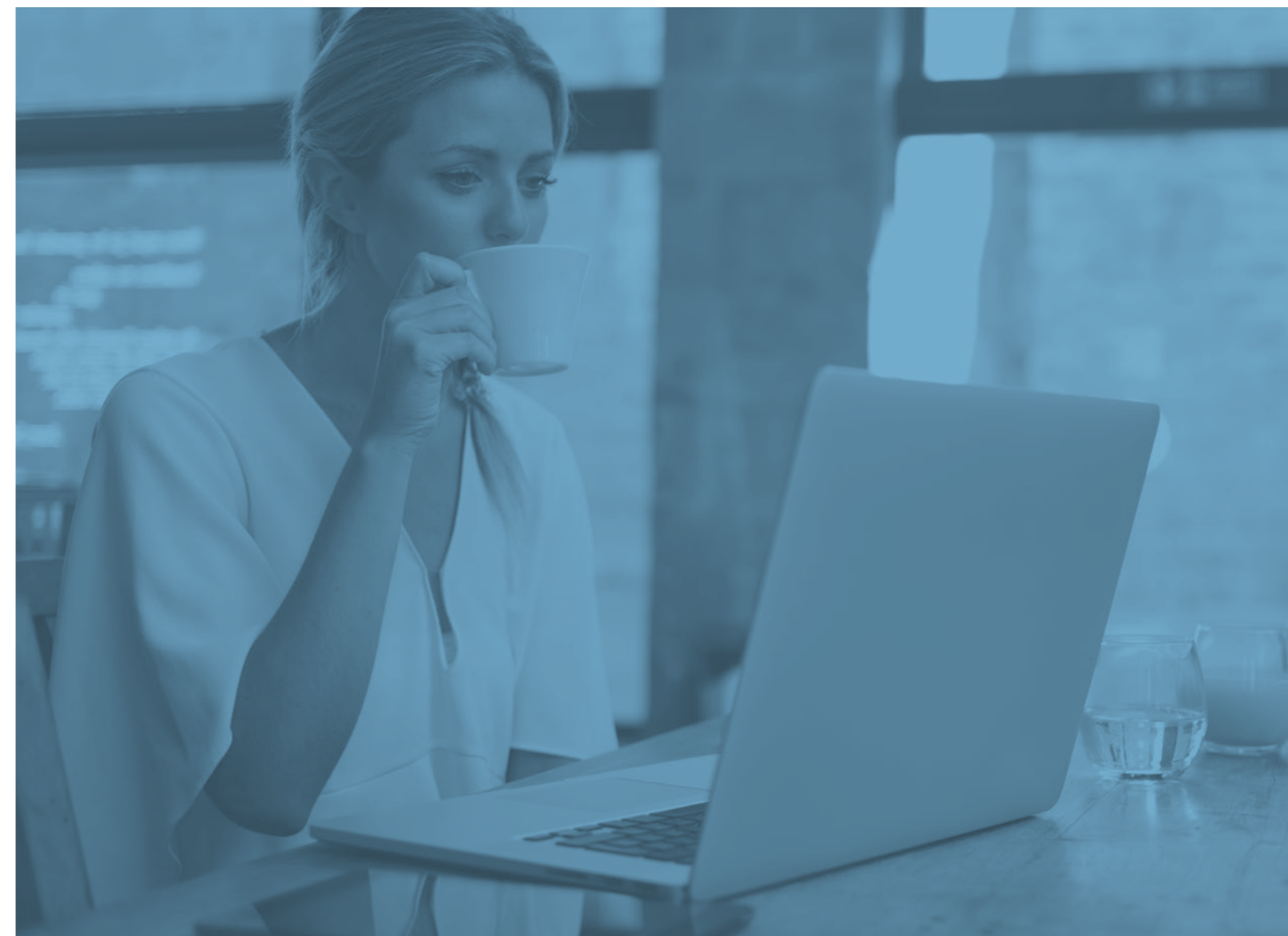
- **"First reply time to our customers" Maintenance KPI** – the average time required by our Support team to reply to a ticket opened by a customer has remained the same.
- **"Total amount of internally-delivered tasks" Productivity KPI** – we have kept delivering the same number of internal tasks.

- **"Platform uptime level" Service KPI** – the time our platform is available to our clients has been maintained.
- **"Number of new leads" and "Closing rate for new deals" Sales & Marketing KPIs** – we have maintained the volume of new opportunities generated and new deals closed.

These KPIs are applicable independently from the employees' working location through the use of cloud-based communication and project management tools natively supporting ubiquitous organizational models.

The scope of KPI adoption is to monitor productivity, whether in office or remotely, so as to guarantee an unchanged business workflow for team members in all departments.

In addition, we allowed people to bring home all productivity tools, such as external monitors and other devices, so as to maintain the same working standards and conditions.



4 Internal Communication Plan

Our first priority was to secure all employees working in Docebo and – indirectly – their families, through clear and timely communications. Second to assuring the health and safety of our employees was the reiteration of Docebo's pillars – collaboration, innovation, inclusion, and commitment – in this remote working environment.

As Docebo is an international company, with offices and customers worldwide, we are familiar with the use of digital collaboration and communication tools like:

- **G-Suite** for collaborative and ubiquitous working;
- **Slack** for channel-based messaging and intra team communication;
- **Zoom** for video conferencing;
- Our **Docebo LMS** SaaS platform for internal continuous training.

These tools were instrumental in allowing us to:

- Remain **connected**, regardless of distance and time zone;
- Be **reactive and responsive** in case of urgent communications;
- Stay **aligned** with each other and within the teams;
- Keep **productivity unchanged**;
- Maintain our **social contacts and sense of community**, that are fundamental parts of our working attitude.

Regarding our **assurance coverage**, especially for US and Canada, employees were provided relevant information regarding their local healthcare whether public or private, detailing their access to coverage should it be necessary.

In addition, of its own accord and independent of local regulations, Docebo is committed to supporting its employees and as such will grant additional Paid Time Off (PTO) to any employees that need to recover from this illness.



5 Employee Communication Routines

Docebo already had a series of recurring internal appointments and meetings, set on a daily/weekly/monthly basis, depending on topic and purpose.

Most of our existing formal and informal routines have been kept and turned remotely, thanks to our collaboration tools, mentioned above. Some examples:

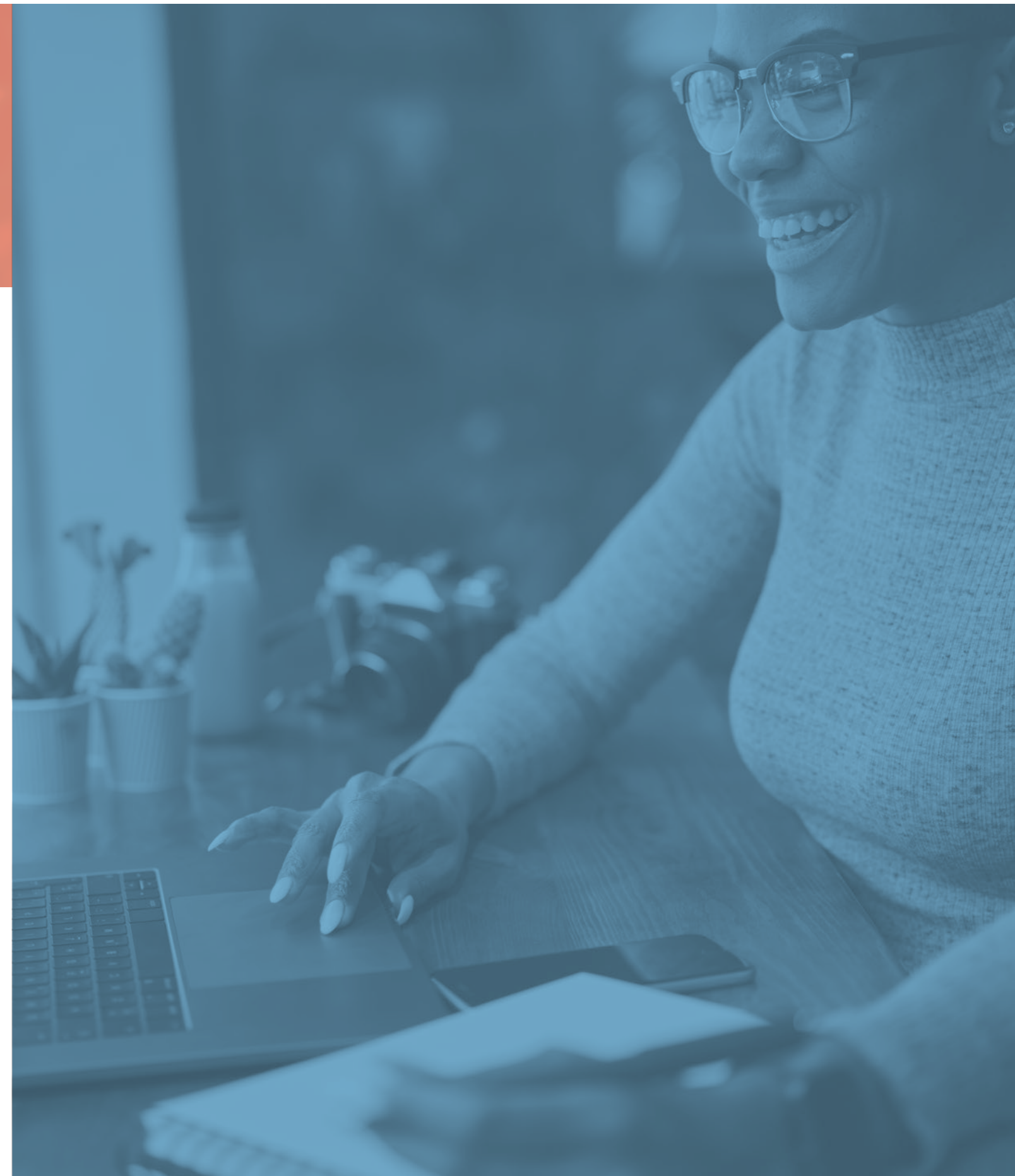
- **Meet and greet** – welcoming and onboarding meeting for all new employees and company presentation, held every Monday morning.
- **Provide direction and align** – webinar held by the CEO, every quarter and upon necessity
- **Share information** – newsletters sent by specific departments (i.e. HR, Mktg & Sales, Product Innovation) to all colleagues, periodically.
- **Make the point** – recurrent intra and cross-team 'agile' video conference meetings (i.e. scrum meetings) to be aligned and share everybody's input on the current objectives.

In addition, we put in place:

- **COVID-19 update** – dedicated webinars held by the CEO for updating, reassuring, keeping productive during the lockdown.
- **Check the mood** – various daily 'stimulations', mainly through our Slack channels, as a way to boost morale while maintaining our sharing nature to the best of our ability.

On a voluntary basis, colleagues also launched recurrent socializing moments through Slack channels such as:

- morning 'stand-up' and wishes for a good day;
- mid-afternoon break, time to pause and have fun;
- end-of-day good evening;
- 'Tips & tricks' on how to be effective in our remote working capacity while keeping children engaged and amused.





6 Employee Communications Thread

The COVID-19 emergency was communicated in advance with a progressive series of prevention measures, starting from the Italian office and then extending to all global offices.

Tuesday, Feb 4

A first informative note related to news of the first Coronavirus outbreak, is communicated. While waiting for updates from health organizations, we decided to implement **healthy prevention measures**:

- Docebo's trips to or from China are currently not foreseen nor allowed, while other trips already scheduled elsewhere are still confirmed.
- Use of personal protective devices if traveling to places such as travel stations and airports.
- All offices have been equipped with masks and sanitizing gels.

We also communicate that, in the unlucky event of worse developments, we will evaluate whether to apply more stringent security protocols.

Saturday, Feb 22

We decide to **authorize remote work on a voluntary basis** and communicate extra measures:

- Docebo's offices are open but working from home is allowed for anyone who prefers to feel safer.
- We expect the usual commitment and productivity from everybody working from home.
- For people who have a cold or flu, it is mandatory to work from home.
- Facial masks are available for all employees and for their families, upon request.
- Deep cleaning of our offices will be done during the weekend.

We keep monitoring the evolving situation carefully and we get in contact with the competent authorities at a local and regional level.

We ask people to constantly monitor the corporate communication channels to be informed in real-time.

Monday, Feb 24

We put in place further **containment measures**, in line with what was issued by the HSE supervisors:

- WFH on a voluntary basis for those who do not have flu symptoms.
- WFH mandatory for those who experience flu symptoms or believe they have exposed themselves to contagion risks.
- Activation of the dedicated email account available to all employees for any matters pertaining to COVID-19.
- Limited access to our offices to externals like suppliers, shippers, consultants.
- The temporary suspension of business trips.
- IT support to facilitate work from home and OPS monitoring of production levels to guarantee 'business continuity'.
- The replacement of business meetings in the meeting rooms – both among colleagues and with external guests – with calls and video conferences.
- The temporary suspension of informal gathering moments in the common areas.

We invite employees to constantly monitor the HSE bodies' websites and refer to dedicated national and local emergency numbers to contact in case of necessity.

Friday, March 6

We keep on prompting people to strongly reduce coming to the office and rotating the presence within the teams.

Sunday, March 8

Due to stronger government containment measures, **we request that everyone works from home until April 3rd, 2020**, or unless otherwise indicated.

Offices are no longer accessible – as a further security measure to keep workplaces safer – but monitored by supervisory staff.

We assure employees that we are well-equipped and prepared to manage our business continuously even in the 'remote working' mode, thanks to the technological facilities available, as well as the trusting nature which has always been part of our DNA.

We also remind a few but clear, basic rules for everyone to bear in mind during this long period of WFH.

External Communication Plan

Prompt and proactive communications about our business continuity management have been given:

- to our customer base by the Customer Success teams;
- to our investors by the CEO and CFO
- to Docebo followers and the community through first-hand information directly posted by the CEO on [LinkedIn](#) and on our [blog](#).

In terms of **education**, we've included an additional **4 free courses** in the "Docebo Content" bundle to help our customers, their staff and learners understand more about COVID-19.





Achieving Business Continuity During Uncertain Times

Individuals and businesses are currently feeling the strain of COVID-19, but we are not powerless.

By equipping our employees with timely access to education, information and the resources they need, we help them feel cared for, taken care of, and, ultimately, loved.

By providing the best possible experience to our customers, our valued partners in business, we can relieve stress from them and their business, which, in turn, relieves stress from our own organizations and employees.

Together, we can join forces and realize what's really important, and emerge stronger than ever from this downturn.

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