



UNOX ESG Report 2022



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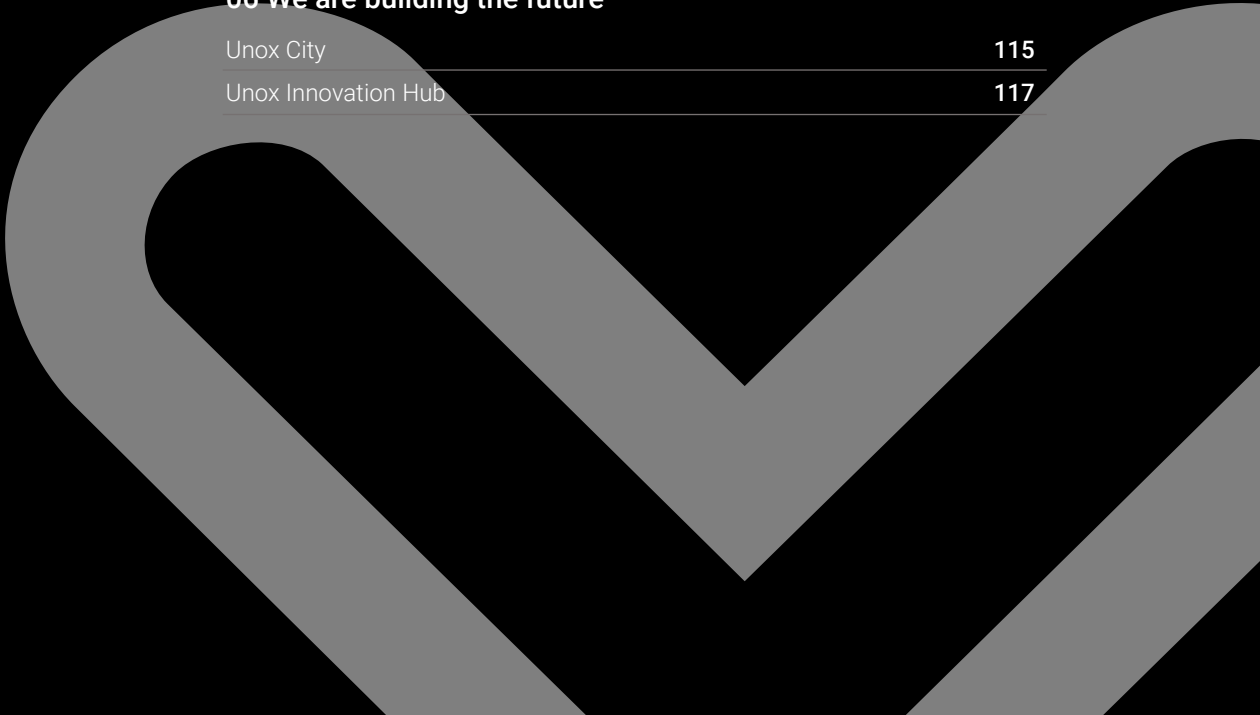
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01. Introduction

Letter to stakeholders

The way we see it, success is a verb you conjugate in the future tense. To create a sustainable future, we need to act ethically and with integrity today, guided at all times by our principles.

Today, we're proud to share our ESG Report with you.

The Unox Group works around the globe and a significant contingent of our team lives and works outside our home country, Italy. We're proud to be one big family made up of people of different cultures, languages and backgrounds. Diversity and inclusion have been core elements of our DNA for as long as we've been around. We're well aware that our conduct has an impact on all communities we work in around the world, and we believe it's our responsibility to ensure that Unox will generate a positive impact on their lives.

At the same time we are responsible to generate a positive impact on our planet. Unox operates in the foodservice equipment industry, a professional kitchen is an energy intensive and very stressful environment. As a kitchen equipment manufacturer, while we continue working on the decarbonisation of our own operation, we have also the responsibility to design technologies that reduce the negative environmental and social impacts of professional kitchens.

We have to do this for our future, for the future of the foodservice industry, for the future of Unox people and for the future of our communities.

Thank you,
Enrico Franzolin, Chiara Franzolin, Nicola Michelon
The Board of Directors




Unox Today

Unox is a technology-driven manufacturer of high-performance commercial ovens based in Padua, Italy. More than 30 years of R&D awarded us as number one among the world's manufacturers in terms of units sold and ENERGY STAR® certified ovens, Unox designs, produces and offers smart solutions which meet every foodservice and bakery need.

Always focused on developing ground-breaking eco-conscious solutions that save energy and environmental resources and driven by the taste of building success, our Group is active worldwide with more than 43 branches. We want every customer worldwide to enjoy the same experience and level of service.

The company is a real know-how factory which follows an in-house production process that allows it to have maximum control over the quality of products. We strive for a collaborative and growing work environment for the success and fulfilment of every employee and project worldwide. This approach has earned the company several prizes and awards such as the Great Place to Work certification.

Unox offers state-of-the-art services and experiences merging the most interesting trends in the high-tech world with the foodservice industry needs. We boast the widest commercial oven range in the market which includes convection, speed, and combi ovens.



***We are driven by the
taste of building
success around us.
For our customers, our
sales partners and our
suppliers, and for each
person of Unox***



Also, it offers revolutionary solutions for hot food preservation.

All of these translate into a range of commercial ovens that meets all cooking, technological and space requirements.

Following the sales process directly with our global team we guarantee unparalleled technical and cooking assistance to let customers take full advantage of its solutions and adapt them to the business needs.

Success can be measured in various ways, some intangible and more ephemeral, others tangible and demonstrable.

Unox success translates into achieving the goals we set for ourselves, and the numbers speak for themselves: ours is a net and steady growth.

In short: Unox creates intelligent technology and applies it to professional cooking processes to support people and businesses who face the challenge of building their everyday success in the food service world.

We are a real know-how factory that designs, manufactures and markets professional ovens for the catering, retail, pastry and bakery sectors.





Our story

Unox was born with its first innovation. It was a multi-fan oven able to cook more homogeneously than other solutions available on the market.

This was thanks to AIR.Maxi™ technology that intelligently uses the fans to ensure uniform air diffusion at every point of the cooking chamber.

This new technology was so effective and successful, that soon Unox gained market leadership.

Our Group has always considered it of primary importance to invest in the territory to create solid foundations for its growth. In the 90s, while most companies outsourced and relocated their production activities, Unox chose to invest in the territory to create a vertically integrated local industrial system.

All production processes take place in the province of Padua. We can therefore say that the ovens of the brand are completely designed and manufactured in Italy. After refining what we call the Vertical Integrated Process, we started to build a customer-focused business model, both in terms of pre- and post-sales service.

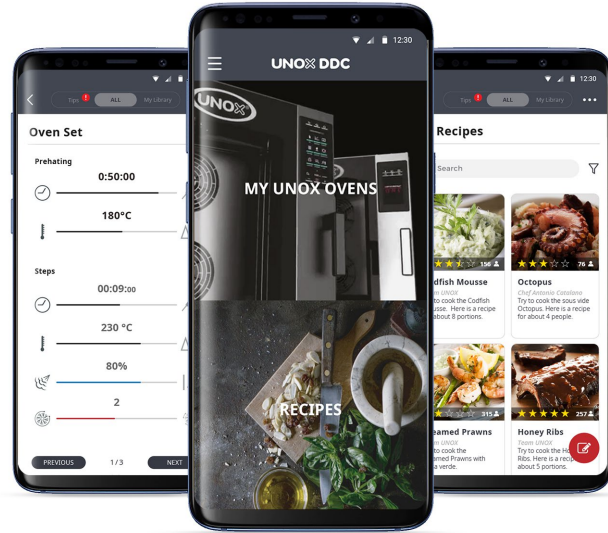
With this goal in mind, since 2008, we have introduced the concept of the Individual Cooking Experience (ICE), a one-to-one cooking demonstration in which our Active Marketing Chefs (AMCs) – Unox experts who combine the figure of a salesperson with that of a chef – let customers try Unox ovens free of charge directly in their kitchens and pastry laboratories cooking their recipes with their usual ingredients, allowing them to make an informed investment.



Thanks to this new business model, our AMCs, now spread like wildfire all over the world, have been able to collect direct feedback from our customers. This important feedbacks allowed us to further improve and innovate our products.

In the light of many comparisons and thanks to tireless studies, in 2015, UNOX presented to the market two new ranges of combination ovens: CHEFTOP MIND.Maps™ and BAKERTOP MIND.Maps™. These are smart ovens that, thanks to ADAPTIVE.Cooking technology can automatically optimize the cooking program according to the load inserted, the opening times of the door, the temperature and duration of the preheating and many other parameters that are constantly monitored before and during cooking to obtain consistent results.





This new product line marks a true digital transformation for Unox, which is starting to adopt a 'Data Driven' approach and apply 'artificial intelligence' functions in its ovens. From now on, Unox ovens are no longer just an indispensable piece of equipment in the kitchen of foodservice professionals, but also a useful tool to measure and analyse their performance, to always get the best results.

However, it is in recent years that Unox's pace of innovation has truly taken off. In 2019 our experience in the sector met the research of the University of Parma giving life to the EVEREO®, the first hot fridge in history.

This innovative technique patented by Unox allows our customers to preserve freshly cooked food at serving temperature for days, keeping its organoleptic qualities perfectly intact.

All this translates into savings in time and resources.

To accompany this revolution, our engineers invented MULTI.Day Hot Vacuum, the only technology on the market capable of vacuum-packing food that is still hot.

2021 has again marked the history of Unox. This is the year in which we have proved that we are the real engine of innovation in the foodservice equipment market, launching SPEED-X™: the first ever self-washing combi-speed oven.

By studying the science behind cooking processes, we have once again managed to overcome the limits of the equipment offered by the market by combining the advantages of steam cooking with those of microwaves, thus starting the era of hyper-accelerated cooking. With SPEED-X™, cooking times have been drastically reduced, just to give an example: a whole sea bass on a bed of potatoes is ready in just 6 minutes.



However, SPEED-X™ is not only an unprecedented innovation in terms of cooking performance, it is also the first oven in the market using Digital.ID™ Operating system. Unox has in fact developed the most advanced operating system that has ever been installed on an oven to guarantee performance that lives up to our high-tech experience every day even in the kitchen.

In 2023 Unox again revolutionized the foodservice equipment industry launching a new generation of combi ovens that set the new standard in terms of both performance and user-machine interaction in professional kitchens.

We worked on each aspect with the aim of creating the best combi ovens ever. The project of the new CHEFTOP-X™ and BAKERTOP-X™ ovens lasted 3 years and involved 50 people including engineers, physicists, chemists, and chefs.

We were inspired by our smartphones, the most advanced



devices we interact with every day. The ones which define our expectations in terms of user experience. The Digital.ID™ OS brings the same versatility of a smartphone to Unox ovens: a fast, intuitive, and customisable interface with hyper-connection functions enhanced by AI.

CHEFTOP-X™ is the perfect oven for gastronomy use while BAKERTOP-X™ is devised specifically for bakeries and pastry shops. They are equipped with HEY.Unox technology, meaning chefs can voice operate their ovens. In addition to this, the new OPTIC.Cooking accessory can be equipped to the oven to allow operators to simply insert the food, and let the oven visually recognise it and start the correct program. Every professional has their own secrets and tastes. CHEFTOP-X™ and BAKERTOP-X™ know how to adapt to their preferences, hence they ask for the chefs' feedback after each cooking process so as to improve and align their cooking performance to professionals' expectations day by day.



The new Unox combi ovens have been designed with the goal of minimising their environmental impact, both during production and especially when in use. They are equipped with smart functions such as SMART.Energy capable of reducing and optimising consumptions and CO2 emissions at all times, even when the oven is running empty. Moreover, it provides personalised suggestions to users to be greener while cooking, for example by warning them if the door has been open for too long.

Their insulation technology has also been improved to further limit heat loss and thus make CHEFTOP-X™ and BAKERTOP-X™ the most efficient equipment a kitchen can have.

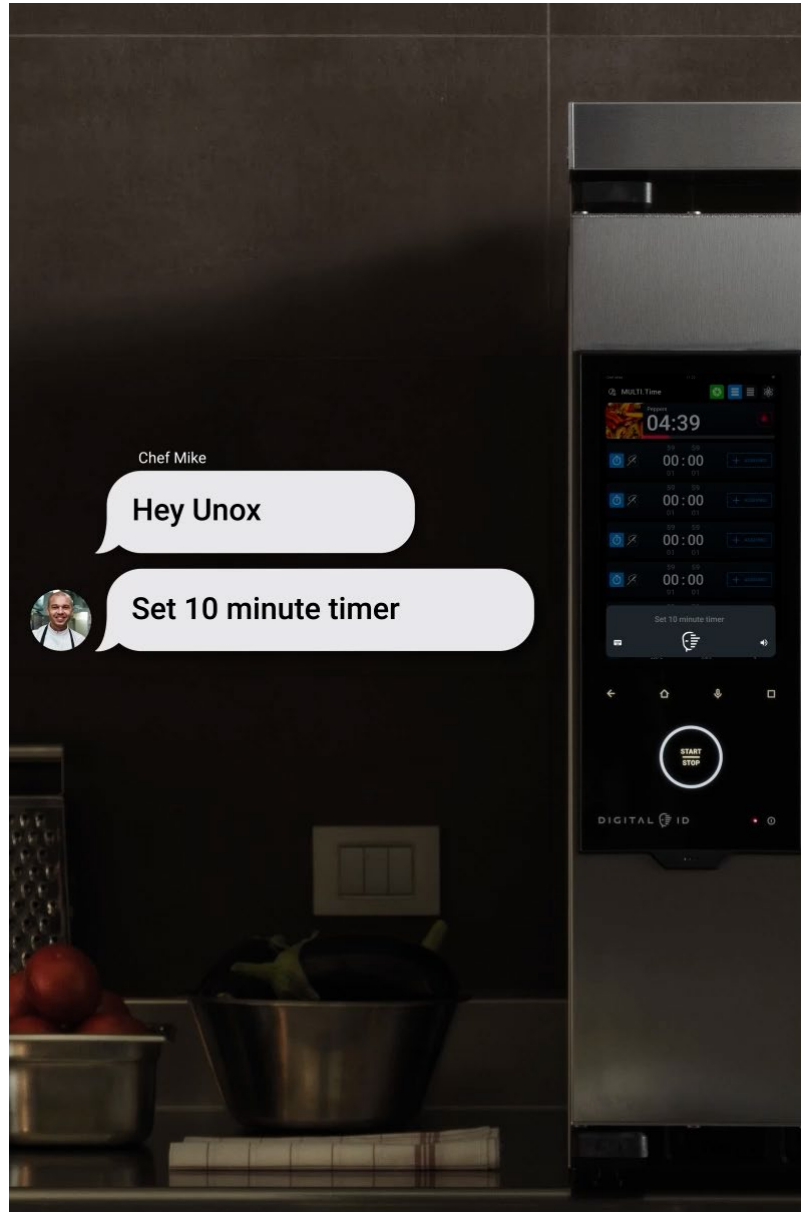


The list of improvements is long: their STEAM.Maxi™ steam production system has a 22 l/sec capacity while the DRY.Maxi™ humidity removal system an impressive 45 m³/h. The ovens are quicker than ever and can produce air which flows up to 250 km/h.

In short, we launch disruptive products and technologies that revolutionize the market year after year, proving to be the most innovative player in the food service equipment market.

Unox's competitive advantage derives from its ability to offer innovative products and services well ahead of competitors. This is our story.





Chef Mike

Hey Unox

Set 10 minute timer





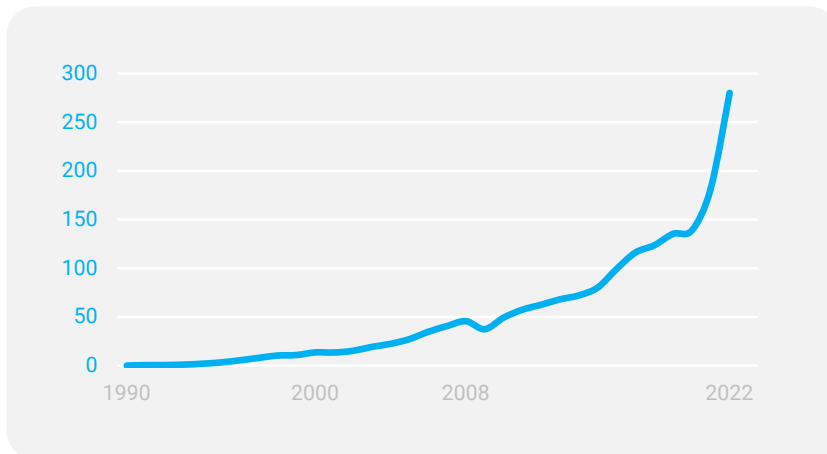
Our numbers

Our turnover is supported by continuous innovation processes. Our innovation-driven approach has let us obtain the technological leadership in the foodservice equipment sector and fuels Unox's success every day.

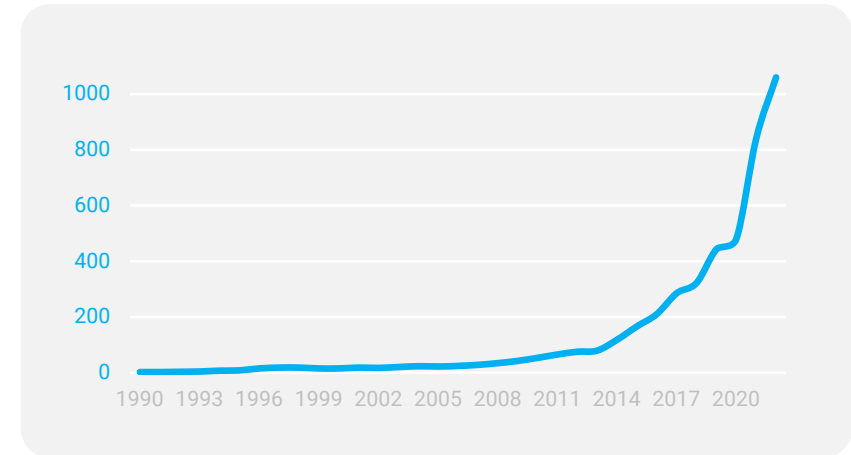
We want every customer in the world (e.g. from Rome to Stockholm, from Melbourne to Sao Paulo) to have the same experience and the same level of service.

Unox is a global company that now counts on more than 1,000 employees, of which about 40% live and work outside Italy. We are present on all continents with a total of 43 commercial branches to guarantee the same experience and

Unox Turnover (min €) 1990-2022



Unox People 1990-2022



the same level of service to all our customers in the world.

Colleagues with the role of Active Marketing Chef work alongside local distributor partners in order to provide pre- and post-sales services to end users, allowing us to meticulously monitor the quality of the services we offer in every place where we operate.

For Unox, training is a crucial element for its growth. The onboarding, training and updating processes ensure that all branches can maintain the high standard of services offered by Unox in every corner of the world.

We know that we are a global organization but we also know that local peculiarities are invaluable and we adapt our standard to each reality with the aim of offering services that meet the expectations of each country while maintaining the high quality of the experience with Unox.

Recently, aiming to increase and strengthen our presence in different countries and to improve the service offered locally, we conceived the idea of Unox Experience Centers. Real showrooms equipped with a demonstration kitchen where you can live excellent experiences by attending live demonstrations proposed by our Corporate Chefs.

Not only that, these new hubs have state-of-the-art Service Academy rooms dedicated to staff training and local service centers to improve the service offered by us and our partners.

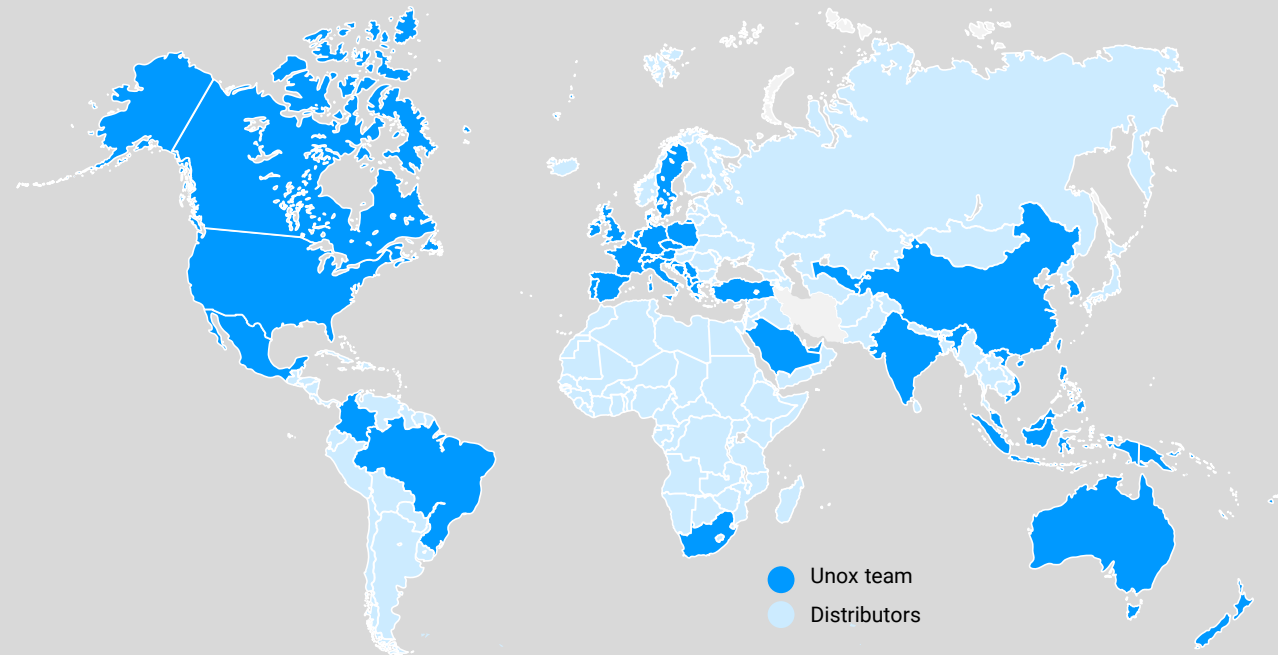


1068
people
in the world*

40%
of them live and work
outside Italy

43
branches
in the world

*This number refers to Unox people on 31/12/2022



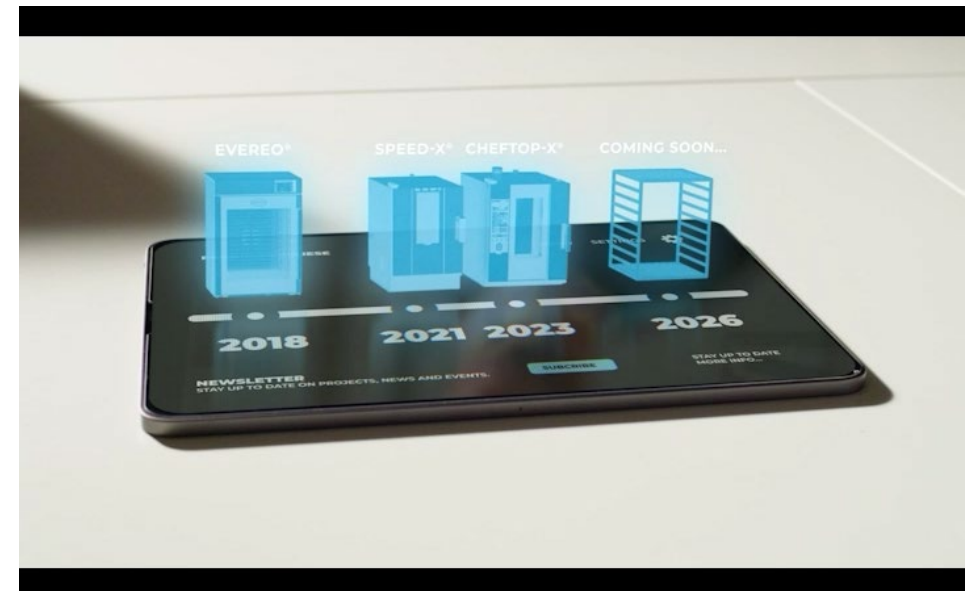
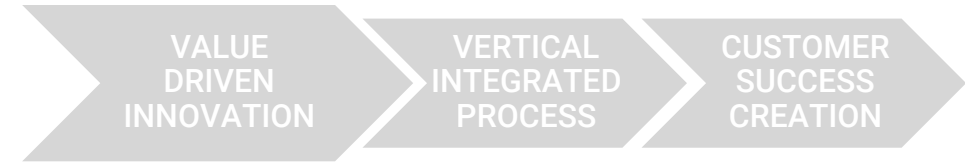
Value driven innovation

From ideas to solutions

Innovation for Unox means continuously improving our products based on the feedback we receive from the market collected by our Active Marketing Chefs. But not only that!

It also means revolutionising the foodservice landscape by conceiving, designing and patenting increasingly innovative technologies driven by the most important trends in the high-tech world.

Cooking for us is an art but also a science. This is precisely why Unox's R&D team is composed of chemists, physicists, designers and engineers. Scientists committed to translating the needs of end customers into ever more efficient technologies and solutions suited to meet all the challenges of dining environments, whatever they may be.



Vertical integrated processes

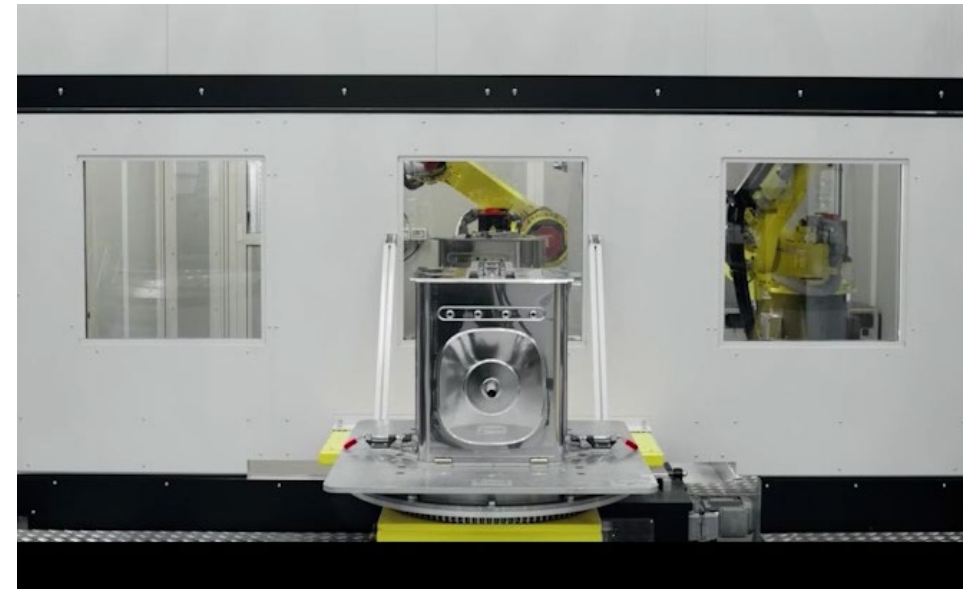
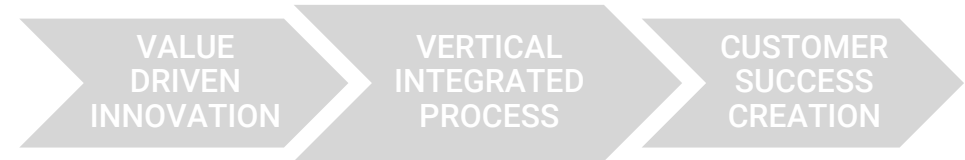
Unox Value chain

We leave nothing to chance. The Unox brand is synonymous with quality. The same quality we monitor throughout our production chain: strictly in-house. In fact, 95 percent of the components of our ovens are produced directly in the Unox group and meet meticulous inspection tests. The remaining 5 percent comes from companies we trust that meet high standards outlined by our group.

The Unox Group's production chain today consists of 6 companies located in Italy within a few miles of each other:

- **Metex** (steel moulding),
- **Velex** (electronic board production),
- **Mabix** (plastic components production),
- **Detix** (detergents production),
- **Esse3** (trays production)
- **Spidocook** (contact grill production)
- **Unox Manifattura** (which is in charge of assembling the finished product).

The supply chain is thus fully integrated and localised. This approach allows us to be flexible and adapt quickly to market conditions.



Customer success creation

Your success is our success

At Unox we are always driven by the taste for building success. We start the selling process by having our ovens tested by users with an Individual Cooking Experience giving them the opportunity to test the ovens directly in their own kitchen, with their own ingredients and recipes, committing ourselves to helping them make the best choice to win their challenges.

Our focus does not stop at sale but goes beyond with our after-sale services. Once held in presence, they are now performed also remotely to lower our environmental impact:

- **TOP.Training service** that allows our customers to take full advantage of their Unox ovens from the very first days after installation;
- **Unox Corporate Chef team** is always on hand to give practical advice on the most suitable cooking programs;
- our **After-sales Technical Support** ensures specialised assistance from our certified technicians and service centres for up to 4 years or 10,000 ignition hours on replacement parts.

We know that our ovens are not mere cooking machines but real business management tools. As a result, we have equipped our ovens with artificial intelligence. With Data Driven Cooking users can monitor their ovens activities whenever and wherever they want, view consumption and usage reports, and keep all the KPIs always checked.



Methodological note

In the last decade, there has been a growing focus on sustainability-related issues and the involvement of the business community on a global scale. The year 2015 saw the signing of the 2030 Agenda for Sustainable Development by 193 United Nations countries, including Italy. This plan of action reflects a shared commitment to ensuring a better future for the planet and all its inhabitants.

The European Union further renewed and strengthened its commitment to sustainability with the signing of the "European Green Deal" in 2019. This program is designed to achieve climate neutrality in the EU by 2050, promote sustainable economic growth, and facilitate a just transition that creates new jobs and reduces social inequalities.

The European and national level have reaffirmed their commitment to a green and inclusive transition through the economic recovery measures introduced after the Covid-19 crisis. Specifically, 30% of the Next Generation EU funds have been allocated to the implementation of the European Green Deal program, and the Italian National Recovery and Resilience Plan (also "PNRR") has earmarked 40% of its investments for green projects and social inclusion and cohesion projects.

Aware of its impacts on the environment and people, Unox has been for years on the path to improve its performance in terms of environmental and social sustainability.

The attention for the future of the environment and the future generations is among the most important values that guide our choices.

This idea underlies Unox sustainability strategy, which is based on three values:

- **innovate** through the development of products with reduced environmental impact;
- **respect the planet's resources** by developing business with a careful focus on the future;
- **supporting people** through the concrete enhancement of Unox people and the territories in which we operates, with concrete aid, through an ethical and responsible approach.

In a context of greater awareness and major commitment to these topics, our organisation has decided to start a process of formal commitment to sustainability, by preparing the first Sustainability Report, which will be an annual overview of our sustainability performance.

To draft our Sustainability Report we decided to adopt the "Global Reporting Initiative Sustainability Reporting Standards" from the GRI – Global Reporting Initiative (hereafter "GRI Standards"), in its 2021 updated version and in its "with reference" approach.



Process to determine material topics

To investigate the key sustainability topics to be reported in our document, we followed the materiality process defined by GRI Standards, summarised as follows.

Material topics represent an organisation's most significant impacts on the economy, environment, and people, including impacts on their human rights.

To date, a specific GRI Sector Standard is not available for our industry, but we are looking to integrate it in the future edition of this document, consistently with the "identify and assess impacts on an ongoing basis" proposed by the standard.

In order to understand the context we conduct an analysis on the:

- **major sustainability Global and European trends**, such as

the ones addressed by the WEF Global Risk Trend 2022 and the ones reported by the SASB Materiality Map;

- **key topics** already covered by players in our market;
- **key market and sustainability trends** highlighted for our sector.

Following that, we engaged several internal corporate functions and the top management in order to identify and evaluate positive and negative, potential and actual impacts linked with the activities of the Group, our supply chain and our products on the economy, the environment, the society and human rights.

The qualitative assessment helped us in determining the significance of each impact and in prioritising them. Most significant impacts were then clustered in the Unox material topics that are presented in the next page (in alphabetical order).





Energy and Emission	Careful use of energy resources in the activities performed and adoption of behaviours and technologies that allow a reduction in the ensuing greenhouse gas emissions.
Governance and ethics	Guaranteeing a good and solid corporate organisation that facilitates acting in compliance with current national and supranational laws and the most commonly applied ethical principles, which are adopted by the organisation itself.
People empowerment	Create a work environment that safeguards collaborators rights and enhances their ability and their wellbeing inside and outside the workplace, through training, empowerment and other initiatives.
Products environmental and social impacts	A professional kitchen is an energy intensive and very stressful environment, as a kitchen equipment manufacturer we have the responsibility to design technologies that reduce the negative environmental and social impacts of professional kitchens.
Sustainable supply chain	Integration of environmentally and socially and responsible practices throughout the supply chain in order to minimise negative impacts on the environment and society, while also creating long term economic benefit.
Waste management	Responsible management of waste, through activities such as separate collection and recycling, as well as initiatives to raise employee awareness on saving, reusing and recycling the resources used in activities.
Water resources	Interaction with water resources, considering how and where they are collected, consumed and disposed of and the impacts that the organisation's activities have on them.

Approach to stakeholder engagement

Material topics involve stakeholders both inside and outside the organization. Designing effective stakeholder engagement processes requires understanding who Unox's stakeholders are and how and why they interact with the organisation. We have carefully mapped our stakeholders in order to identify both which stakeholders may affect the achievement of Unox's strategic goals, and which can be significantly influenced by Unox activity and products. This document is the first tool aimed at creating an engagement on sustainability issues with our stakeholders: in the following years we will work to actively involve our stakeholders in our sustainability strategy. For any information on the report, please, contact us at the following email address info@unox.com.

Communities	Local communities located near the areas where Unox operates and has relationships with.
Customers and commercial partners	Organisations and individuals who select and purchase Unox products.
Supplier and partners	Suppliers of goods and services necessary for Unox production and support activities.
Unox people and their families	Employees and collaborators of all contract types, and their families that benefit, directly and indirectly, of Unox wellbeing initiatives.
Universities and research centres	Universities and research centres supported by Unox in order to develop knowledge useful for research and innovation activities.
Users	People who use Unox products, both in a professional or domestic cooking environment, that are the final beneficiary of the development and innovation activities. Sometimes they may correspond to the customers.

Entities included in the organisation's sustainability reporting

The information that will be presented in the following chapters are referred to all companies consolidated in the financial report: the information disclosed in this first edition relates to the period 01/01/2022 – 31/12/2022 (FY 2022), but we included available data also for the FY 2021 (01/01/2021 – 31/12/2021) in order to ensure comparability.

Value Driven Innovation

- UNOX Spa
- INOVA LAB Srl

Vertical Integrated Process

- UNOX Manifattura
- METEX Srl
- DETIX Srl
- MABIX Srl
- VELEX Srl
- SPIDOCOOK Srl
- Esse3 Srl

Customer Success Creation

- UNOX Inc. (USA)
- UNOX Canada (Canada)
- UNOX Colombia (Colombia)
- UNOX Mexico (Mexico)
- UNOX Brazil (Brazil)
- UNOX Distr. (Czech Republic)
- UNOX DE (Germany)
- UNOX Switzerland (Switzerland)
- UNOX Hrvatska (Croatia)
- UNOX France (France)
- UNOX Professional Espana (Spain)
- UNOX Osterrech (Austria)
- UNOX Polska (Poland)
- UNOX Netherland (Netherlands)
- UNOX Denmark (Denmark)
- UNOX Scandinavia (Sweden)
- Garlis Holdings (UK)
- UNOX UK (UK)
- UNOX Indonesia (Indonesia)
- UNOX Asia (Malaysia)
- UNOX Middle East (UAE)
- UNOX Turkey (Turkey)
- UNOX Australia (Australia)
- EXEVER Australia (Australia)
- UNOX New Zealand (New Zealand)
- UNOX Shangai (China)
- UNOX Korea (Korea)
- UNOX India (India)



02. Governance and business relationship

In this chapter, we will present our approach to governance and business ethics, including the policies, process and structure that support our commitment to transparency, accountability and integrity.

We will describe our governance framework, which is designed to ensure that we operate in compliance with legal and regulatory requirements, as well as our own high standard of ethical behavior.



Ethics and values within UNOX

Governance should be guided by ethical principles such as fair compensation strategies, respect for meritocracy, diversity policies, and transparent decision-making by the management body: a governance system that respects these principles will be perceived positively by both internal and external stakeholders. A compliance and ethics program can help ensure that an organization operates within the law and stays true to its own ethical principles that are important to the company's business and identity. Whereas a weak governance system may lead to various negative impacts, such as misallocation of resources and revenues, damage to the environment, abuse of democracy and human rights, and political instability.

As a company with high ethical principles Unox aims at establishing a system that maintains appropriate oversight at all levels while adhering to business ethics standards. We interpret the economic and environmental / social performance of our operating processes as two sides of the same coin, pursuing a zero “waste” target in all ESG aspects and maximum reduction of environmental and social externalities. We recognize the centrality of ethics in the management of our business, and we pursue our goals with the utmost respect for the relevant regulations, the bodies in charge of verifying compliance, as well as for our people, our customers, suppliers, competitors and in general any other stakeholder.

We aspire to consistently do the right thing by providing fundamental guidelines for ethics in our Code of Conduct. We firmly stand behind our pledge to foster a workplace environment that encourages open and honest

communication enabling all workers to report misconduct by their colleagues or managers without fear of consequences. In implementing the essential principles referred to above, and in particular business ethics, the Company requires its directors, employees, collaborators and any other third party with whom it deals, to strictly comply with the guidelines contained in the Code of Conduct.

The guidelines can be summarized and grouped into the following three key values:

- **Integrity:** we demand the highest integrity from ourselves and all those with whom we deal, in full compliance with all applicable regulations.
- **Respect:** we honor our commitments and take responsibility for any of our actions.



- **Commitment:** we are fully committed to every activity we perform with an orientation toward continuous improvement, encouraging others to do the same.

Ethics behaviours are promoted also through our Organizational Model drafted in accordance with the requirements of Italian Law Decree 231/2001 that is applied in all the companies of our Group and defines specific roles and responsibilities for the different processes. Beside the above mentioned values, the Organizational Model defines role models that must be respected by all the employees in their daily operations and when they interact with third parties, especially in terms of compliance with laws, fair competition and anti-corruption.

Thanks to the values promoted in the Group and the control system implemented no confirmed incidents of corruption took place, nor the Group received significant notifications and fines for episodes of non-compliance.

At Unox we value transparent communication with our employees by creating an environment where feedback is encouraged through open and anonymous channels. Additionally, we believe that feedback is the most important tool for growth. Feedback helps us to make explicit what behaviours need to be sustained and what behaviours need to be changed, to identify areas where improvements can be made through broad action planning processes, to address issues proactively.





The Governance Bodies

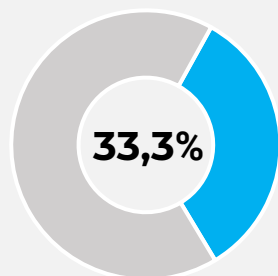
Board of Directors

Unox has a Board of Directors consisting of 3 people, all members of the shareholding family:

- **Ing. Enrico Franzolin** - Founder and President;
- **Ing. Nicola Michelin** – Chief Executive Officer;
- **Ing. Chiara Franzolin** – Chief Operations Officer.

The Board of Directors is the body vested with all the powers of ordinary and extraordinary management of the company.

% of women in the Board of Directors 2022



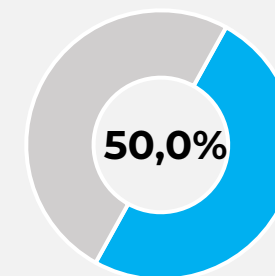
The Board of Directors oversees the organizational health, enterprise structure, strategic relevance and direction, defining Unox goals in the short, medium and long term.

Strategic Committee

In Unox we believe that feedback is the most important tool for personal and professional development, for this reason our board of directors decided to be advised by 3 independent and important profile directors creating a Strategic Committee.

The strategic committee is composed by the 3 members of the board of directors and 3 independent members. It has the role of advice the Board of Director on strategic choices and support their implementation.

% of Independent members in the Strategic Committee 2022



Executive Team

The operative aspects are delegated to the Executive Team, which is coordinated by the CEO and is composed by the 3 members of the Board of Directors and 14 executives who have the complete responsibility for the execution of the strategy and operational processes.

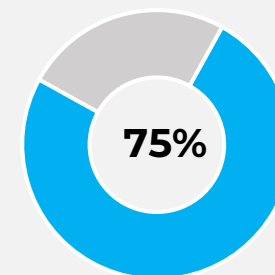
Each executive is responsible for 3 key elements:

- **People:** personal development and growth professional and economical of every person in the team;
- **Processes:** continuous kaizen and support of the processes with which we create value for the customer in a sustainable way;
- **Products and Services:** compliance with Quality, Cost, Time and Sustainability objectives to maximize the value we create for our customer 75% of the Executives team members are people who got promoted internally thanks to their outstanding performance, the remainder of them are skilled people hired from outside after a brilliant career in another company or business, in order to internalize specific skills, backgrounds and experiences. If possible, we do our best to fill each leadership role with an internal candidate, so our employees are surrounded by examples of successful progression.

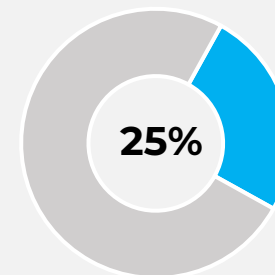
As the chart shows, 12 out of 16 members of the Executive Team are people who get promoted internally thanks to their outstanding performance. This underlines how we believe that our people are the fundamental resource for the development of the Group. The wealth of knowledge, experience and skills of all of them must be valued and increased, thereby

contributing to the growth of the Company. Unox is a meritocratic company that promotes individuals to the executive team based solely on their skills, competencies and performance. We don't select leading people taking into account sex, age, or other discriminatory elements: we only consider merit. Our strategic sustainability goals are part of the responsibilities of every governance body within the Group, including the Board of Directors and the Executives Team; an ESG Manager with responsibility over all the UNOX companies has been nominated to constantly oversee the ESG issues that involve us.

% of Executives promoted internally 2022



% of women in the Executive Team 2022





We have equipped ourselves with a flexible organization model for the Group to fit our ambitious growth plans. Our organization model can sustain a growth up to 1 billion turnover.

To foster our growth we strongly invested in training and preparing the leaders of tomorrow.

Diversity among the Executive Team	2022		2021	
	Men	Women	Men	Women
<30 years old	0	0	0	0
30-50 years old	9	3	8	3
>50 years old	3	1	2	1

Average Tenure 7,7 yrs

Remuneration policies

The Group's remuneration policy is aimed at ensuring the company remains competitive in the labor market, and at achieving the Company's strategic objectives by pursuing

sustainable long-term results in line with our business risk management policy, our industrial plan and our ESG plan. The remuneration structure provides for the balancing of the monetary component of remuneration (fixed and variable remuneration) and the enhancement of the non-monetary component (benefits and welfare), with a view to pursuing sustainable results in the long term. Each executive has a fixed pay and a variable pay linked to annual targets defined by an MBO.

We also offer to all Unox people, not only managers, benefits and welfare.

According to the role and responsibilities of each Executive, in a specific year, his/her MBO could include a target connected to a specific sustainability goal. Targets for each executive are set by the CEO, according to the medium-long term priorities defined in the company industrial plan and ESG plan defined by the Board of Directors. In this context, the remuneration policy supports the achievement of the guidelines defined in the Company's Strategic Plan, promoting, through the balancing and selection of performance parameters, the alignment of management's interests with the objective of ensuring sustainable business success from a medium/long-term perspective.

The Board of Directors and CEO administer and oversee Unox's compensation policies, plans and benefit programs; in the details they:

- define and updates the remuneration policy yearly;
- determine the remuneration of Executives holding specific responsibilities;
- define the performance targets and objectives of the Executive team and assess whether or not they have been achieved, for the purposes of the incentive systems.



In this chapter, we will explore how we are trying to create a positive impact on the people that surround us, whether they are part of our workforce or part of the communities that are connected to our organization.

03. People

At the heart of our Organization's success lies the recognition that our employees play an essential role in shaping our business outcomes.

Accordingly, we view the cultivation of effective and successful employment relationships, as well as promoting diversity and development, not simply as legal requirements to be met, but as integral components of our overall strategy to support the professional growth of our team members.

Moreover, we recognize that employee safety, satisfaction and well-being constitute critical aspects that must be carefully considered.





Employees and collaborators

The approaches to the management of employees and collaborators chosen and carried out by an organization can determine whether the company will have a positive or a negative impact on their development, their wellbeing, their sense of inclusion and more generally on the economy of the context that is indirectly affected by the presence of the company.

Unox is a global company present in more than 38 countries, that offers a diverse working environment with more than 1.000 people working together as one team: the Group actions have an inevitable impact on a large number of people, their families and the communities in which they are inserted that must be managed closely.

We strongly believe that when a company is small, it focuses on products. When it wants to grow, it focuses on processes. When it wants to become great, it focuses on people.

That is why we are creating the best working environment in which to build successes for those who have shown talent and passion during their studies and for those who transform talent and passion into excellent results every day.

This is our people statement that every new Unox person, on the first day of work, receives by e-mail in order to welcome them explaining who we are and what our values and our corporate culture are, through a message from our CEO Nicola Michelin that highlights how we:

- are result-oriented;
- believe in initiative;
- are motivated every day;
- are positive;
- are scientific;
- work as a team;
- believe that feedback is the most important tool to improve as individuals and as a team;
- believe that leading by example is a model of leadership;
- believe in the convergence of choice to be successful;
- believe in dissent to stimulate creativity





Since 2018 Unox has been awarded as a Great Place to Work (GPTW) in Italy, and in 2022 the company has been further awarded for the third consecutive year as a Best Workplaces™ Italia 2022, the award given by the Great Place to Work® Institute that identifies the 60 best companies to work for in Italy according to the opinions of its collaborators.

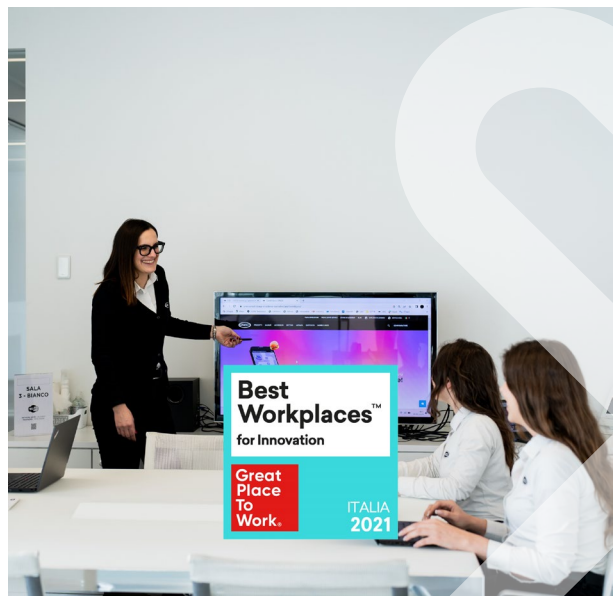
We use the GPTW survey as a key tool to measure our performance in people management:

- every year we measure our performance through the **survey**;
- we publish and **discuss with our people** the results;
- every team has a focus group with their leader and manager and the CEO to **discuss the results, give feedbacks** and **suggest improvement actions**;
- each manager designs and implements an **improvement action plan** for the next year based on the feedback received by the team.

We successfully tested this process in our HQ in Italy, and in 2021 we started rolling out this process in every legal entity of the Group.

This allowed us to identify and assess specific needs in different countries, directly listening to the feedback of our people, reducing the risk of poor employment practices in specific countries.



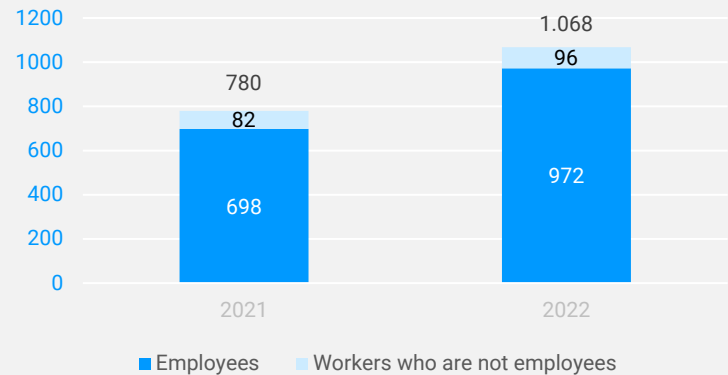


In the last two years the number of Unox People grew significantly (+39%) in order to keep the pace of the general company growth.

The growth mentioned above was driven by an important recruiting strategy that was focused on young (< 30 years) and middle age ($30 \leq x \leq 50$ years) talents: they respectively represent the 42% and the 51% of the new hires of 2022. Part of the recruiting program was aimed at the replacement of terminations, which represented 12% of the total number of employees.

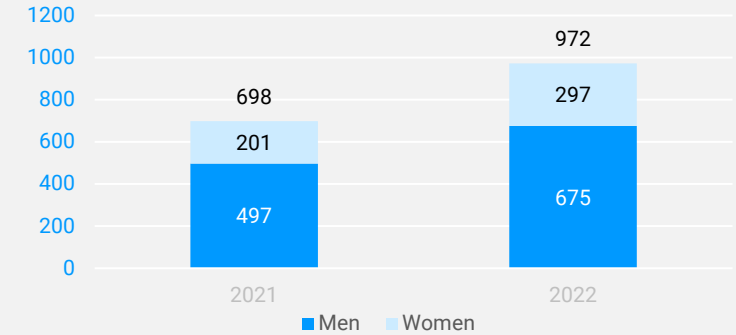
Unox People 2021-2022

Employees and workers who are not employees

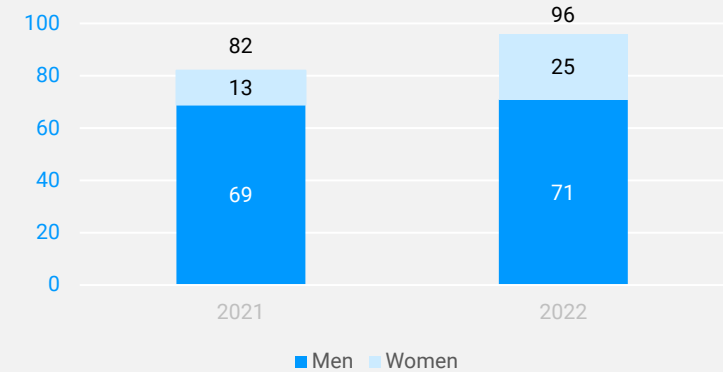


Unox employees 2021-2022

Men & Women

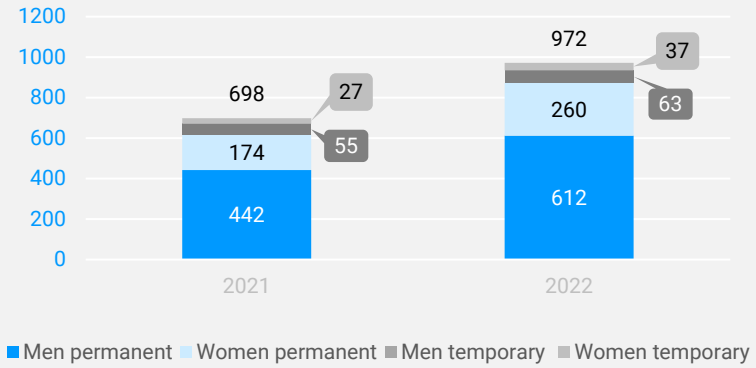


Total workers who are not employees



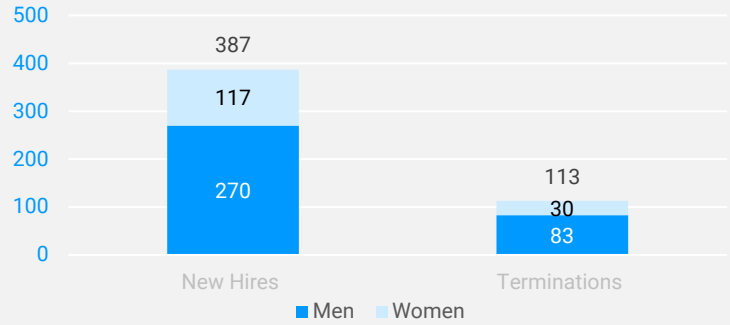
Unox People 2021-2022

Temporary & permanent



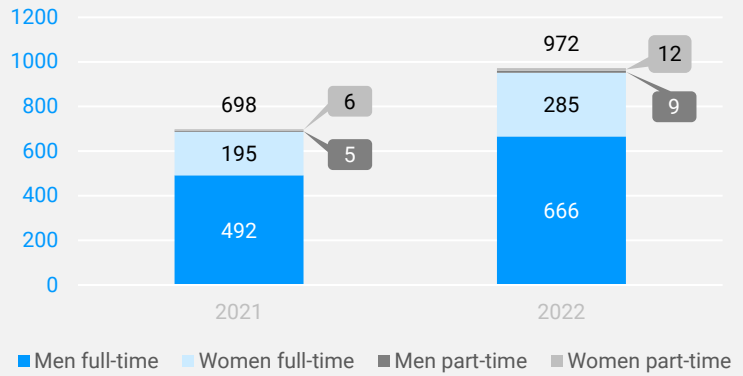
Unox People 2022

New Hires & Terminations per gender



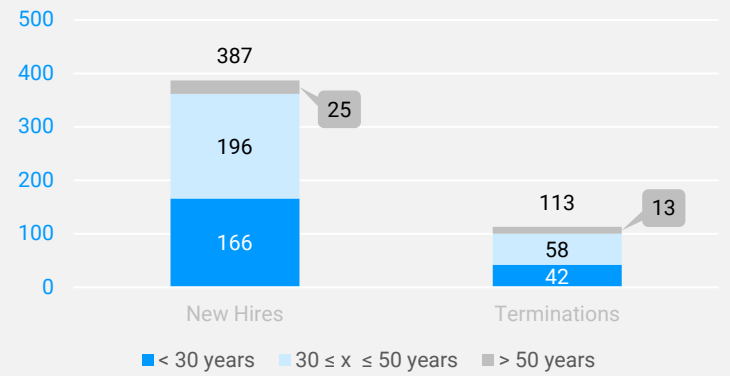
Unox People 2021-2022

Full-time & part-time



Unox People 2022

New Hires & Terminations per age



Opportunities for young talents

Innovation is a key element of our success and in Unox we acknowledge that young talents have the knowledge and the ability to foster it.

Through the program UniUnox we aim to create excellent learning opportunities for the students of the whole territory, breaking the university-labour barrier, allowing the highest possible number of students to experience the business world during their studies.

It is an investment we make for Unox, but also for all local companies. We want to give students the opportunity to add professionalizing experiences in a successful company to their resumes, experiences that will help them grow as people and increase their chances of successfully and quickly entering the world of work.

Some of the main UniUnox activities are:

- **Visits** of students to Unox (from elementary schools to university) to show them a company environment and give them the opportunity to talk with Unox people who started their career from the same background;
- **Involvement by Unox managers or collaborators** during lessons on specific topics of interest (high schools and universities);
- **Working opportunities** with different types of working contracts, such as work-study projects with technical schools, paid internships also aimed at developing bachelor and master degrees theses






(e.g. innovative insulating materials, odor treating, AI integration);

- **Unijob** is a flexible 8 hour part-time contracts for university students to carry out a professionalizing paid job without having to resort to jobs that may not contribute to their professional development, in 2022, 23 students were involved in internships and 22 in UniJob projects;
- **Orienteering nights**, which are events organized by Unox in collaboration with the University of Padua for students aimed at fostering open and informal discussion with managers and giving them the opportunity to collect advice useful for the world of work of today and tomorrow. In 2022 we organized two orienteering nights: each event involved 70 managers and about 16 of the most important companies in the Northeast area of Italy and approximately 400 students;
- **Hackathons**, which are 24-hour contest events that bring computer programmers and other interested people together to improve upon or build a new software program. The challenges focus every time on a different project and participants are provided specific training before the challenge starts. On 27th and 28th May 2022 we hosted the “Food Digitalization Hackathon” in our Headquarters, in which university students from different faculties challenged each other to develop the best digital solutions useful for optimizing the performance of kitchen processes.

Through UniUnox we aim to bridge the distance between the university and business environments and to create a positive impact for students, that can enrich them as people and help them learn to understand the world and the dynamics of the business environment, for the community and local companies, that benefit from a system of activities and initiatives.



Moreover, Unox is part of the CTS, the didactic steering body formed by business and training experts, which works by reviewing and modifying specifications and didactic indications in order to create skills that can be immediately spent in the world of work.



Hackathons:
24-hour contest events
that bring computer
programmers together
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build a new
software program



Orienteering nights:
events organized
by Unox in
collaboration with the
University of Padua





Feedback as a tool for personal and professional development

Retaining and fostering the development of the talents attracted is important as well.

We believe that feedback is the most important tool to grow as individuals and professionals.

From 2022 we started to invest strongly in feedback training processes for all the Group's legal entities outside Italy, with the help of professional coaches. The pillars of our feedback process are:

- **Being Unox and Being a Leader Unox:** a set of behaviours that defines the culture, or the usual way of acting, that we want to promote in our organization in order to strengthen the conduct that facilitate the success of the individual and the organization;
- **180° and 360° Ask for Feedback processes:** an evaluation system that allows managers and team leaders to receive feedback from their superiors, their peers and all the people they manage (360°), and all the other employees to receive feedback from managers and peers (180°). The process is followed if needed by ad hoc meetings to work on the feedback received and identify guidelines for the development of the people.
- **One to one feedback:** when needed, managers can also organize short sessions to cover specific needs with specific persons.



- **Hot Seat:** starting from 2021 we have introduced this project in Unox, to teach our people to give and receive feedback in a serene and constructive way, always in the sincere interest of helping others to improve themselves. The peculiarity of this approach is that the person who receive the feedback is placed on a chair in the center of a semicircle of feedback providers, who manifest the behaviours they have observed and that they consider worthy of attention in order either to reinforce them, when these have a positive impact on the system, or to correct them, when they have a negative impact; given the peculiarity of the situation, the meetings are supervised by professional coaches. The goal is that each participant brings with them the skills learned, in order to break down those resistances and those very common blocks that make people desist from the idea of giving feedback and asking for improvement.
- **One to one talk:** it is an idea born to listen to different points of view and collect ideas and suggestions from each employee, to build together the UNOX of today and tomorrow. The possibility of participating in the project is extended to the entire Unox Group. Each employee has the opportunity to choose a slot to converse with one of the members of Unox Board of Directors: Nicola Michelin (CEO) or Chiara Franzolin (COO). Key points emerged are collected by the HR team and shared with the Management Team to find solutions or identify new opportunities.

Training as a tool for personal and professional development

Training, talent development and listening to people are top priorities for Unox. To encourage people's engagement, at Unox we focus not only on welfare development, but above all on training dedicated to talent development.

Training is the most important tool for people personal and a professional development, and therefore for the development of our organization. This is why we have always provided a lot of training hours to our people, as investing on them means guaranteeing the success and sustainability of Unox Group in the future. Enhancing people's talents and increasing their skills makes them feel part of a common project, this make them perform their activities with greater passion and true commitment.

Engagement is also fostered by teamwork. We are a team committed to achieve the set results every day. We take the field prepared and united. We are aware that success can only be achieved with the work of everyone. We all contribute to Unox success with our talent and determination, and we are always ready to help those in need, and support those who want to improve.

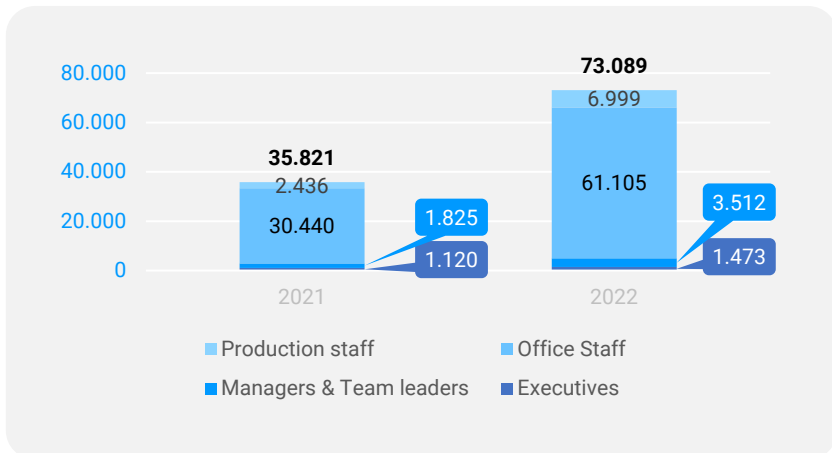
We therefore believe in the search for talents to contribute to their success by helping them to grow professionally and personally, for this reason we have developed specific Training Path for each role in Unox in order to contribute to the personal and professional growth of our people.

During 2022, the training processes for all Unox employees in Italy and abroad were further strengthened, developing talent transformation cycles called talent paths.

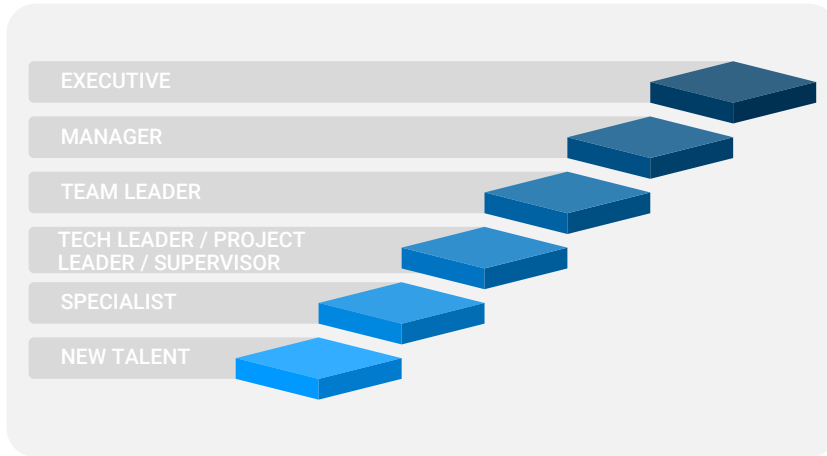
In particular, we worked of the improvement of:

- **Unox Office** Training Path dedicated to our office people;
- **Unox Sales** Training Path dedicated to our salespeople;
- **Unox Manufacturing** Training Path dedicated to people working in our manufacturing plants.

Training hours (estimate) 2021-2022

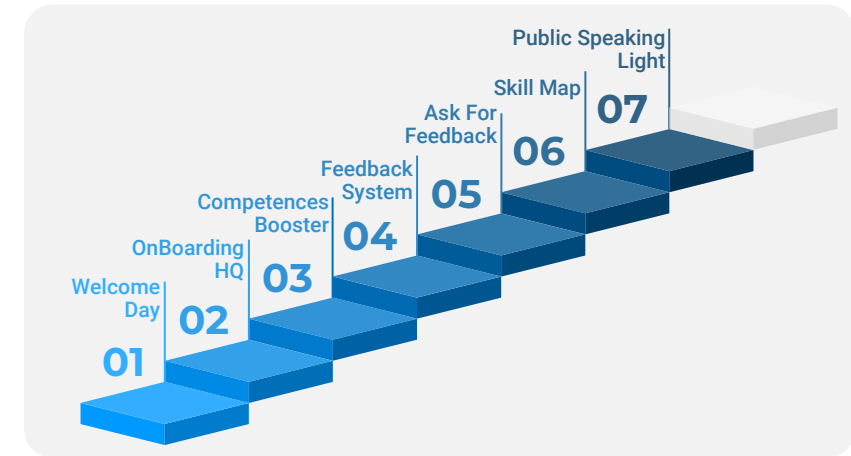


Unox office Training Path



For each role in the Group we have specific trainings provided according with the tasks and responsibilities of that role.

New Talent



Unox Office Training Path start with the **New Talent onboarding**, a 24 months long training of 7 steps:

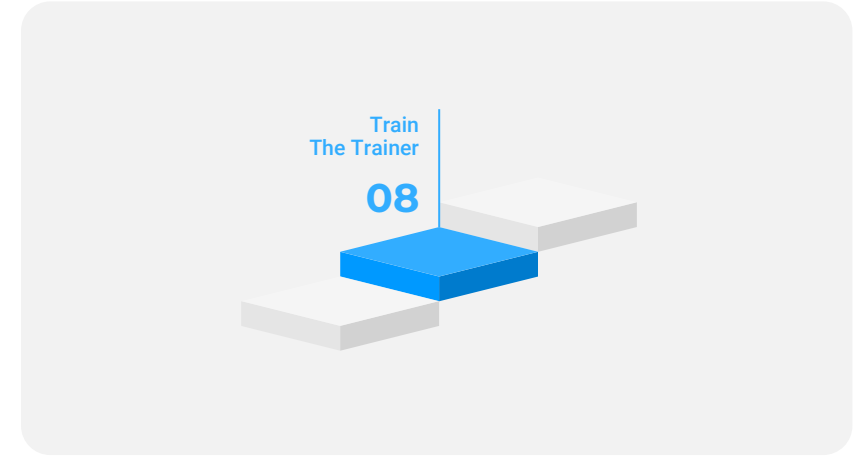
- The first step is the **Welcome Day**, we give a warm welcome to every new colleague presenting Unox tools, welfare systems and standards, introducing her/him to the team and providing the welcome kit.
- **OnBoarding HQ** will intake within the first 6 months from the first day, it helps to get to know Unox mission, vision and values, involving Unox Managers, Team Leaders and trainers. During the On boarding HQ the new talent will also learn about Unox corporate culture, products and services. An initial session is held on Unox's history, processes and Why/How/What. Subsequently, we bring the new talents to a Company Tour.



Feedback training held by a professional coach and a cooking demo with our Corporate Chefs showing our products.

- **Competences Booster** identifies specific hard skills training provided according with the specific role (e.g. an Artificial intelligence advanced training for software engineers, an hydrogen engines training for energy engineers or a UI/UX training for designers).
- **Feedback System:** after the first 6 months of work we arrange the first Hot Seat where the employee can exchange feedback and suggestions on performance with both his colleagues and those of other teams.
- **Ask for feedback:** thanks to this process everyone in Unox receives feedback from the people they work with in an aggregate and anonymous way.
- **Skill map:** for each role in Unox we have a skill map, every 6 month we ask to Unox people to rate themself on the skill map, leaders will rate them too, after that process they will discuss together the results and if any skill gap is identified they will design an action plan to help the skill improvement.
- **Public Speaking Light:** after the first year in Unox, we provide a public speaking training giving tools and techniques to our people that will help them to manage verbal and non-verbal communication.

Specialist

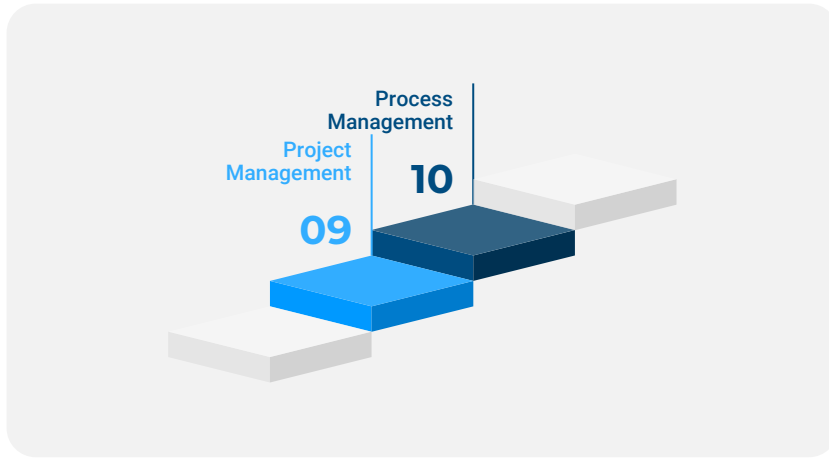


When someone get promoted to **Specialist**, they will also receive the **Train The Trainer** course.

During this training they will learn how to train other people and to properly share their expertise and knowledge. This training will focus on:

- **Learning processes**, hands-on learning processes and behavioural learning;
- **How to design and organize a training session;**
- Roleplay of a real **training session and feedback.**

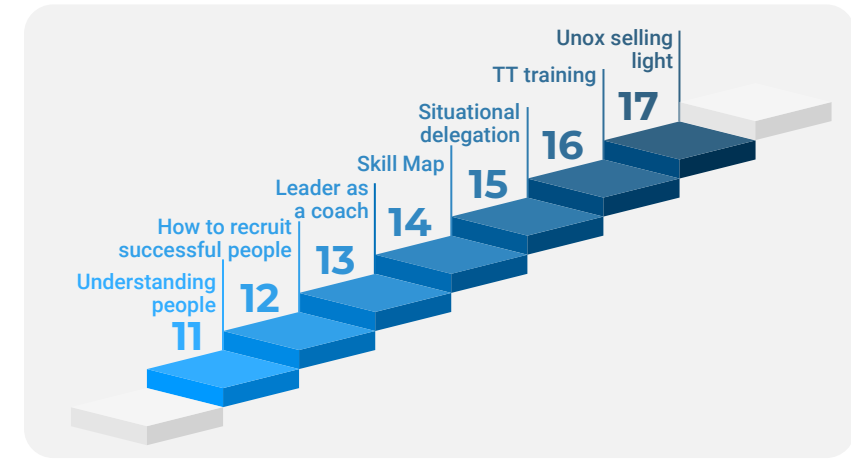
Technology leader, Project leader, Supervisor



Technology Leaders, Project Leaders and Supervisors will receive 2 other courses:

- **Project Management** is a training session on Unox project management standard tools and methods, all our leaders will learn the same methods for project planning and management based on our SPDCA approach;
- **Process Management** is a training session focused on Lean Manufacturing, our Leaders learn both theory and practice about how to manage a process in a Lean way.

Team Leader



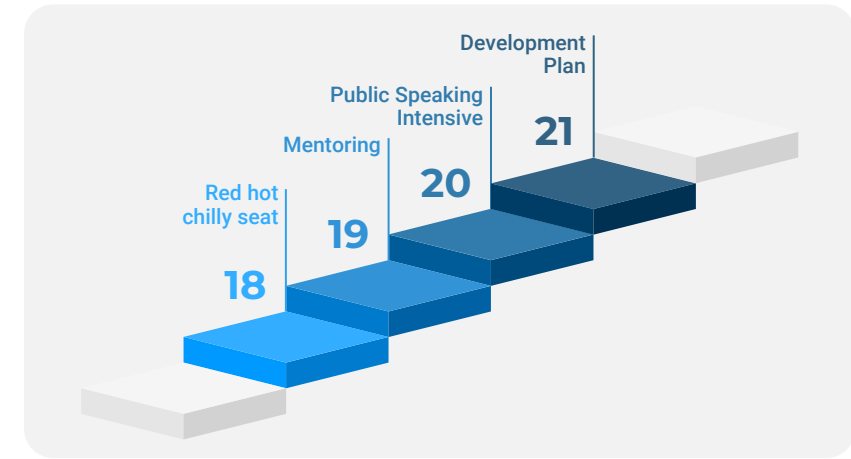
Team leaders are responsible for people personal and professional growth, they need to build and growth a successful team, so we provide them other 7 courses:

- **Understanding people:** this training help to recognize people personality profiles (according with the DISC model) and understand how to manage communication according to the behavioural style of the person in front of us;
- **How to recruit successful people** is a training for leaders on how to select new people for their team;
- **Leader as a coach** is a training on how to be a Coach for your team and help people to growth;



- **Skill map** every 6 month leaders have to rate the skill maps of their team and discuss with them any possible skill gap and action to be taken;
- **Situation delegation:** this training help to understand how to properly manage task delegation according with specific situations;
- **Takt Time Training** is a training on how to properly manage a successful Takt Time, that in Unox is the recurring meeting that each leader arrange individually with all her/his team's members.
- **UNOX Selling Light** is a training on sales skills, based on how to recognize the goals and needs of the person in front of us, each leader will learn how to present her/himself and Unox using the interactions skills.

Manager



New **managers** will receive 4 additional courses:

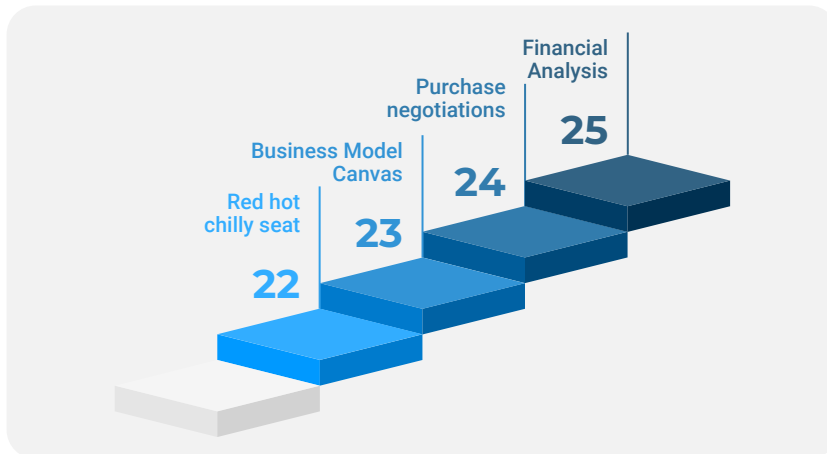
- **Red hot chilly seat:** within the first six months from hiring/promotion, each new manager receives his first Hot Seat in a different way from the classic one; in fact, the new manager will receive feedback from other managers without having to give any, to better integrate within the Team. The goal is that colleagues who held that position from years can help him with feedback to start his new role of responsibility on the right foot;
- **Mentoring** the new manager will learn how to properly transfer knowledge, experience and Unox culture to people. The format is based on a set of behaviours and skills well defined and described in the manual provided in the course, each of which must be demonstrated with a practical roleplay in front of the coaches. Only if the



behaviour or competence is actually demonstrated the coach certifies the acquisition of competence by the participant;

- **Public Speaking Intensive:** this advanced public speaking training will help managers to learn more sophisticated techniques necessary in case of public occasions and speech where they will represent Unox, during this training they will practice with a coach that will give them individual feedback and help them to find the perfect communication style;
- **Development Plan:** each Manager is responsible for the development plan of the people in the team, this training will help them in understand and design successful development plans.

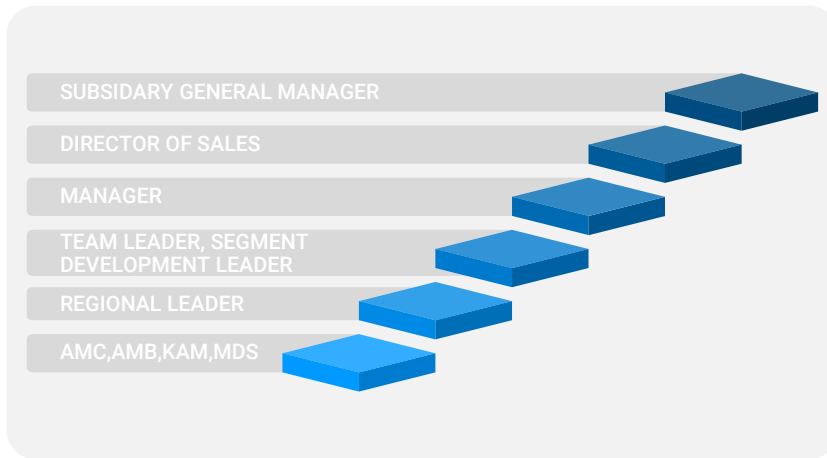
Executive



Finally, Unox **Executives** will receive 4 more training courses:

- **Red hot chilly seat:** within the first six months from hiring/promotion, each new executive receives her/his first Hot Seat in a different way from the classic one. The new executive will receive feedback from other executives without having to give any, to better integrate within the Team. The goal is that colleagues who held that position from years can help him with feedback to start her/his new role of responsibility on the right foot;
- **Business model** is a training on how to recognize, modify and finally design a successful business model, with a focus on strategy innovation and revenue model innovation;
- **Purchase negotiations** is a training on negotiation skills;
- **Financial analysis** is a training on Profit & Loss and Balance Sheet, financial analysis and business controlling.

Unox sales Training Path



Salespeople are a large part of Unox team, many of them live outside Italy so is very important to train all of them in our HQ to make them feel the company's culture. That's why we do **OnBoarding Sales**: from all over the world we invite our new salespeople to HQ in Italy for a 3 weeks OnBoarding session. The OnBoarding program is based on Unox sales standards and follow Unox sales process steps;

- **On the job training (supervised by management/ team leader)** is a 4 weeks hands on coaching period provided by the leader/manager;
- **Performance check** the manager/leader arrange a performance check after the onboarding period;
- **On Boarding Sales follow up** is a set of online courses provided on our e-learning platform;

- **On Boarding Sales follow up in HQ** is a follow up in person advanced training based on the roleplay model including the Unox Selling training.

After the On Boarding session, the Salespeople Training Path continues with:

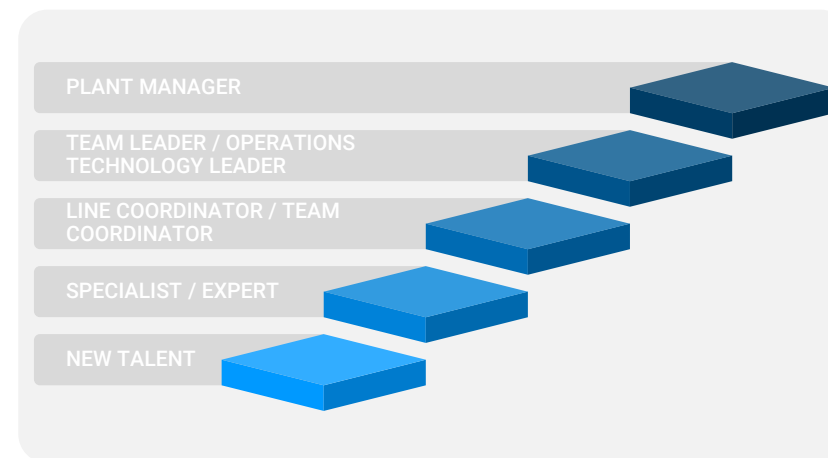
- **Feedback System**: after the first 6 months of work we arrange the first Hot Seat where the employee can exchange feedback and suggestions on performance with both his colleagues and those of other teams.
- **Unox Selling**: is an innovative training method called "Criterion-Referenced Instruction." It emphasizes assessing a person's abilities rather than memorized knowledge. The course structure mandates demonstrating skills before progressing to the next module. Participants have a self-directed learning path guided by teaching materials and interactions. Coaches individually evaluate, correct, and certify the skills demonstrated by each participant.
- **Public Speaking**: after the first year in Unox, we provide a public speaking training giving tools and techniques to our people that will help them to manage verbal and non-verbal communication.
- **Understanding people sales**: is a training session provided by professional coaches based on the theory of DISC, that teach how to recognize personality profiles and adapt your communication accordingly during sales negotiations.



For our Sales Leaders we also provide:

- **Train The Trainer:** during this training Leaders will learn how to train other people and to properly share their expertise and knowledge. This training will focus on: learning processes, hands-on learning processes and behavioral learning, how to design and organize a training session and roleplay of a real training session and feedback.
- **Be a mentor, be a coach, be an example:** a training provided by professional coaches that allow the new Leader to learn how to be an example, a coach and a mentor for the team;
- **Hot seat:** leaders will receive feedback from other leaders without having to give any. The goal is that colleagues who held that position from years can help them with feedback.
- **How to recruit successful people** is a training for leaders on how to select new people for their team;

Unox manufacturing Training Path



For all colleagues who work in our **production plants** there is a dedicated training path with the goal of enhance their personal and professional development.

The onboarding plan is the same of Unox Office Training Path but an extra level is applied for those who have the role of Line Coordinator or Team Coordinator in the manufacturing companies, who will also attend a Manager As A Coach Light training. It is a 4-week course, in which per 2 hours a week they will deal with listening, asking questions and giving instructions training.

In the case of a Team Coordinator, in addition to previous sessions, the training will also include a session on how to set expectations, how to give feedback and conflicts management.

Diversity, inclusion and non-discrimination

The Unox Group operates all over the world and a significant part of our team lives and works outside Italy. We are proud to be a big family made up of people with different cultures, languages and histories. Diversity, equity and inclusion have been the ingredients of our DNA since Unox was founded and we are convinced that they enable innovation and stakeholder engagement, as well as personal and Company growth.

As stated before, our people are the fundamental resource for the development of the Group: the wealth of knowledge, experience and skills of all of them must be valued and increased, thereby contributing to the growth of the Company. That's why we are committed to ensure a fair, productive and non-discriminatory work environment in which everyone is evaluated according to their personal contribution.

We can only achieve this if everyone is committed to relating to colleagues, customers, suppliers and visitors with respect and professionalism. Each of us works to promote equity and to ensure an environment without discrimination and harassment, in accordance with all applicable laws. In addition, our Group defined a zero-tolerance policy about any type of discrimination: according to our code of conduct, if anyone in the Company observes discriminatory behaviour, they are invited to report it to the managers, human resources function or directly to the board of directors.

The collaboration of all is essential to maintain a work environment free of prejudice and discrimination, respecting the personality of individuals, guaranteeing an internal climate oriented towards respect for the dignity of each person.





Through the above mentioned GPTW survey we also investigate if they perceived any type of discrimination, such as discrimination based on age, gender, ethnic origin or sexual orientation. If the rating of any of these questions is below expectations for a specific team, the company will immediately arrange a focus group to directly investigate what happened.

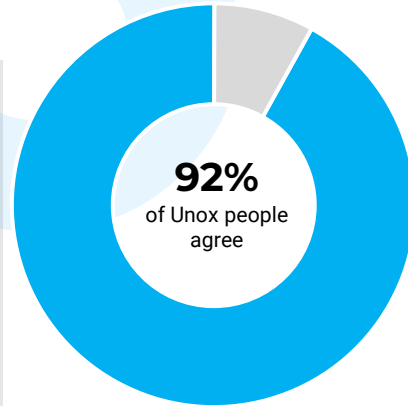
Thanks to our policies about diversity and inclusion, in 2022 we did not register any case of discriminatory behaviours that required specific remediation actions. We are aware that not all the countries in which Unox operates have the same cultures and knowledge about inclusion and discrimination. Specifically in some cultures and countries reporting or just recognising discriminatory behaviours is not always a common practice. We believe that through the culture of feedback above described, all our people around the world could be an active part in the solution of this problem.

Being an international company with diversity of cultures and being certified in Italy as a best workplace for women, and having more than 90% of our employees that agree with the statement that "our people are treated fairly regardless of age, ethnic origin, gender and sexual orientation" allows us to be a very attractive company for new talents. To further leverage this positive impact during 2022 we reinforced our employer branding strategy through a stronger external communication on DE&I to share our values, our work environment and our commitment towards diversity, equity, and inclusion. Our ambition is to recruit and retain a diverse workforce, particularly in terms of gender and ethnicity.

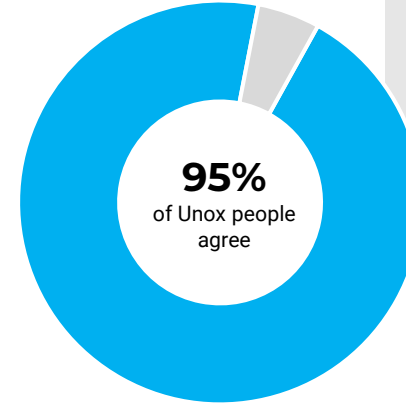
Voice of Unox People

Great Place to Work 2022 survey 2022
Diversity, inclusion and non discrimination

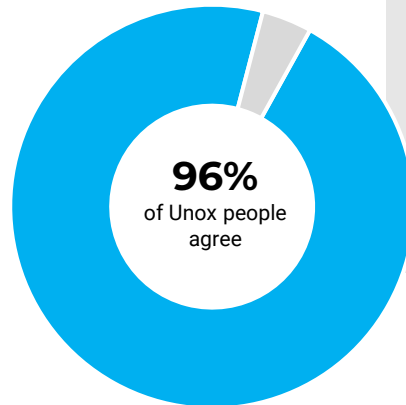
People in Unox are
treated fairly
regardless of age



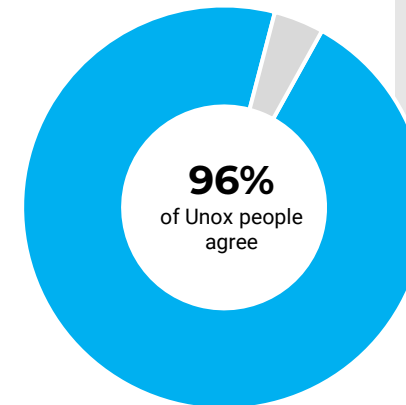
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regardless of gender



People in Unox are
treated fairly
regardless of sexual
orientation

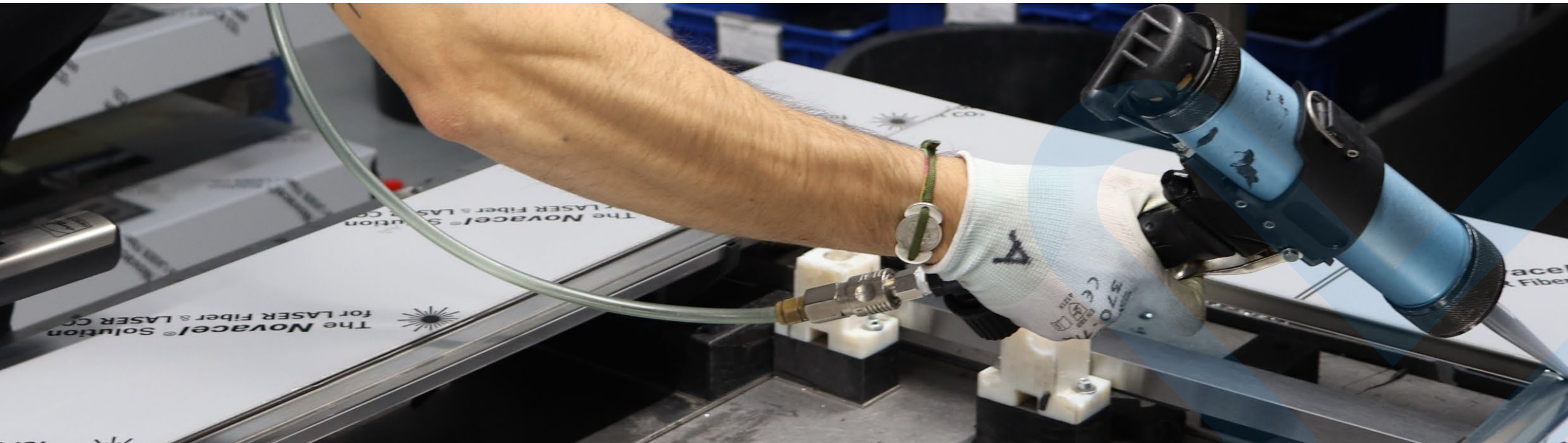


Health, safety and wellbeing

Health and safety related issues can have a strong impact on the people involved, depending on the severity of the event; business continuity will be impacted as well due to the related down-time period or due to the unavailability of the resource. Considering the nature of production activities carried out in our Group, we are exposed to an inherent risk related to the topic and so we are committed to protect the health and safety of our people by taking all appropriate measures to correct any situation that could have a negative impact on health or safety; moreover, we offer wellbeing initiatives as

an additional measures to protect the health of its employees even outside the place of work. We work every day to ensure the health, safety and well-being of our employees and the community:

- we **give voice to workers** directly and through their safety representatives;
- we **compare the different practices** among the Group, sharing best practices and perspectives from different contexts in order to better assess risks and opportunities for improvement;
- we **recognize the dangers**, we seek and invest in solutions to minimize risks, in line with the constantly evolving technical and economic possibilities;



- we strictly **observe safety rules and standards** and identify and report all potential risks;
- we **equip ourselves with the best available technologies** also taking into account their environmental impacts, complying with the most stringent environmental safety requirements.

Everyone has the responsibility to watch over their own safety and that of their colleagues; we also ask external collaborators, suppliers and partners to comply with security procedures when they are at our premises.

The above-mentioned GPTW survey helps us in involving our people also on this topic: the process allows us to collect people's feedback and quickly implement improvement actions, in order to timely identify any possible risks or opportunities in terms of health, safety and wellbeing in a



timely manner. As a result of the process described in the previous point, each Manager and Executive creates and implements an action plan each year with the improvement actions. The main actions investments in 2022 for people safety and wellbeing are:

- **Personal health:** in Italy we activated welfare programs that include health packages at affiliated health centers and optical shops, and health care funds that reimburses or covers the health costs incurred by the worker;
- **Work-life balance:** we improved our policies on flexible hours (including lunch break length), the use of smart working, part-time working;

- **Culture, Sport and Leisure:** we supported initiatives dedicated to leisure and well-being, such as training groups for the Padua marathon, the participation in the Biennial Exposition, and discounts on tickets for amusement parks;
- **Non-work benefits:** we improved our benefits portfolio, offering for example Amazon lockers, courtesy cars, tax and administrative services at discounted prices and agreements with banks.
- **UNOX City:** we started building up the company's new headquarters with special attention to people comfort and wellbeing;
- **New global facilities:** we invested in the opening of our new experience centers around the world, that offer an improved working environment to our people.



We have identified, as requested by the law for the nature and type of work conducted by its employees, a competent doctor that has the responsibility to develop the health protocol according to both the risks identified and assessed by the organization.

For companies of the organization based in Italy, annual medical check-ups are carried out or with a deadline defined by the health protocol, as required by law: the visits take place during working hours and some are carried out at the workplaces to help workers by avoiding travel. In the foreign branches, where required, medical examinations are carried out and, where necessary, health insurance is activated.

Health, safety and environment training programs are an important part of our strategy to prevent the negative events related to the topic: the HSE office defines and proposes a training program in accordance with the regulations in force and workers needs, that is approved by the management and implemented. All workers are trained on the general risks of the company and on the specific risks of their role; some workers have also been trained to be part of emergency teams. Training takes place during working hours by qualified external personnel; some training sessions not required by laws or regulations are held by internal personnel: the effectiveness of the training is verified with written tests or practical tests and interviews.

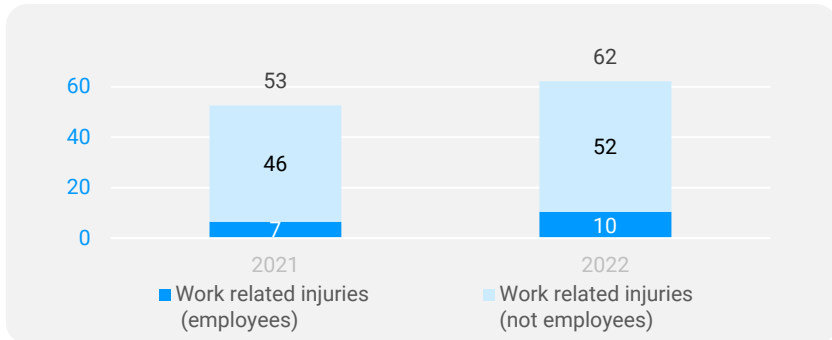
Any accident and injury is investigated by the Organization to implement all the necessary measures so that what happened cannot be repeated; workers can freely inform the safety representative of the site of any other risk or danger encountered. The workers' representatives communicate the reports to the management, and participate in the annual meeting on safety which is attended by the employer, the occupational physician and the head of the prevention and protection service.

Injuries and accidents

We monitor the trend in accidents, we pursue the target of eliminating and/or minimizing accidents through the improvement of organizational processes, periodic audits of work phases, machine safety, observation of worker behaviour and an active feedback involving everyone in the organization.

Work related injuries 2021-2022

GRI 403-9



Work related injuries 2021-2022 on total Unox people

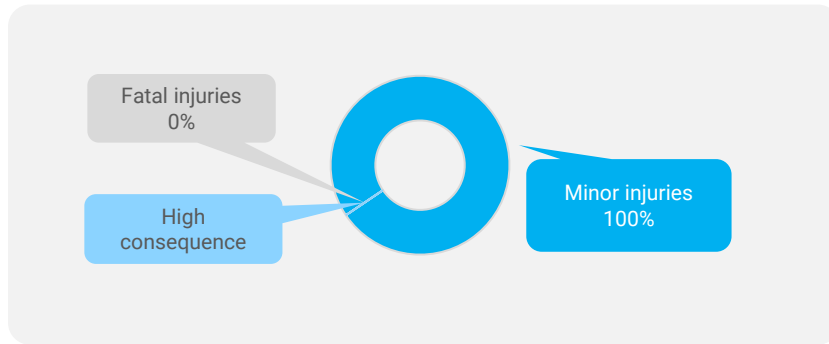




During the reporting period the number of injuries on total people has decreased significantly. Furthermore, all the recorder work-related injuries are minor injuries, no fatal or high consequence injuries (≥ 180 days) happened during 2021 or 2022.

Type of injuries

2022



We continue to improve training, safety procedures, the use of personal protection equipment and access rules to areas and special vehicles.

In particular:

- **to reduce the risks of moving vehicles**, where possible, protective barriers for pedestrians have been installed and forklifts have been equipped with blue light to be more visible;
- **to reduce the hazard related to metal sheet handling**, better performing gloves have been provided to the workers.

GRI 403-9: Work-related injuries	2022		2021	
	Number	Rate	Number	Rate
Employees				
Recordable work-related injuries at 31.12	17	10,44	7	6,52
of which fatalities	0	0	0	0
of which with high-consequence (≥ 180 days)	0	0	0	0
Hours worked	1.628.509		1.074.327	
Workers who are not employees				
Recordable work-related injuries at 31.12	8	51,72	2	46,6
of which fatalities	0	0	0	0
of which with high-consequence (≥ 180 days)	0	0	0	0
Hours worked	154.668		43.418	



Working with the communities

As a responsible and sustainable organization, we recognize the importance of interacting with all our stakeholders on a daily basis, including employees, capital providers, customers, suppliers, and more. Our goal is to ensure that we are always close to those who create value and to whom this value is directed. To achieve this, we carefully invest in ways to combine physical encounters with the digital world.

In addition to our focus on stakeholder engagement, we are also committed to being a "force for good" within the communities in which we operate. Our support initiatives are aimed at encouraging and supporting community development. To respond flexibly to the needs of the community, we adopt a case-by-case approach to evaluate requests and circumstances submitted to us.

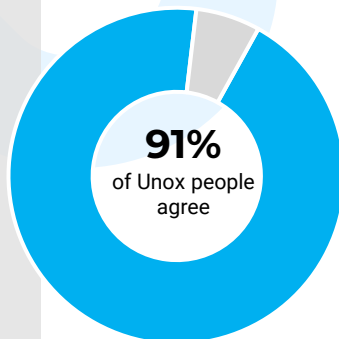
Once approved, we set aside off-budget funding to respond to these needs. Although we do not have formal policies or procedures in place for this approach, we always operate with the principles of transparency and propriety in mind. Through our stakeholder engagement and community support initiatives, we strive to create value for all stakeholders, adopting an entirely altruistic approach that is not influenced by any potential returns.

Voice of Unox People

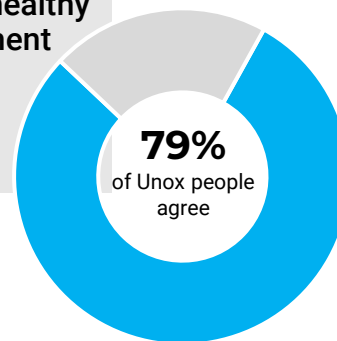
Great Place to Work 2022 survey 2022
Health, safety and wellbeing

03 People

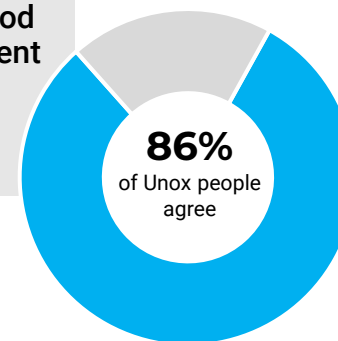
This is a physically safe place to work



This is a psychologically healthy work environment

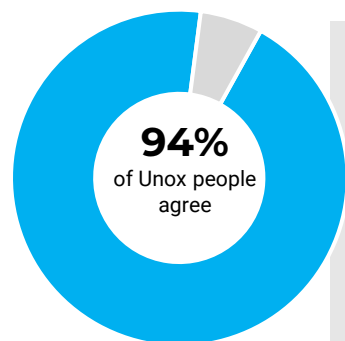


Our office facilities contribute to a good working environment

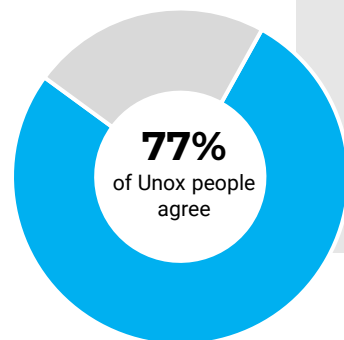


94%
of Unox people agree

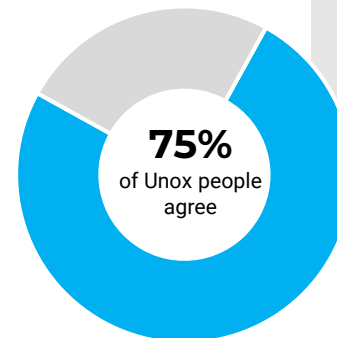
I can take time off work when I think I need to



People are encouraged to find a work-life balance



Here we have special benefits





CombiGuru

The above sections highlighted our effort to create a bridge between schools / universities and the company world: but our effort does not stop there. Indeed we are working to put young people in contact with the world of cooking, thus promoting the development of a passion that may be underestimated. A clear example is **CombiGuru**.

CombiGuru is a project devised and implemented by Unox in 2017 to help state schools with budget problems. It is a project aimed at students, teachers and school managers of the main hospitality institutes to strengthen the link between the world of school and work and to enhance the talent of young future chefs. These are objectives on which the company has always focused on with various proposals and initiatives.

CombiGuru is now the number one competition in Italy aimed at catering institutes, now in its fourth edition.

The competition consists of:

- **a digital quiz**, with which students can discover all about the cooking world through the CombiGuru App, designed and created by Unox.
- **a "Baking Challenge" at Unox HQ**, in Padua, aimed at the students who have obtained the best scores in the digital quiz in their institute rank.





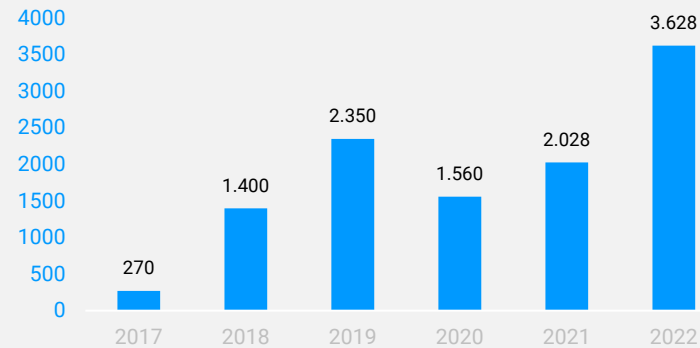
The prize is a training experience with starred chefs. Through this project, Unox offers students an unforgettable learning experience, as well as offering our own ovens as prizes for institutes, so that students have innovative professional tools at their disposal during their studies.

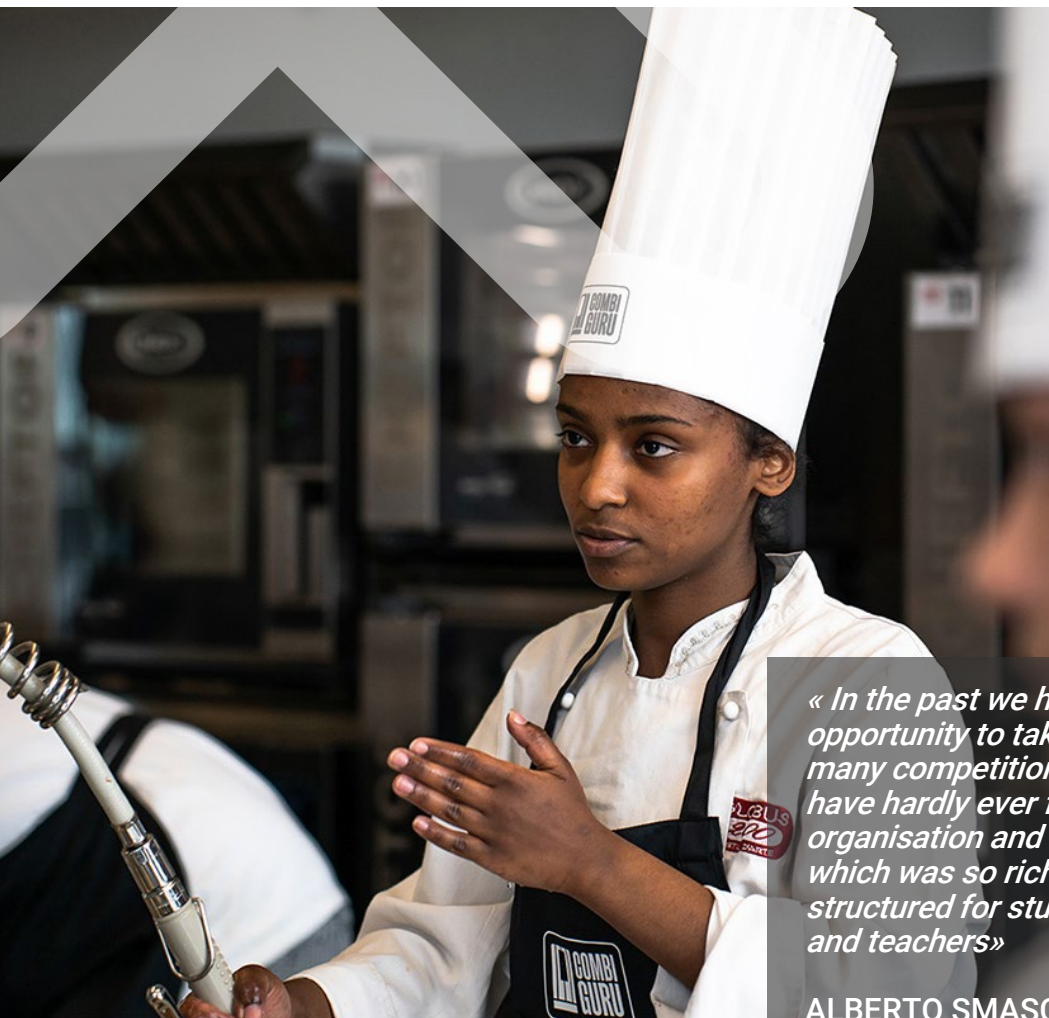
In 2021 we involved in the CombiGuru 62 Schools and professors and 2.028 students in Italy. While in 2022 we involved 102 Schools and professors, and 3.170 students in Italy and 21 Schools and professors and 458 students in Spain. We are investing to export the project in other countries where Unox operate, in 2023 we plan to start with the UK edition.



CombiGuru 2017-2022

Students involved





« In the past we had the opportunity to take part in many competitions, but we have hardly ever found an organisation and an offer which was so rich and well structured for students and teachers»

ALBERTO SMASCHINI –
TEACHER AT COLLEGIO
CASTELLI SARONNO

«The CombiGuru challenge allowed me to experience something that I may never do again, and allowed me to truly put myself to the test »

MARIAELISABETTA
GRITTI – STUDENT AT
IPSSAR S. ELLEGRINO



«So great to see and relive those emotions!!! Thanks for everything and congratulations, it's a great idea.»

ANTONIO ESPOSITO –
TEACHER IPSSAR
CAVALCANTI





In this chapter, we will explore the measures we have taken to reduce the environmental impact of our operations, with a particular focus on energy management, greenhouse gas emissions, waste management and water usage. As a company committed to

operating in a sustainable way, we are aware of the importance of reducing the environmental impact of our activities: this report is an important tool to inform our stakeholders about our progress and the challenges we still need to address.

04. Unox and the Environment

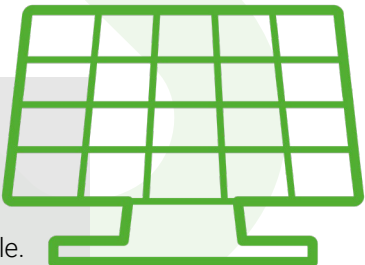
Energy consumption and GHG emissions

Energy consumptions linked to non-carbon neutral sources, such as fossil fuels, are related to the generation of GHG emissions that contribute to climate change, and more in general, to air and environment pollution. Moreover, polluted air negatively impacts people's health and wellbeing.

Our Group's manufacturing activities are related to high energy consumption, such as steel related activities; some of them are considered energy intensive according to the Italian national law. To date, Unox is partially relying on renewable sources therefore our energy consumption is associated with the production of GHG emissions and of the above-mentioned impacts.

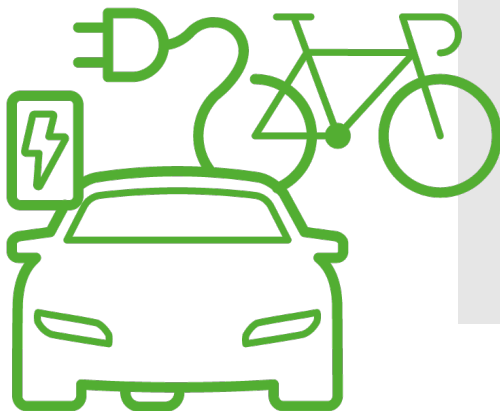
That's why we have decided to set a net zero target for 2030 through the initiative "**Net Zero E-miXion 2030**": the aim is to progressively mitigate our impact through implementation of energy-efficiency measures, the use of innovative, future-oriented technologies, using and promoting renewable energy sources with low environmental impact, and through continuous training of employees so that they can carry out their activities in compliance with the energy policy. The final goal is to reach zero Scope 1 and 2 GHG emissions by 2030. The points on which we will articulate our strategy are several.





1. Renewable energy production:

We are committed to installing photovoltaic systems wherever possible. We have set a goal of producing about 10 MWh per year of electricity from photovoltaics, which we will produce both for self-consumption and for distribution in the community

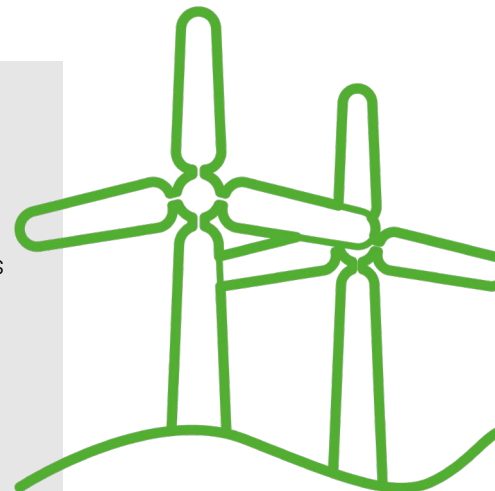


3. Sustainable mobility

We are committed to sustainable mobility by purchasing electric cars and installing charging points. We have set a goal to convert the entire company fleet to renewable energy by 2030

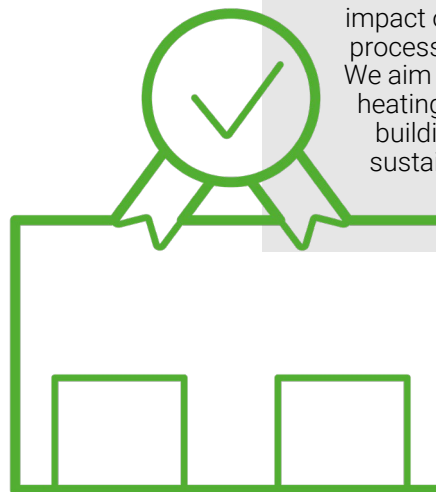
2. Purchase of sustainable energy

If the self-generation share is not sufficient to cover our needs, we are committed to purchasing energy produced from renewable sources



4. Smart buildings ISO 50001, 14064

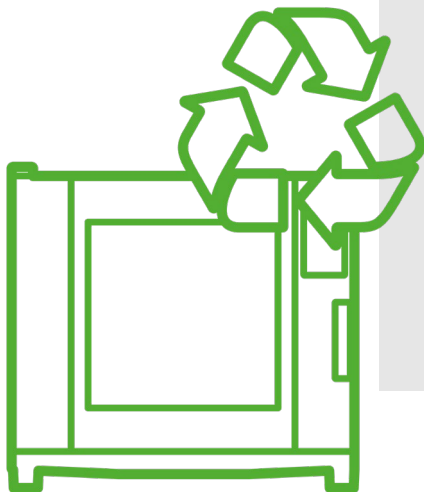
We continue to work to reduce the environmental impact of our production processes and facilities. We aim to replace all gas heating systems in our buildings with more sustainable systems





5. Energy Star leadership

We reduce our customers' energy consumption by continuously improving product performance. Unox is, in fact, the professional oven brand with the largest number of Energy Star certified products in the world. The Group not only intends to maintain this leadership but has set a goal to expand the number of certified products in our portfolio

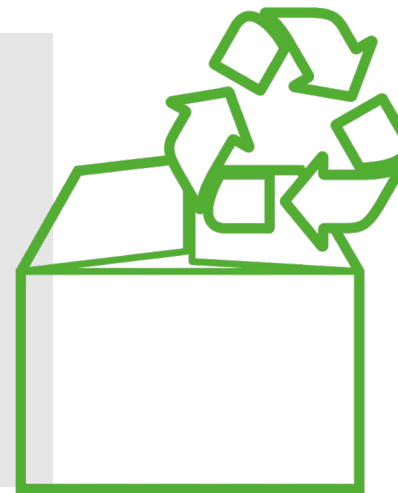


7. Recyclable materials

As well as for packaging, we are committed to encouraging the use of recycled raw materials and maximizing the recyclability of our products to reduce GHG emissions and other environmental impacts

6. Recyclable packaging

We encourage the use of recyclable materials and packaging as a way to reduce GHG emissions and other environmental impacts linked to other components of our value chain



8. Sustainable behaviours

We encourage our employees but also our customers to implement sustainable behaviours through the technology of our products. The new generation of Unox ovens, at the end of each cooking, will provide feedback to the user on how to optimize cooking parameters to reduce their energy impact

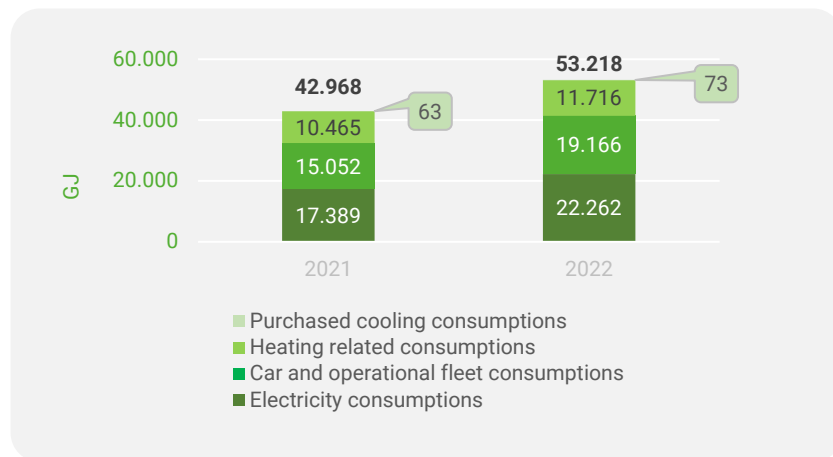




Aware of the impact of our production operations in terms of energy consumptions we have started a monitoring process to understand the state of the art in both energy consumption and the relative emissions.

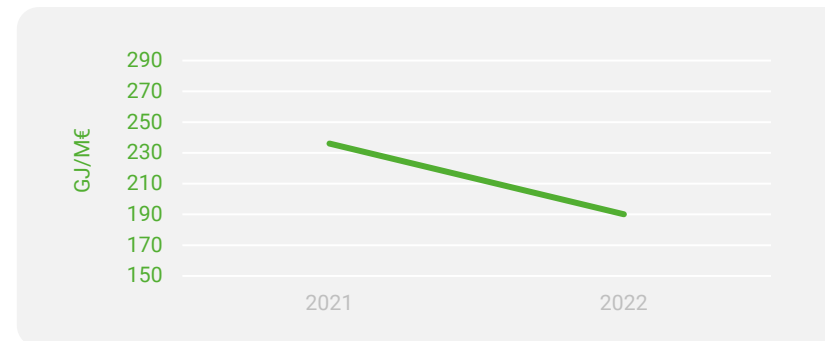
Unox energy consumptions 2021-2022

GRI 302-1 (GJ)



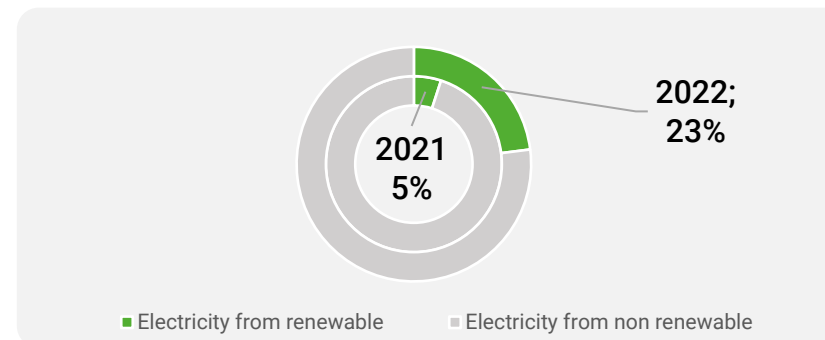
The actions implemented by the Group lead to a reduction of the energy consumption/turnover ratio from 236 GJ/€K in 2021 to 190 GJ/€K in 2022 (-19.5%). Conscious that energy consumption has a direct impact on climate change, thanks to a collaboration with SpinLife, a spin-off of Padua's University, we quantified the GHG emissions of our Group. We have also developed an internal tool that allows us to calculate Scope 1 and 2 GHG emissions of our facilities, so we have an additional level of control over the quantities emitted that is accessible and can be integrated at any time. In order to reduce energy consumption, in 2021 and 2022 we installed more efficient illumination devices and

Unox energy consumptions on turnover 2021-2022



air conditioning systems in Innovation Hub and carried out a window and roof makeover at Innovation Hub and VeleX. However, the energy consumption increased by 23% mainly due to the increase in the turnover that required higher production levels and due to lower restrictions related to the COVID-19 pandemic that led to a higher attendance level in plants and offices.

Electricity from renewable resources 2021-2022

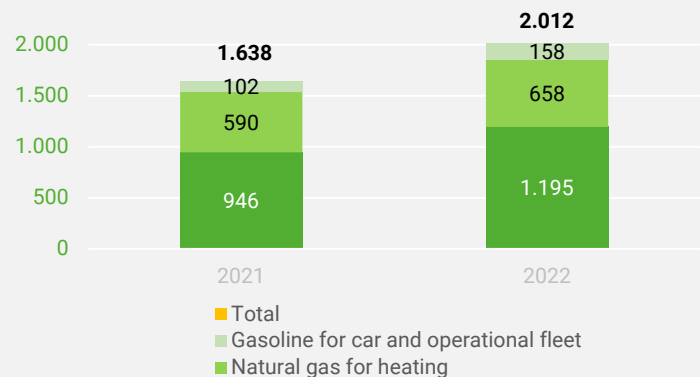


GRI 302-1: Energy consumption within the organization (Gj)

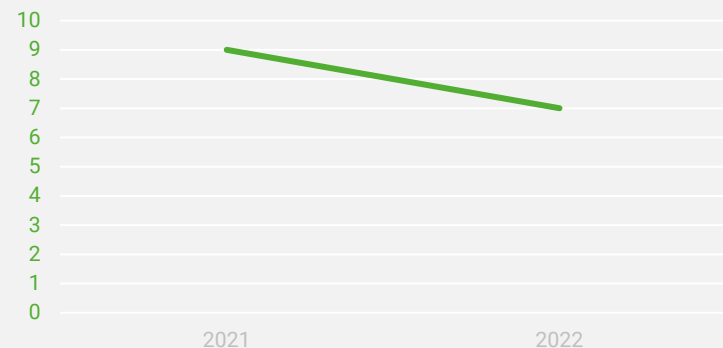
	2021	2022
<i>Car and operational fleet related consumptions</i>	<i>15.051,55</i>	<i>19.166,40</i>
of which diesel consumptions for car and operational fleet	13.535,50	16.785,35
of which gasoline consumptions for car and operational fleet	1.516,05	2.381,05
<i>Heating related consumptions</i>	<i>10.464,85</i>	<i>11.716,46</i>
of which consumptions of natural gas for heating	10.464,85	11.716,46
<i>Purchased cooling consumptions</i>	<i>63,15</i>	<i>72,81</i>
<i>Electricity consumptions</i>	<i>17.388,87</i>	<i>22.262,01</i>
Consumptions of electricity purchased from renewable sources	13,49	4.188,27
Consumptions of electricity purchased from NON-renewable sources	16.562,69	17.148,99
<i>Electricity produced by owned renewable energy production system</i>	<i>938,63</i>	<i>1.062,07</i>
Electricity produced by owned renewable energy production system consumed	812,70	924,74
Electricity produced by owned renewable energy production system sold	125,94	137,33
<i>Electricity from renewable sources</i>	<i>5%</i>	<i>23%</i>
TOTAL ENERGY CONSUMED	42.968,42	53.217,68

Direct (Scope 1) GHG emissions (tCO2e)

GRI 305-1



Direct (Scope 1) GHG emissions (tCO2e) per turnover (M€)

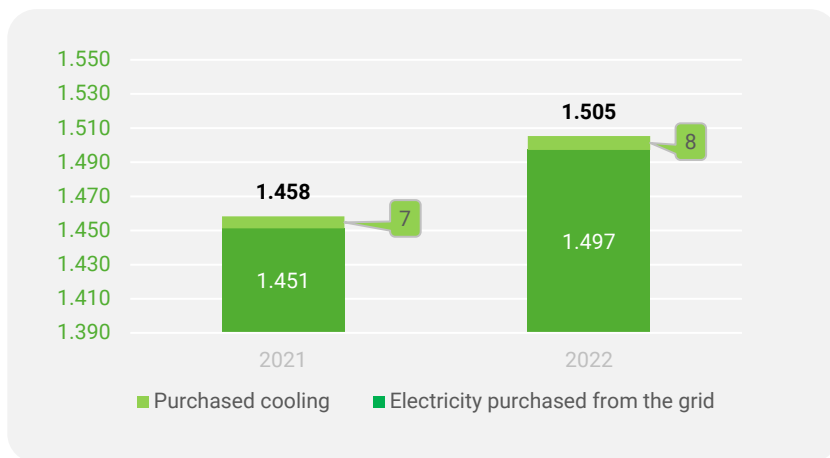


In 2021 and 2022 we have started the activities that will allow us to reach our "Net Zero E-miXion 2030" target:

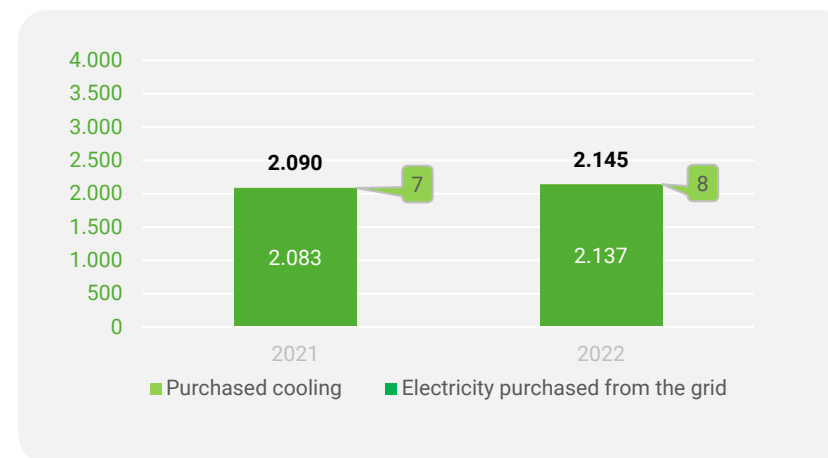
- we have started projects for the re-roofing and the installation of photovoltaic panels in Mabix, Metex, VeleX, Detix, Om and Spidocook facilities, for a total of approximately 1200 kWp of installed power, to be completed in 2023. Through these new plants we expect to produce around 1.54 GWh per year, thus avoiding the emission of around 702 tCO2e;
- we have activated the "Clean Energy" option with Sorgenia for the main buildings of the Parent Company, which allows us to purchase renewable electricity for 79.32% of the company's total consumption of the total energy purchased by Unox S.p.A. was produced from 100% renewable sources for which green certificates were issued by the GSE;
- we have started the electrification of our fleet with the purchase of 4 battery electric vehicles for employees (3 cars and 1 van) to replace 4 internal combustion vehicles. Moreover, in 2022 Mabix purchased a full-electric van in order to expand its fleet.

Thanks to these initiatives our GHG emissions grew less than proportionally to the energy consumptions (+14% vs +23%).

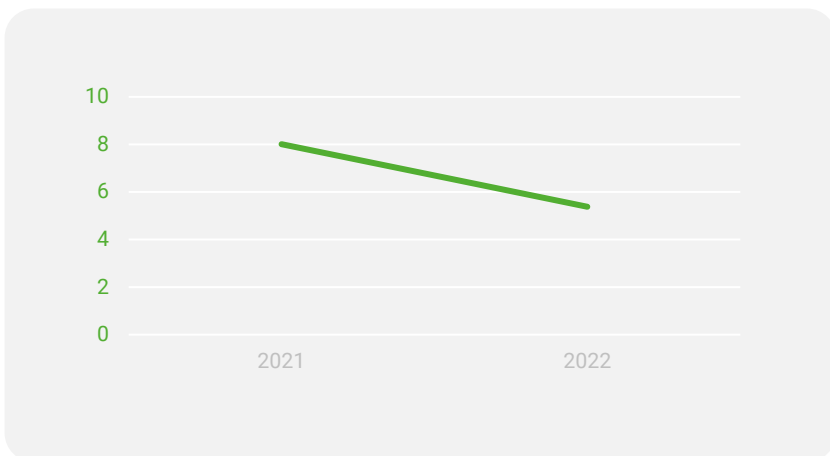
Energy indirect (Scope 2) GHG emissions (tCO2e) –
Location base GRI 305-2



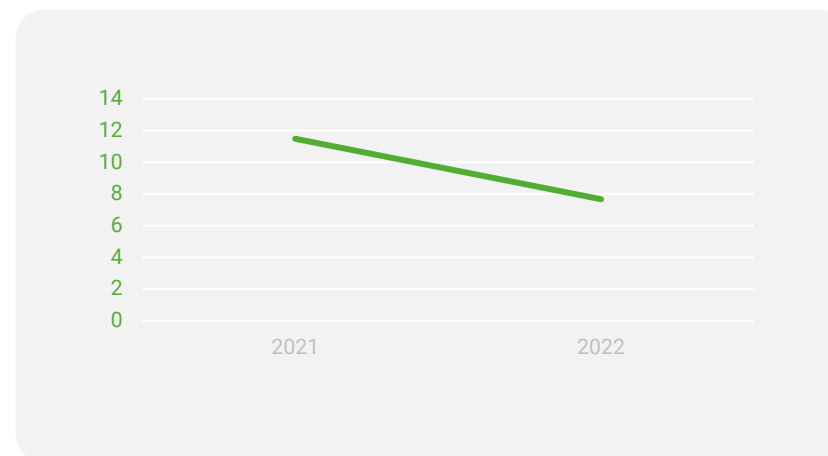
Energy indirect (Scope 2) GHG emissions (tCO2e) –
Market base GRI 305-2



Energy indirect (Scope 2) GHG emissions (tCO2e) per
turnover (M€) – Location base



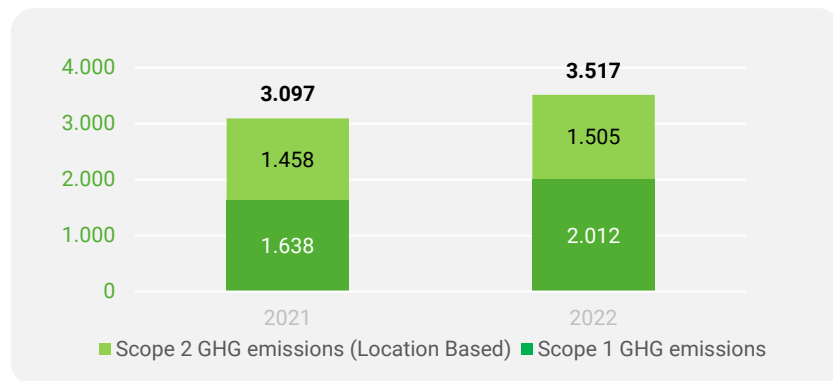
Energy indirect (Scope 2) GHG emissions (tCO2e) per
turnover (M€) – Market base





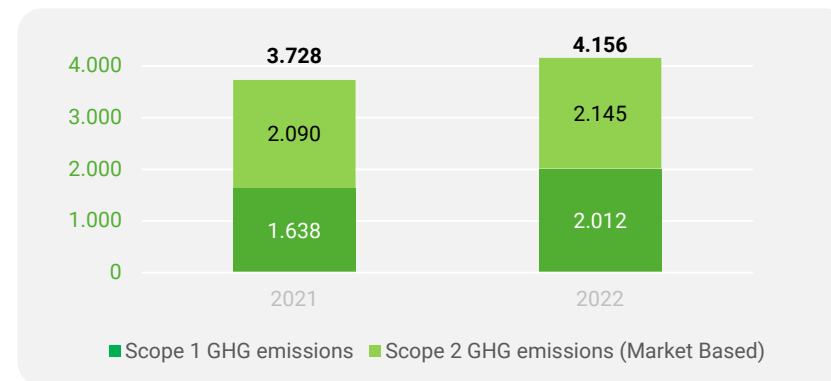
Direct (Scope 1) GHG emissions (tCO2e) + Energy indirect (Scope 2) GHG emissions (tCO2e) – Location based

GRI 305-1, GRI 305-2

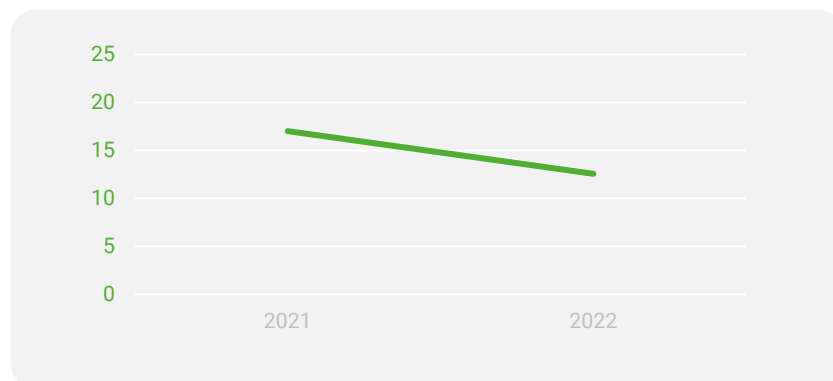


Direct (Scope 1) GHG emissions (tCO2e) + Energy indirect (Scope 2) GHG emissions (tCO2e) – Market based

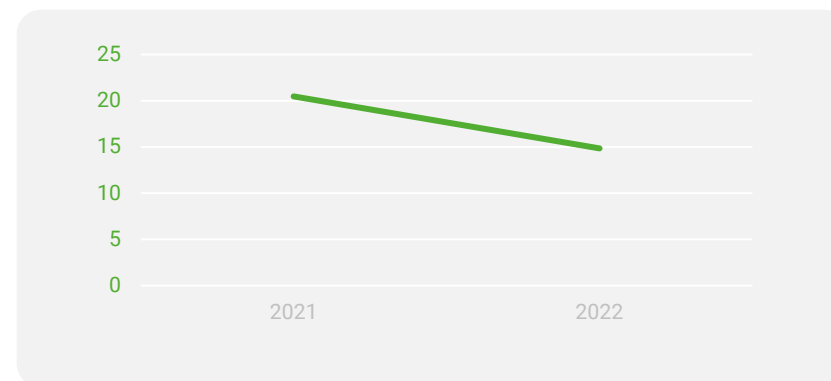
GRI 305-1, GRI 305-2



Direct (Scope 1) GHG emissions (tCO2e) + Energy indirect (Scope 2) GHG emissions (tCO2e) / on turnover (M€) –Location based



Direct (Scope 1) GHG emissions (tCO2e) + Energy indirect (Scope 2) GHG emissions (tCO2e) / on turnover (M€) –Location based

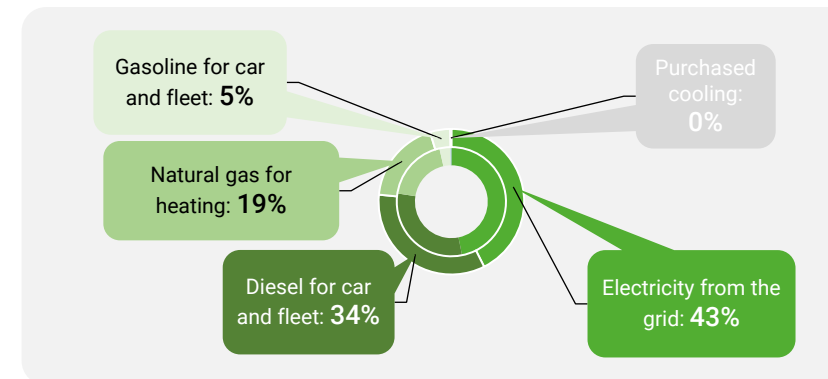


The positive impact of the actions undertaken lead to a reduction of the GHG emissions per turnover from 20.49 tCO₂e/M€ in 2021 to 14.84 tCO₂e/M€ in 2022.

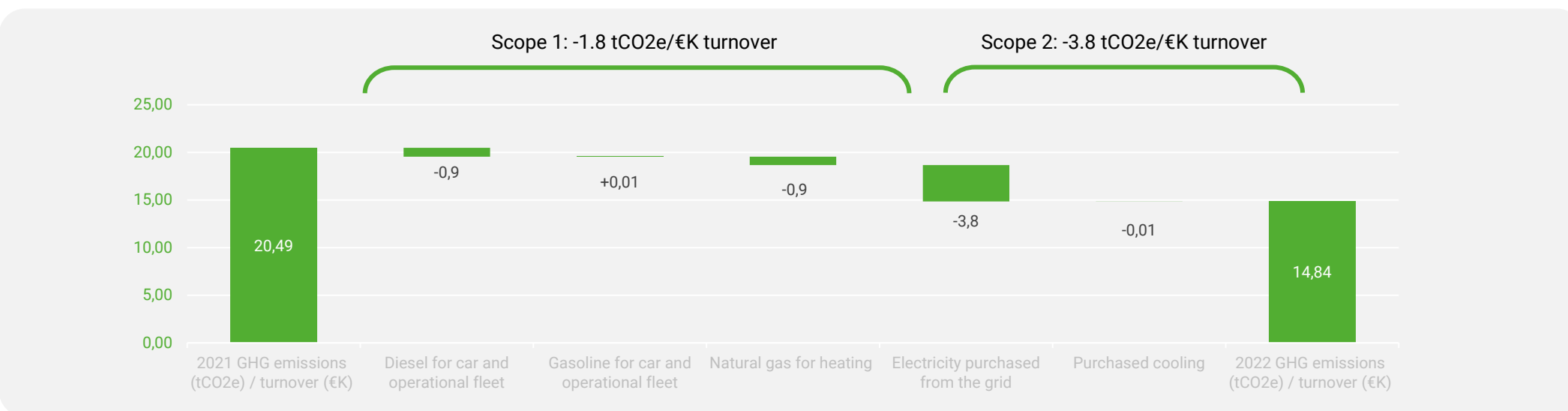
The major contribution to the GHG per turnover reduction is due both to a reduction of the energy consumed per turnover and to the switch to a greener grid mix.

% of GHG emissions by category 2022, 2021

GRI 305-1 and 305-2



GHG emissions (tCO₂e) / turnover (€K) reduction break down



GRI 305-1: Direct (Scope 1) GHG emissions (tCO2e)
GRI 305-2: Energy indirect (Scope 2) GHG emissions (tCO2e)

	2021	2022
<i>Total Scope 1 GHG emissions</i>	<i>1.638,41</i>	<i>2.011,65</i>
of which related to diesel for car and operational fleet	946,17	1.195,03
of which related to gasoline for car and operational fleet	102,03	158,48
of which related to natural gas for heating	590,21	658,14
<i>Total Scope 2 GHG emissions (Location Based)</i>	<i>1.458,34</i>	<i>1.505,39</i>
of which related to electricity purchased from the grid	1.451,25	1.497,22
of which related to purchased cooling	7,09	8,17
<i>Total Scope 2 GHG emissions (Market Based)</i>	<i>2.089,87</i>	<i>2.144,81</i>
of which related to electricity purchased from the grid	2.082,78	2.136,64
of which related to purchased cooling	7,09	8,17
<i>Total Scope 1 + Scope 2 (Location Based) GHG emissions</i>	<i>3.096,75</i>	<i>3.517,04</i>
<i>Total Scope 1 + Scope 2 (Location Based) GHG emissions</i>	<i>3.728,28</i>	<i>4.156,46</i>



Our target also drives the activation of new facilities that are needed in order to meet the production requirements: our new buildings will be designed to use only electricity for heating the environments and will be supported by PV plants and/or renewable electricity purchasing policies.

Moreover, we will implement some tools at Group level to improve energy consumption monitoring and reduction, such as the implementation of building management systems (BMS) for intelligent automation control and additional systems to monitor business trips related consumptions.



PV planned production capacity

A fast-growing company needs a lot of energy. That is why we have decided to invest in the installation of photovoltaic panels and have selected certified suppliers to make sure that from 2024 onward, all the energy that will be used for our production processes will come entirely from renewable sources or will be self-produced by us in a sustainable way.

The roof of our HQ is already studded with photovoltaic panels, but we want to do more.

Each building in our Group contributes to our green strategy, our plants in Vigodarzere (Padova, Italy) will soon produce 1.2 MW of energy.

We gave a brownfield land a new life. Now we have 1 energy plant to help us generate clean energy in Rovigo-Italy (1 MW) and another one on its way that will start producing energy in 2023 (1MW).

When we think about a new project, we want sustainability to be involved. That's why our new production plant in Charlotte (NC, USA) is covered in photovoltaic panels (0,65 MW). The number of our Experience Centers around the world is increasing quickly. So is the power they can generate thanks to their photovoltaic panels.

Finally with our Innovation Hub and Unox City we plan to install other 3.5 MW of production capacity by 2025.

This will allow us to reach our goal and obtain a total PV production capacity of 8 MW within 2025.



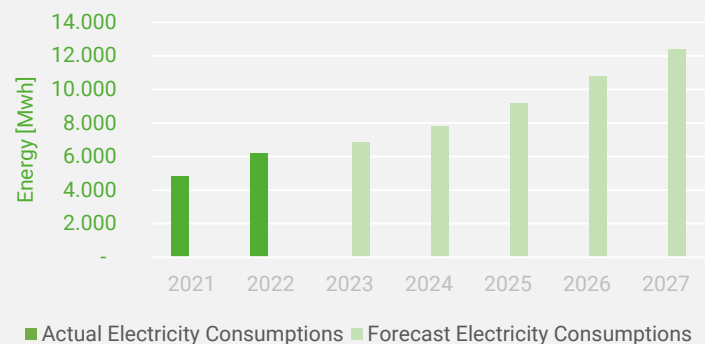
We are aware of the historical period in which we operate and firmly believe that we must act now and with action for the world of tomorrow.

With this in mind, we have designed our e-miXion 2030 plan that aims to reduce our carbon footprint to zero by 2030.

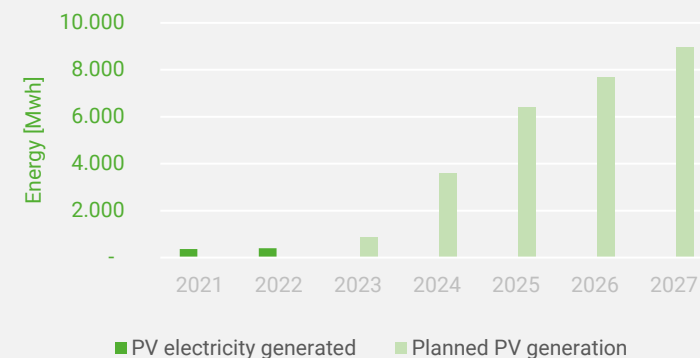
To achieve this goal first of all we estimated our expected energy consumptions, according with our business plan. We then designed a plan to reduce our expected consumptions investing on more efficient systems (e.g. heating systems, insulations).

According with the results we planned our investments on PV panels in order to produce as much green energy as we can. The remaining energy demand will be fulfilled buying green energy from the grid. In fact, from 2024 we plan to switch all our energy contracts to 100% certified renewable energy.

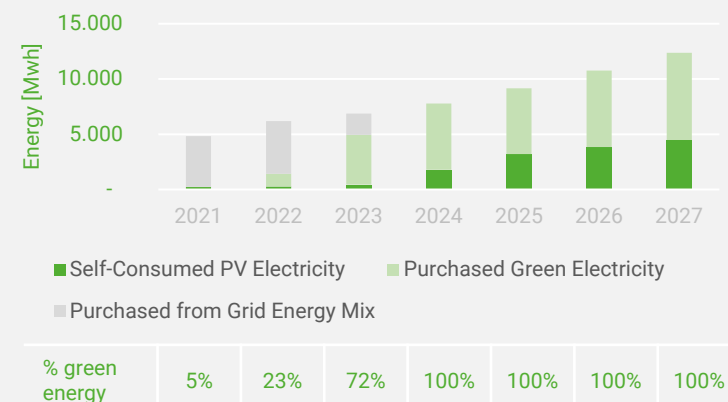
Scope 2: Unox estimated energy consumptions



Scope 2: Unox planned PV electricity generation



Scope 2: Unox Planned energy sourcing



Waste Management

Improper waste management can have negative impacts on the environment and human health, which can extend beyond the locations where waste is generated and discarded. Waste streams may contaminate surface water, groundwater, seawater with chemicals or heavy metals, and negatively impact plant and animal species as well as human health. Impacts can depend on an organization's approach to waste management, regulation, and on availability of recovery and disposal facilities in the proximity of activities.

Being aware that proper waste management starts with our actions, we structured an approach that not only complies

with waste management regulations, but goes beyond it, based on the concept of lean economy.

Process flexibility and organization efficiency allow us to start production by calculating the precise quantity of products to be produced according to the orders.

In this way the stock of pieces and material is reduced to a minimum, avoiding waste. Where feasible, we always favor the use of recyclable materials and packaging to enable circularity at the end-of-life product stage. Moreover, we studied our packaging structures in order to replace polystyrene elements with cardboard, without compromising the safety of the product during transportations.

Unox vertically integrated structure allows us also to optimize the materials used in inter-company logistic operations: where possible, materials and semi-finished



products are transported in rigid plastic crates that can be reused countless times, to avoid waste due to packaging.

Unox manages with attention even the smaller elements such as the document digitization and the digital signature in order to create a paperless environment that avoids the printing of unnecessary documents.

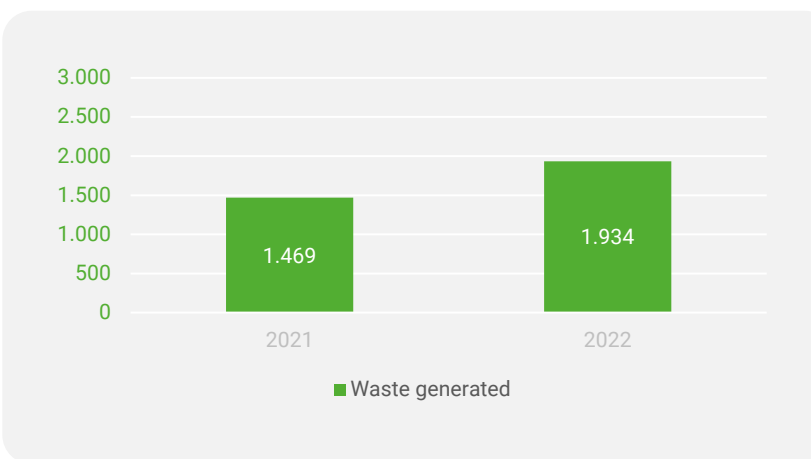
Employees are made aware of the importance of the topic and of their actions: a specific training course is made available to the proper functions and data on waste management are carefully monitored by managers; company executives are involved as well for a review of the target set. The topic is included also in periodical environmental audit, both internal and external, such as the ones carried out for the ISO 14001 certification.

The increase in the production activities registered in the recent years led also to an increase in the waste generated (+32% in 2022 vs 2021), but the company has managed to reduce the waste/turnover ratio from 8.1 ton/€K recorded in 2021 to 6.9 ton/€K in 2022 (-14,4%). Thanks to the contract activated with the waste management services, almost all the waste generated is diverted from disposal (98% in 2022).

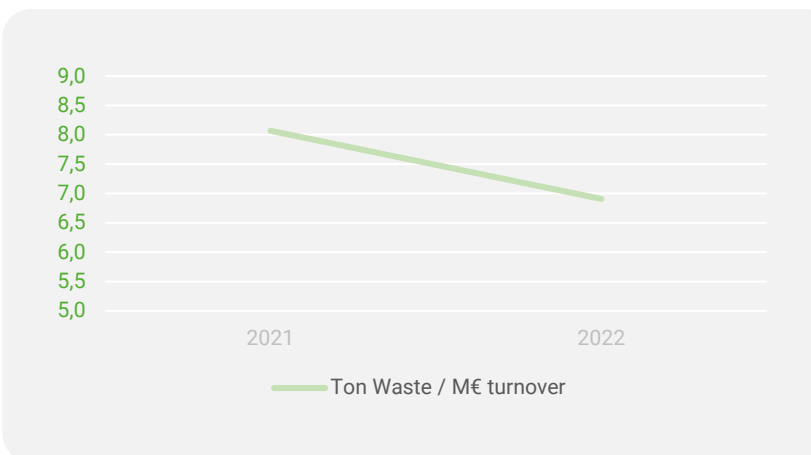
The production of waste is in great part linked to the manufacturing companies of Unox Group which generate mainly non dangerous waste.

The commercial companies produce waste that can be considered similar to a domestic unit in terms of types and quantities: the data represented are referred only to production sites; all the companies also use the local waste management services, but the amount of waste managed through these systems is relatively limited and is not monitored by the companies.

Waste generated (ton)

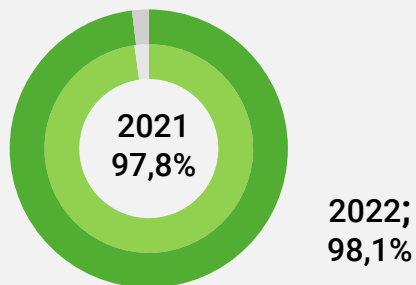


Waste generated (ton) on turnover (M€)



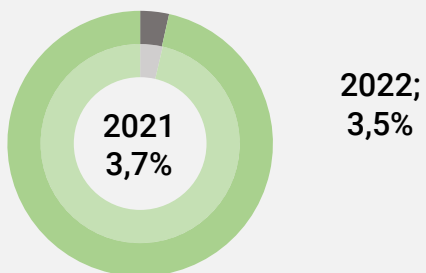


% of Waste diverted from disposal on total waste 2021-2022

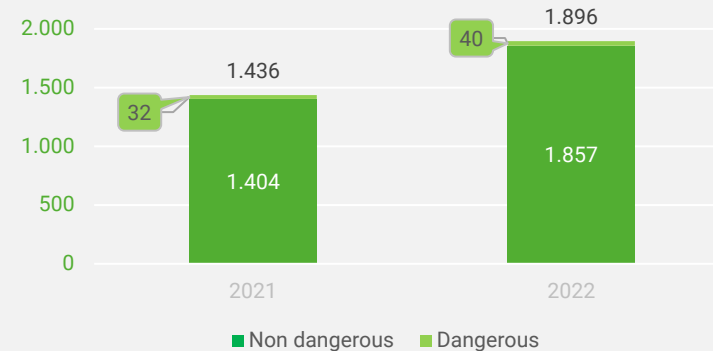


The ratio of dangerous waste slightly decreased in 2022 and represent the 3.5% of the total waste generated. Detix produces a large part (60%) of the dangerous waste, due to the involvement of chemicals in the production process.

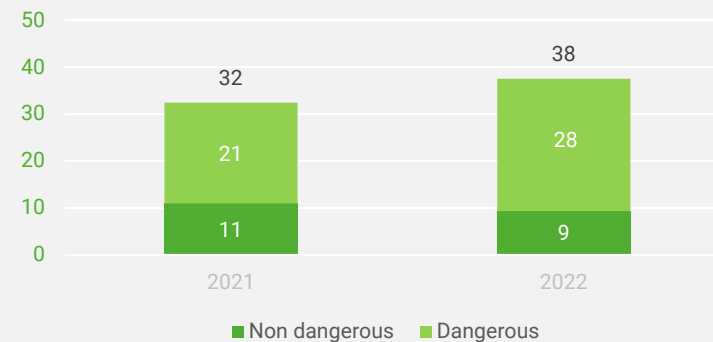
% of dangerous waste on total waste 2021-2022



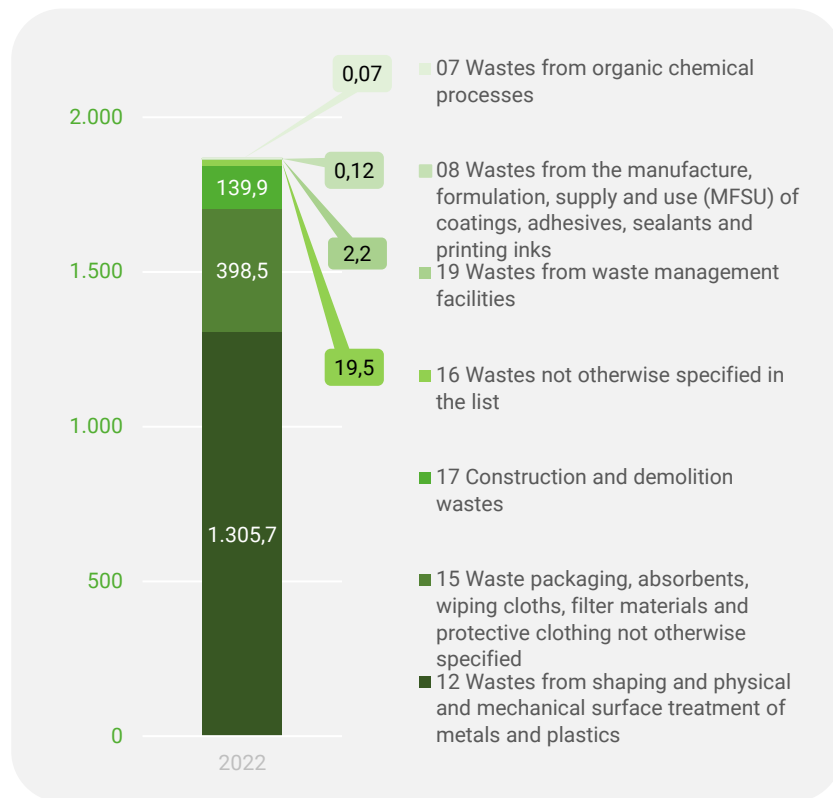
Waste diverted from disposal (ton) GRI 306-3



Waste directed to disposal (ton) GRI 306-3

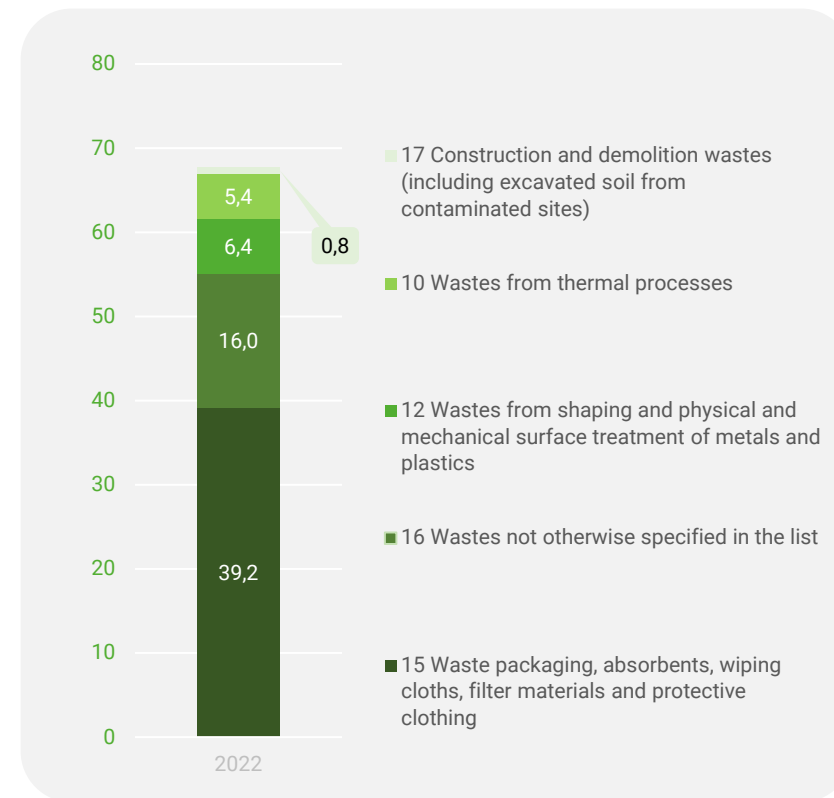


Waste generated by EWC category (Non Dangerous 2022 Ton) GRI 306-3



Considering the European Waste Codes (EWC), the wastes from shaping and physical and mechanical surface treatment of metals and plastics (code 12) represent the majority of the waste generated (68% in 2022), consistently with the main production process carried out by the Group, and in particular by Metex Srl. Considering the electrical/electronic nature of its final products, we are also aware of the importance of a correct management of a product during its end-of-life stage.

Waste generated by EWC category (Dangerous 2022 Ton) GRI 306-3



Unox products are designed and built to last longer and therefore it has very limited control over this phase: however, the Company complies with all the legislative objectives related to the "waste of electric and electronic equipment" (defined in Italy by the Legislative Decree 49/2014) and is evaluating partnerships that can enhance a proper management of this type of waste.

Water resources

Poor management of water withdrawal, use and discharge from company activities increases the risk of damaging the ecosystems, and in turn the health of people related to the contaminated water source. An uncontrolled interaction with water may cause its pollution or limit its availability, creating damage for the environment and people located in the proximity of the impact.

Our Companies use water for different purposes:

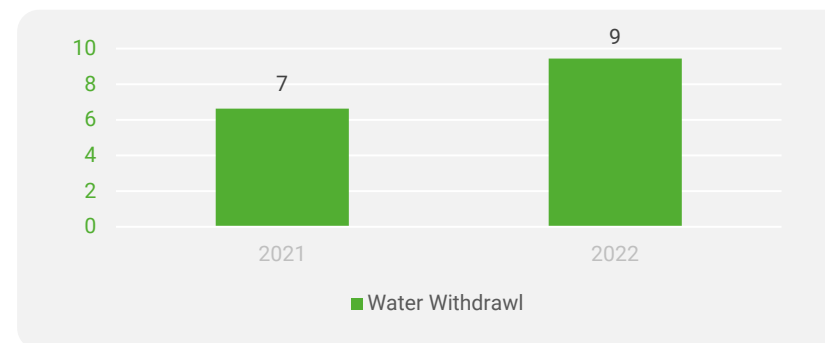
- In **Unox Manifattura**, in order to test the oven washing circuit as closely as possible to reality, a test is performed with water pumped into the semi-finished product washing circuit. The water flowing through the product is collected in a tank and reused for the next semi-finished: the tank is then emptied once a week and refilled with clean water; this limits the amount of water used. As that water is free of solids and pollutants, no treatment is required: specifically, the water used for the test is osmotic, meaning that it has been obtained through a reverse osmosis process.
- **Detix** is a company dedicated to the production of detergents for Unox products: a reverse osmosis process is used also in Detix to produce the water included in the concentrated detergents (where 25% of the volume is made up of water) and in the non-concentrated (where 65% of the volume is made up of water). A 1-liter sample of water from the plant discharge is periodically provided to the local multi utility company (ETRA) for testing purposes: no issue was highlighted in the reported years.
- In **Mabix and Metex**, water is used for processes such as chip removal by turning (that uses an emulsion consisting

of water and 7%-8% oil), for laser cutting, where distilled water is used in very small amounts (approximately 9m³ purchased per year) and for the cooling of molds, through an injection process.

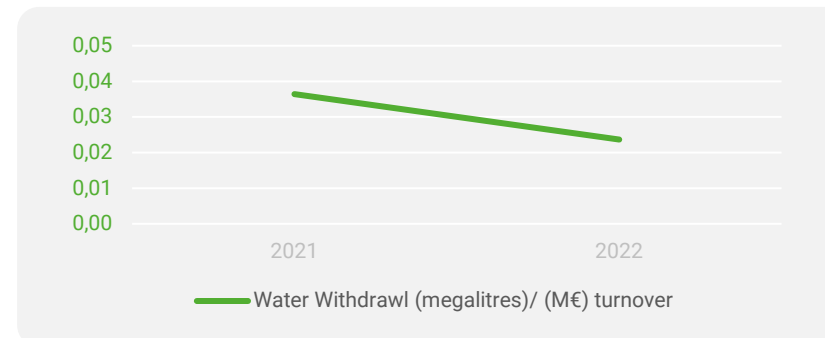
- Commercial companies' water usage is limited to domestic uses.

Third-party water withdrawal – Megalitres (groundwater – freshwater)

GRI 303-3



Third-party water withdrawal – Megalitres on turnover



GRI 303-3: Water Withdrawal (Megalitres)	2022	2021
Groundwater - Freshwater	9,44	6,63
TOTAL	9,44	6,63

The data represents water withdrawal in our production sites: most of the water consumption is related to sanitary use and workplace cleaning. The higher consumption of 2022 (+42% vs. 2021) is linked to an increase in turnover and production and to the lower effects of the COVID pandemic on offices / plants attendance. The building and the start-up of Plant 3 of Unox Manifattura in 2022 contributed as well in the increase the consumption.

At Detix, 1,28 megalitres of water were withdrawn during 2022, out of which 0,983 megalitres were sent as an input to the reverse osmosis process. This process returned an output of 0,491 megalitres, which was used as an ingredient for the production of detergents. The remaining 0,492 megalitres were discharged through the sewage system. All the production sites are located in the province of Padua (IT), which is considered a medium-high water risk area, and use freshwater from aqueducts managed by third party suppliers.

Unox Supply chain

When performing their activities, suppliers can produce positive and negative impacts on all the ESG dimensions, according to their business conduct. Companies should rely on suppliers that can ensure a level of environmental (e.g. pollution of water and air), social and human rights (e.g. health and safety of the employees) and governance (e.g. corruption) impacts in line with company's values.

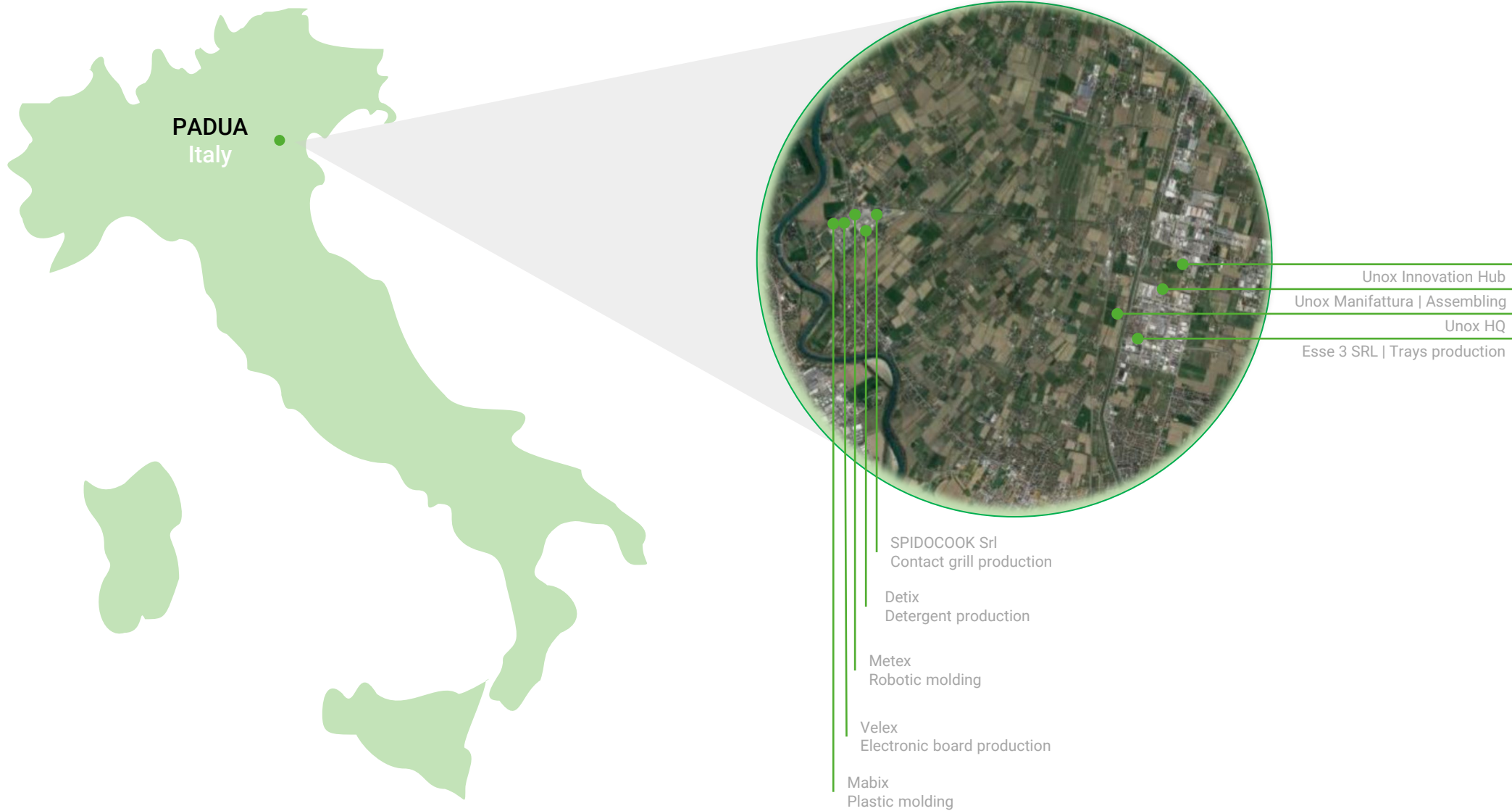
Unox's main strategy for building a sustainability value chain is vertical integration: we believe that creating a sustainable value chain requires being responsible for product design, manufacturing and digitalization. Only controlling those drivers that can intelligently link and analyse data across industrial operations is the key to achieve greater sustainability in the future. Unox chose to create a vertically integrated local industrial system. A rewarding choice that has allowed the company to overcome the current supply difficulties. All production processes, in fact, take place in the province of Padua (Italy).

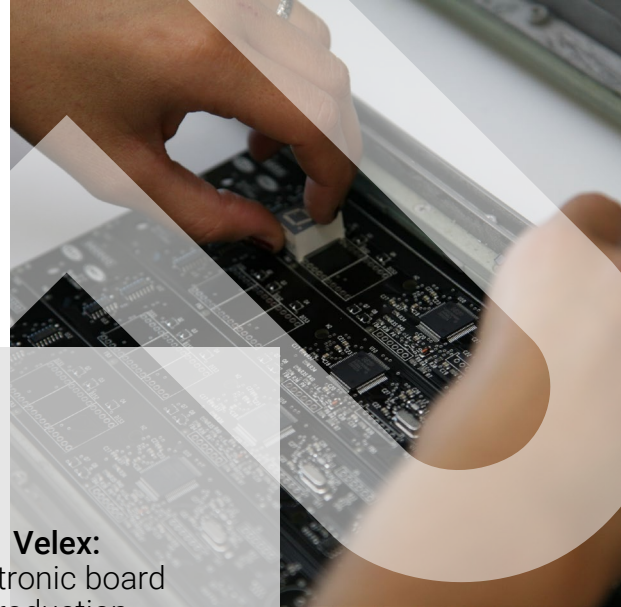
For raw materials and components not produced within the Group, we divide our suppliers into suppliers with exclusive co-design contracts and other general suppliers.

Unox designs 95% of the value of every single oven: to maintain control over the design of components not produced in-house, we have developed co-design contracts with mono-suppliers of strategic components (fans, motors and water valves) so that they reflect the specifications required by Unox.

These contracts also include exclusivity clauses, so that innovations made by Unox in the design of individual components cannot be exploited by other players.

Unox Group industrial footprint 2022





Velex:
electronic board
production



Spidocook:
contact grill production

Detix:
detergents production



Mabix:
plastic components
production




Metex:
steel moulding






Unox HQ



Unox Manifattura
assembly of the
finished products



Unox Innovation Hub



ESSE 3 SRL
trays production



When choosing external suppliers we prefer neighbouring suppliers and Italian companies, when possible, in order to reduce the carbon footprint of incoming logistics. This strategy has proven to be effective in reducing our products' carbon footprint. According to the LCA analysis performed on one of our most representative products by Spinlife (spin off of the University of Padua), inbound logistics has an impact of just 0,0019% on our product life cycle carbon footprint.

Thanks to our integrated supply chain, the Group was able to deal effectively with the supply problems caused by the global supply chain crisis that happened in 2022. This event has been both a challenge and an opportunity for Unox: we were able to continue to ensure short delivery times and eliminate supply problems with raw materials and semi-finished products. Moreover we developed a supply chain sustainability strategy, in order to progressively drive supply chain sustainability: continue with our vertical integration strategy, also through acquisitions, in order to gain direct control and be able to implement advanced "People & Environmental" strategies;

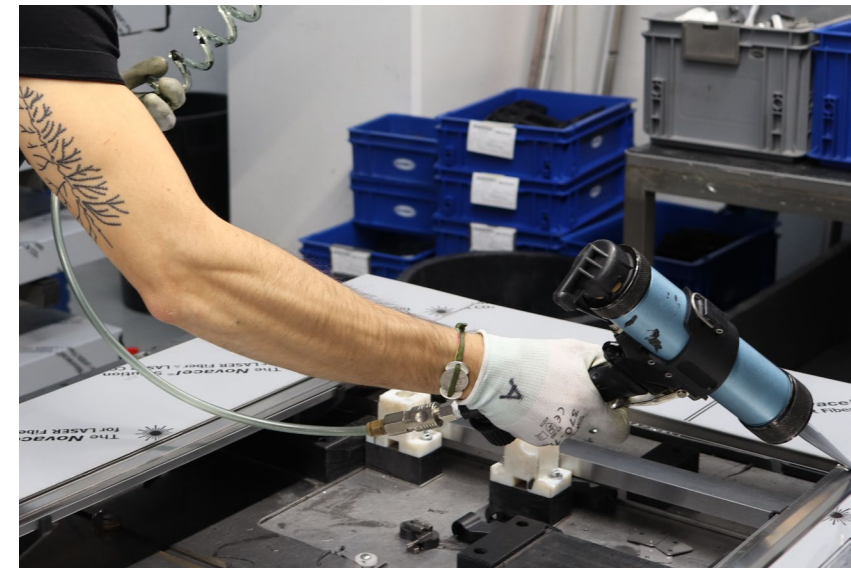
- we developed a code of conduct and a suppliers code of conduct, during 2023 we will start to ask to every suppliers to adhere to our supplier code of conduct;
- we planned to start in 2023 a progressive sustainability monitoring and auditing process, starting from a voluntary ESG assessment that we will roll out to all our suppliers from 2023.

Our objective is to have a supply chain that shares its own principles and values, adopts practices to ensure sustainable production and that guarantees compliance with national and international regulations.

For this reason, we have defined the contractual annex "Code of Conduct - Suppliers and Third Parties", which is based on

our Code of Conduct, in order to manage and control all stages of the process of evaluating, qualifying and monitoring suppliers of products and services, and to maintain a list of qualified suppliers for the purposes of product quality and service rendered to the customer.

In the specific cases in which this is deemed relevant, it is necessary for suppliers to explicitly accept, including by means of an express termination clause, a commitment to abide by the principles contained in this Code and thus to operate factually in line with what is prescribed therein.





05. Unox products impact

Improve the energy efficiency of cooking equipment

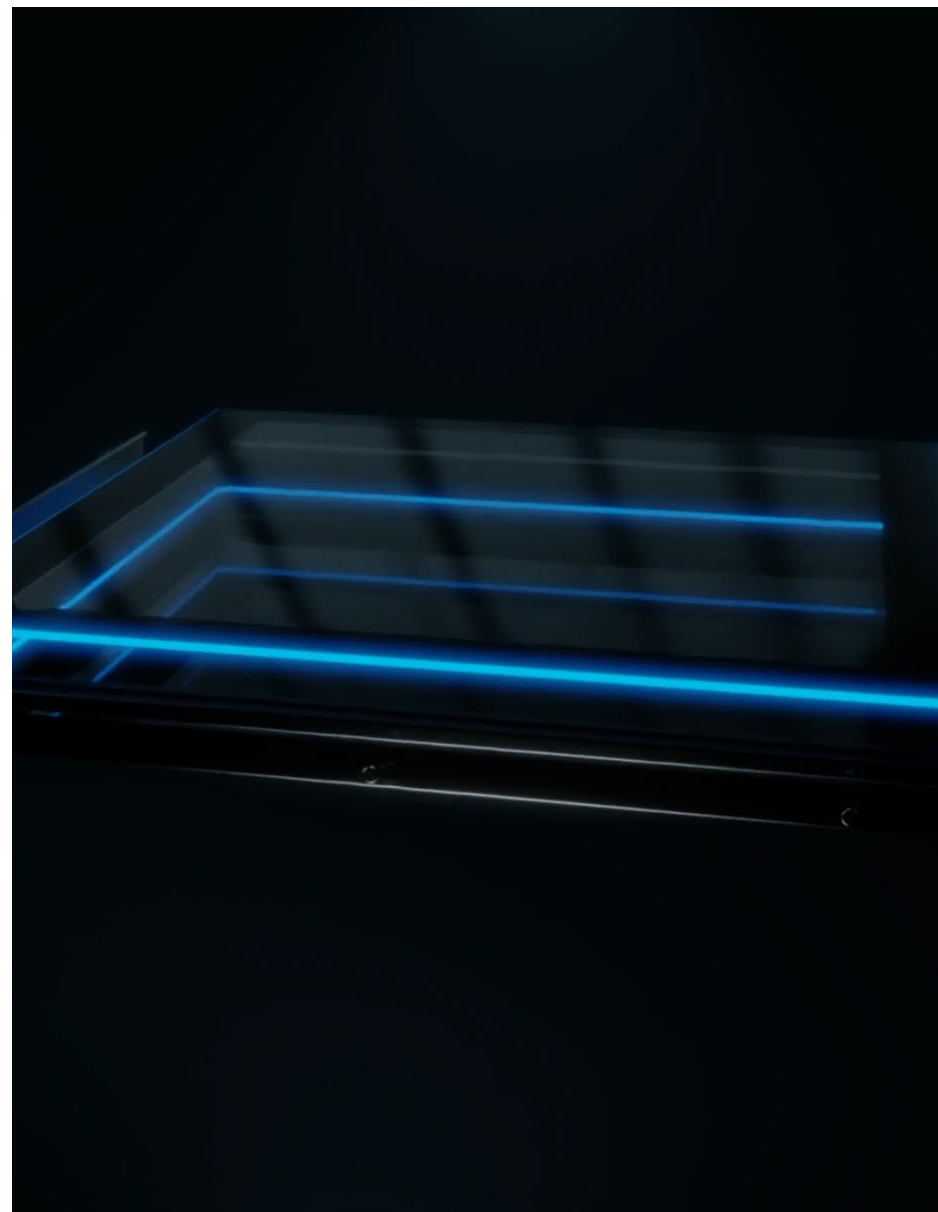
Foodservice industry has always been one of the sectors that records the highest energy consumption. Professional ovens, sous vide, food-processors, hoods, stoves, fryers, dishwashers, and blast chillers are numerous tools used in daily activities which at the end of the month account for 40% of a restaurant's bills (if not more!). However, these consumptions not only affect commercial activities, but also have an important impact from an environmental point of view, affecting CO2 emissions.

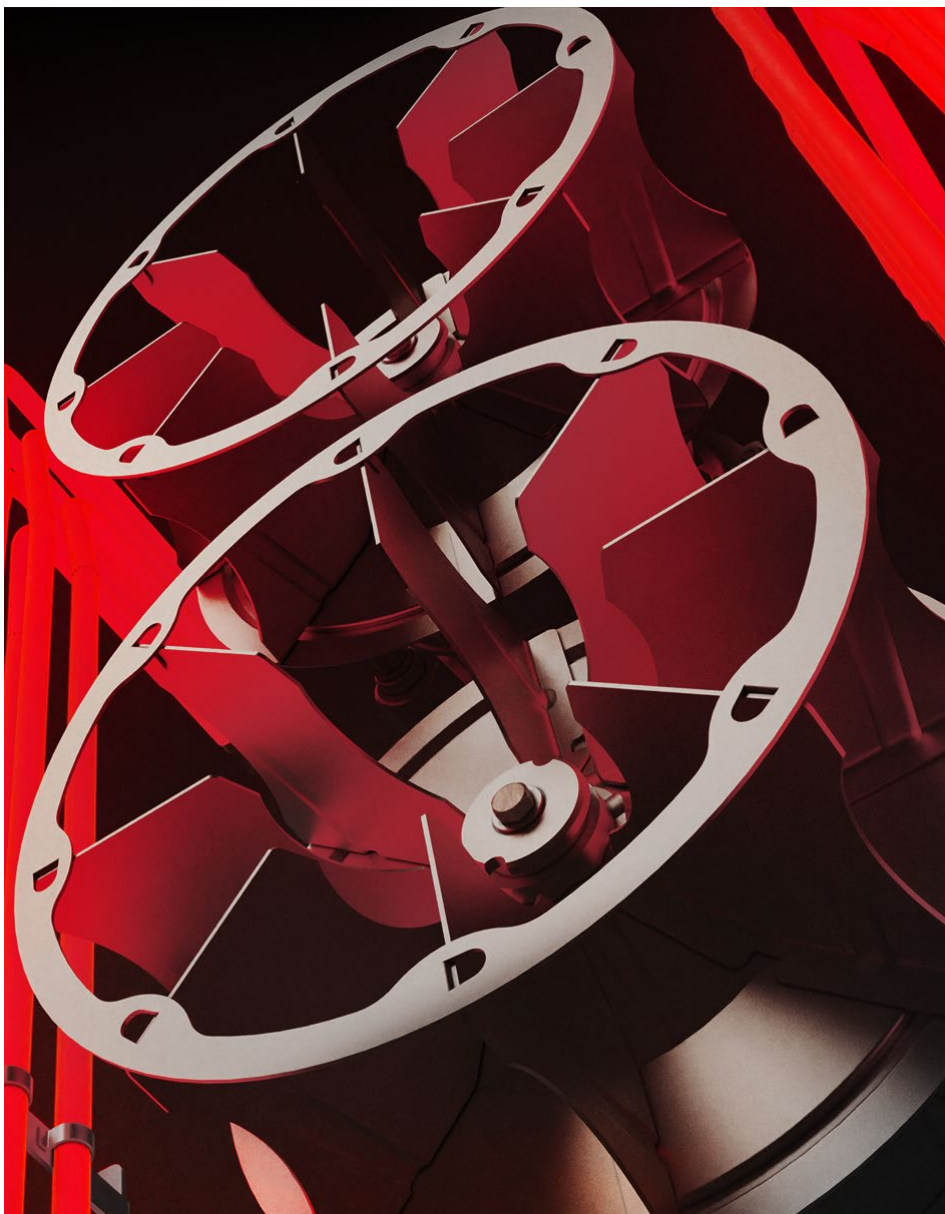
One of the solutions for foodservice professionals to adopt a sustainable attitude towards the planet, can be to replace their equipment using more advanced and efficient tools that allow you to reduce waste and ensure real savings. To this end, working with an ENERGY STAR® certified professional oven can really prove to be the right choice to reduce food service operator carbon footprint.

For over 30 years, Unox has been investing in research in order to constantly improve the performance of its ovens while reducing the energy impact.

Every day, our team of engineers, designers, chemists, physicists and software developers study new ways to further improve the energy performance of our ovens by working on 4 fundamental pillars:

- insulation solutions
- motor efficiency
- the design of the oven
- the intelligence of the oven





The insulation solutions

Identifying efficient solutions allows you to maintain the set temperature inside the cooking chamber, minimizing the dispersion of heat to the outside. All of our certified ovens, combination and convection, are in fact designed and manufactured with the use of excellent insulating materials to ensure the best possible thermal insulation, reduce waste of heat, while ensuring the best cooking performance.

The efficiency of the motor

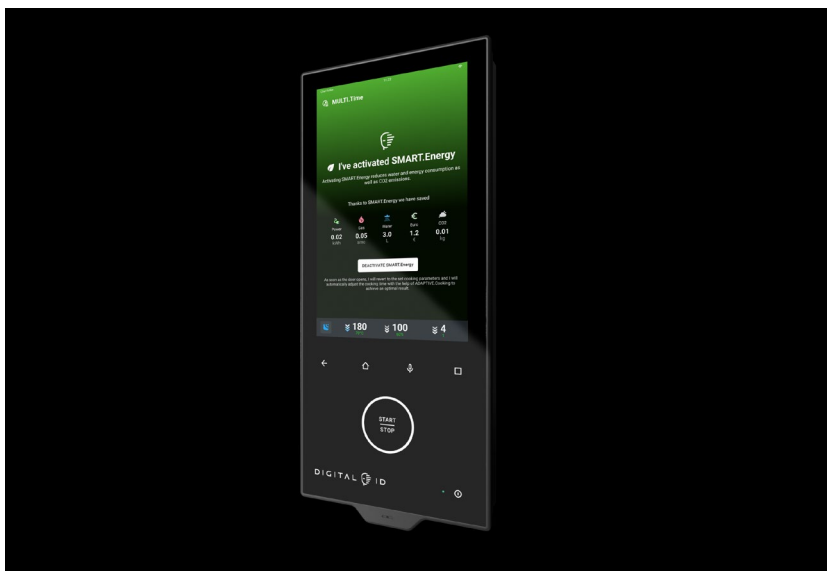
The motor is the beating heart of every professional oven. Every day our research and development team faces the challenge of making the motors of Unox ovens more and more efficient in order to reduce energy waste as much as possible, while maintaining excellent cooking performance. In fact, the Unox professional ovens are equipped with motors designed to heat up as little as possible during each cooking and reduce energy dispersion.

The design of the oven

At Unox we devote a lot of importance to the design and planning phases of all our ovens, always studying innovative ways to make every single component more efficient to minimize any waste of energy. The intelligent design of the oven, together with the efficiency of the motor and the insulation solutions, allows you to effectively reduce any heat loss, while reducing energy consumption and CO2 emissions.

The intelligence of the oven

The intelligent technologies of the Unox professional ovens allow you to have maximum control over water and electricity consumption, ensuring consistently uniform cooking performance.



An example of this is our STEAM.Maxi™ technology, a technology available for all our intelligent combi ovens, which, thanks to the use of controlled algorithms, allows you to manage the amount of steam present in the cooking chamber, reducing unnecessary energy waste.

The production of steam is an activity that requires a high amount of energy, so it becomes more essential than ever to have a technology available which, perceiving the amount of humidity present in the chamber (which includes the humidity contained in the food itself), blocks the production of steam when the cooking chamber is saturated.

ENERGY STAR® is the voluntary certification that we use as our performance tracking system. ENERGY STAR® standards give us a set of rules and KPIs to measure, every day, our products environmental impacts. ENERGY STAR® certification requires manufacturers to be tested in an EPA-recognized laboratory and analysed by an

EPA-recognized certification body: convection ovens are tested in two modes, full load and empty with standard parameters (177°C and 0% humidity), while combi ovens are also tested in two additional modes:

- full load at 100°C and 100% humidity;
- full load at 177°C and 0% humidity;
- empty at 100°C and 100% humidity;
- empty at 177°C and 0% humidity.

For each test performed on the oven, we analyse the thermal insulation, the efficiency of the motor in energy terms as well as the ability of the product and the materials present in it to reset the thermal bridges are analysed.



ENERGY STAR® standards are the methods and the set of target KPIs we use everyday to measure our improvements in reducing our products environmental impacts. Every year we set ourself the goal to obtain ENERGY STAR® certification on more products of our range.

A mandatory specification for every new product development project is to meet of the ENERGY STAR® requirements if the product category exist. Considering that Unox is an innovation driven company, quite often there is not a category that could include our new product.

Unox is actively engaged in improving the global energy efficiency standards in our industry, working together with our competitors in the EPA and ENERGY STAR® technical committee. We have a constant relationship with the ENERGY STAR® related technical committee that allows us to be informed about the actions that have to be taken. We are also involved, together with our competitors, in the process of “raising the bar” when it comes to set energy efficiency target for our industry.

We are actively engaged to obtain the creation of ENERGY STAR® product categories and related energy efficiency standards in order to reduce regulatory gap and create standards and metrics also for innovative/new products.

This is what distinguishes us and today makes us the company that produces the largest number of ENERGY STAR® certified professional electric ovens and professional gas ovens. This important result is a testament to the constant attention that we at Unox have always placed towards the environment and the commitment that, for over 30 years, we have put into research and development of intelligent solutions that respond to the daily challenges of professional cooking and pastry.

What is ENERGY STAR® certification?

ENERGY STAR® is a voluntary American government program born in 1992 from the joint efforts of the US Department of Energy (DOE) and the US Environmental Protection Agency (EPA) with the aim of encouraging manufacturers of a wide range of technologies and electrical appliances to take energy efficiency into account when designing their products. Given the growing sensitivity of various consumers and professionals regarding issues related to environmental respect and the abatement of CO2 emissions, the various manufacturing companies have long understood the importance of offering various customers products that promote respect for the environment and that can guarantee lower energy consumption. It therefore becomes very clear that owning a large number of ENERGY STAR® certified products is a fundamental competitive tool that can make a difference.

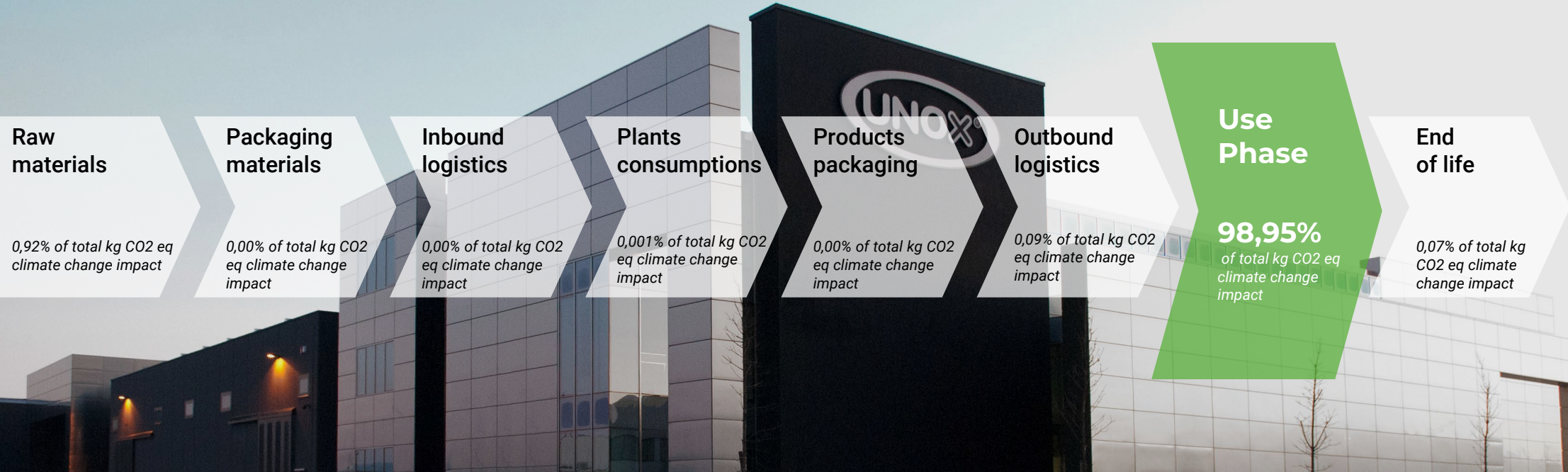
ENERGY STAR® certification for electric and gas ovens for professional use.

The ENERGY STAR® label is present on more than 75 different product categories including one relating to "professional ovens," which contains two sections: one relating to combi ovens and one relating to convection ovens. Before they can affix the ENERGY STAR® label to their products, manufacturers must agree to have them tested in an EPA-recognized laboratory and analysed by an EPA-recognized certification body - convection ovens are tested in two modes, at full load and empty with standard parameters (177 °C and 0% humidity), while the combi ovens are also tested in two further modes, at full load and empty at 100 °C and 100% humidity.

Lifecycle Assessment

The search for increasingly innovative technological solutions, that allow not only efficiency of cooking processes but also a real improvement from the point of view of energy consumption, is a constant mission for us at Unox. As one of our corporate choices, we have always preferred to keep and integrate the production chain in-house by taking care of the production of all components and the subsequent assembly of the ovens, all within an area that does not exceed 4 km. Thus, by minimizing incoming logistics and working with self-produced sustainable energy, we were able to reduce the impact of our value chain. The results of our effort to produce in-house ovens and

components and reduce our carbon footprint are evident when looking at our CHEFTOP MIND.Maps™ PLUS Life-cycle Analysis (LCA). Only 1% of our products' carbon footprint is produced in the stages from raw materials to product distribution. Almost 99.0% of the emissions are generated during use phase, so while we continue working on the decarbonisation of our own operations, we need to help our customers achieve a net-zero kitchen. Regarding end of life, on average our product are made of: 73% steel & iron, 14% glass, 6% plastics, 7% electronics. We can say that 87% of the materials of our ovens is easily recyclable, despite this, waste of resources due to a lack of recycling is quite common in our industry. We are strongly committed to promoting proper recycling as part of our producer responsibility. We also invest every day in inventive designs that allow material reuse, save energy and water.



Unox operates in the foodservice equipment industry. Food processing is an energy intensive process.

To give you an idea of the proportions of the impact of food related activities, if we compared the global CO2 emissions to the planet earth surface (509 millions km²), then food related emissions would proportionally have the side of all the land surface on planet earth, while emissions related to food processing would have the size of Brazil.

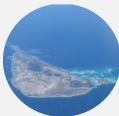
In this example Unox Group’s scope 1 and 2 emissions would have the size of La Orchila, a small Island in Venezuela with a surface of barely 43 km².

As a kitchen equipment manufacturer, while we continue working on the decarbonisation of our own operation, we have also the responsibility to design technologies that reduce the negative environmental impact of professional kitchens.

Unox Carbon CO2 emissions vs Global Food Processing emissions

Unox scope 1 and 2 emissions
4,156 tonnes of CO2 equivalents

La Orchila Island
(Venezuela) surface



Food processing emissions
564.8 million tonnes of CO2 equivalents

Brazil
surface



Food related emissions
14.1 tonnes of CO2 equivalents

Land surface
on planet earth



Global emissions
52.3 billion tonnes of CO2 equivalents

Planet earth
surface



Source: our world in data.

Use phase impact of combi ovens vs traditional cooking equipment

In addition to an updated Lifecycle Analysis (LCA) for our CHEFTOP MIND.Maps™ PLUS, we reported in chapter 4 our Scope 1 (direct emissions from our facilities) and Scope 2 (purchased electricity, heat, etc. for our facilities) emissions resulting from global operations. This information is not only important to benchmark our performance against other manufacturers but is also the first step to track progress as we continue to work to decarbonize our own operations. In this section we will report the use-phase emissions of our ovens.

As highlighted in our latest LCA, the use phase of our products produce almost 99% of its lifecycle environmental impact. For us at Unox it is therefore a mission to reduce the Use phase impact of our ovens.

Cooking is an energy-intensive process. Cooking in an oven is one of the most energy efficient ways of performing that process.

One might believe that using pots, pans, steamers and grills means consuming less, but it's not the case. Cooking with an oven reduces heat loss, which results in less energy being wasted during cooking processes.

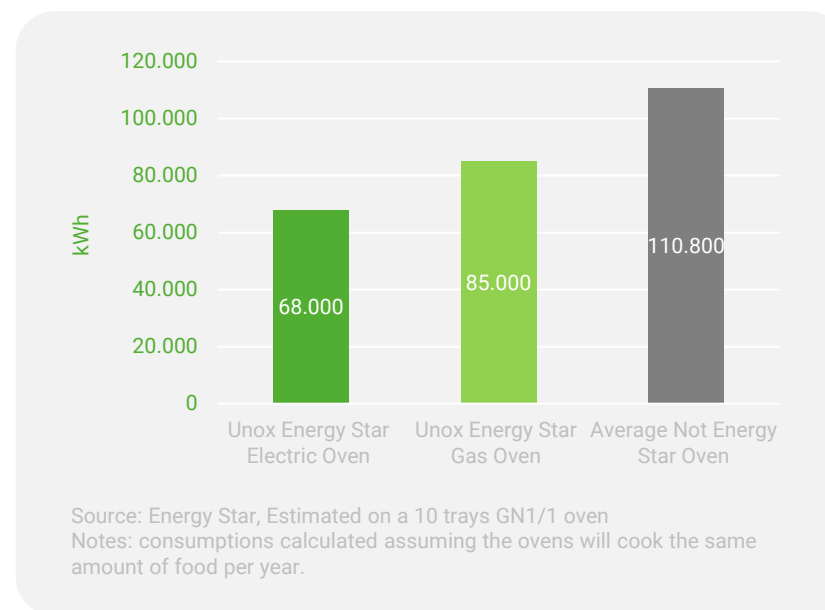
One of the solutions for foodservice professionals to reduce the cost in the bill and adopt a sustainable attitude towards the planet, can be to replace their equipment using more advanced and efficient tools that allow them to reduce waste and ensure real savings.

To this end, working with an ENERGY STAR® certified professional oven can really prove to be the right choice to achieve real savings in terms of consumption.

The Energy Star data provides us with a useful indication of the energy savings that a restaurant could make by including an ENERGY STAR® certified Unox CHEFTOP MIND.Maps™ PLUS oven in its kitchen.

Ovens Use Phase | Average consumptions generated in 10 years

Energy Star vs Not Energy Star



An Unox electric Energy Star Oven can save up to 38,6% of energy if compared to a not Energy Star Oven.

The data in the chart consider the average consumptions generated to produce the same amount of food in 10 years,



but when looking at Idle state, the Unox Energy Star Oven can save up to 59% of the energy. [Idle is the consumption of energy when the oven is ready to be used, but not cooking].

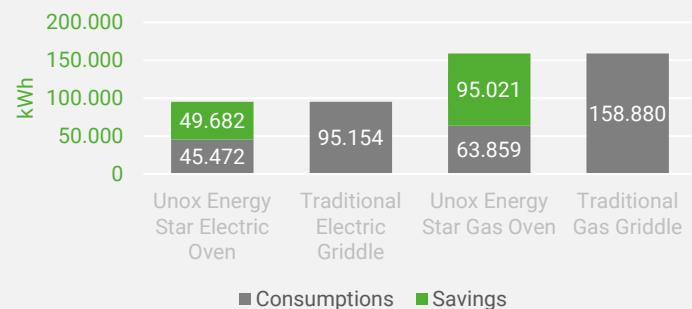
Idle consumptions are very important when looking at users behaviours. In a professional kitchen quite often, the oven is left empty at a set temperature for hours during the service (could be 180°C or 200°C) in order to have it ready to be used avoiding pre-heating time when customers are waiting.

A professional combi oven can be used for multiple cooking techniques, not only baking. It can also perfectly perform roasting, steam cooking, air frying and grilling.

If compared with other Energy Star equipment used for roasting, steaming, frying and grilling we can realize that using a Unox CHEFTOP MIND.Maps™ PLUS oven can save a lot of energy.

Ovens Use Phase | Average consumptions generated for grilling 50 kg of food per day for 10 years

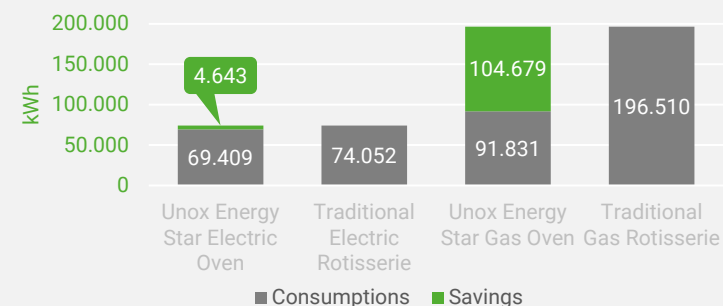
Unox Energy Star Ovens vs Griddle



Source: Energy Star, Estimated on a 10 trays GN1/1 oven

Ovens Use Phase | Average consumptions generated for roasting 50 kg of food per day for 10 years

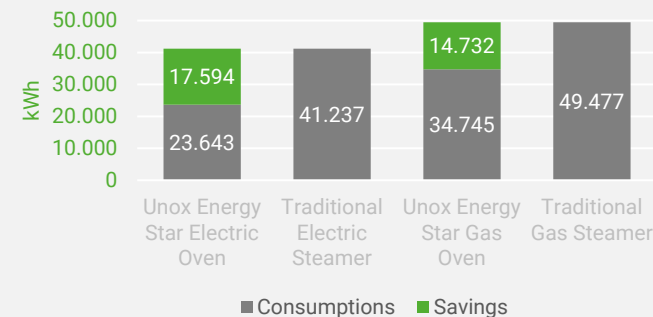
Unox Energy Star Ovens vs Rotisserie



Source: Energy Star, Estimated on a 10 trays GN1/1 oven

Ovens Use Phase | Average consumptions generated for steaming 50 kg of food per day for 10 years

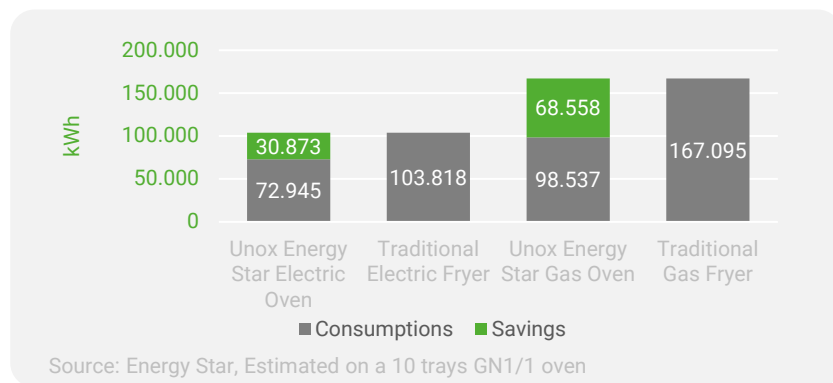
Unox Energy Star Ovens vs Steamer



Source: Energy Star, Estimated on a 10 trays GN1/1 oven

Ovens Use Phase | Average consumptions generated for frying 50 kg of food per day for 10 years

Unox Energy Star Ovens vs Fryer



An oven is basically an “hot box” that, if properly insulated, can preserve heat inside.

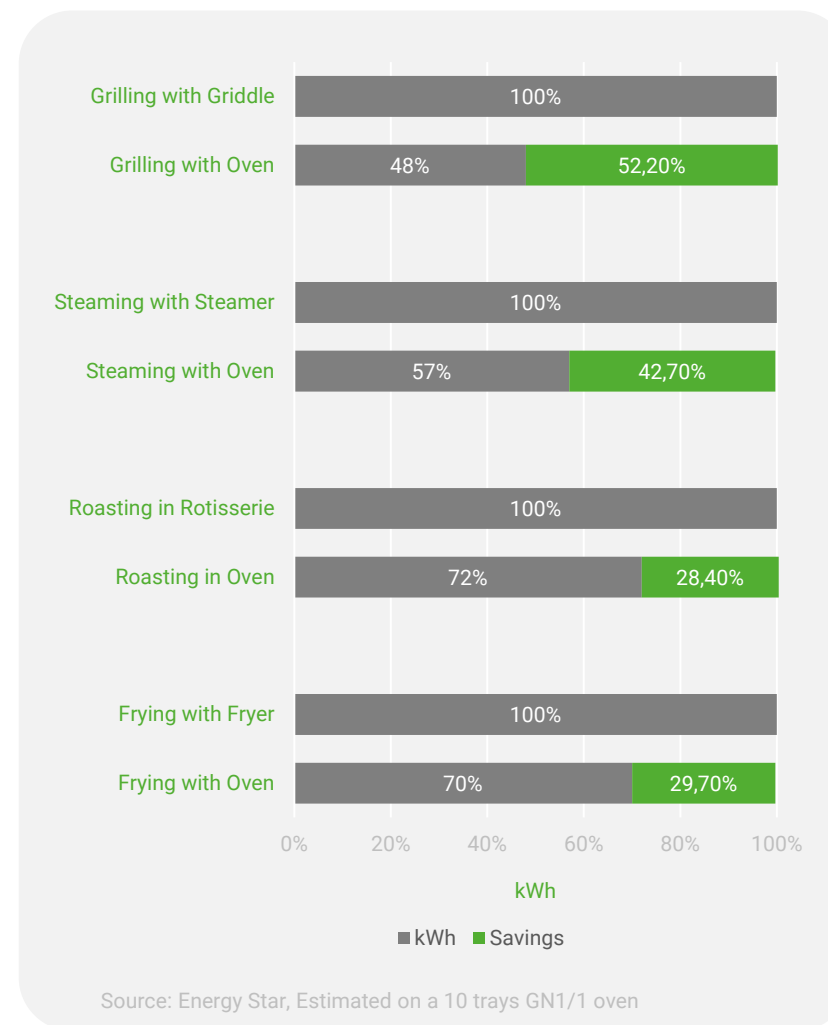
When compared with other cooking equipment, cooking in Combi Ovens can save from 28% to more than 50% of the energy.

The best way we can reduce the emissions generated in our value chain is to address the Use Phase and sell as many Energy Star® Oven as we can to our customers, substituting less energy efficient cooking technology.

Looking at current energy consumptions in a professional kitchen is not enough, we also need to evaluate the potential impact in the future. After reducing consumptions of our ovens as much as possible, we also need to consider the CO2 eq impact.

Ovens Use Phase | Average savings generated in 10 years when substituting other cooking equipments with an Unox Energy Star Oven

Unox Energy Star Ovens vs other equipment



The carbon footprint of gas ovens remains the same year after year, but for electric ovens, it will improve every year as the electricity generation will become “greener” over time with the addition of cleaner energy sources to the grid.

Global electric grids are getting greener!

Every time a foodservice professional cooks with a Gas oven, CO2 is produced. When cooking with an electric oven no CO2 will be produced, but according with the electric energy grid mix of every country, some CO2 has been generated to produce and provide that energy.

When comparing Gas Ovens and Electric Ovens direct + indirect emissions in some countries with high % of fossils fuels in the grid mix, one could think that the impact of Gas Ovens is lower. But this does not consider the grid evolution.

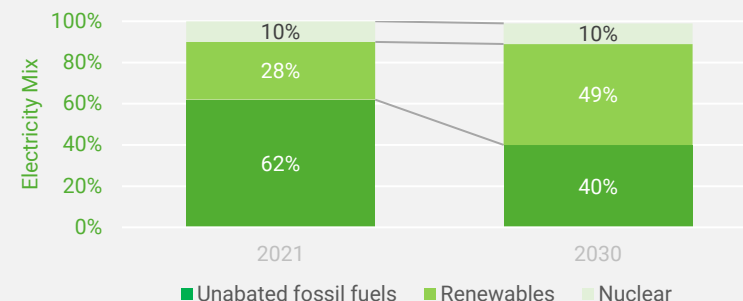
According with the World Energy Outlook 2022 low-emissions sources of electricity, led by renewables, are poised to overtake fossil fuels by 2030.

Therefore, while the carbon footprint of gas ovens remains the same year after year, for electric ovens it will improve every year as the electricity generation will become “greener” over time with the addition of cleaner energy sources added to the grid.

Even today, choosing to power an electric oven with power produced using 100% renewable sources allows to achieve NET ZERO emission immediately, while it will never be possible to achieve NET ZERO by choosing a gas oven that will always emit some eCO2 to operate.

This is why we are promoting electric ovens over gas ovens with our customers, for example highlighting on our website the CO2 direct emissions.

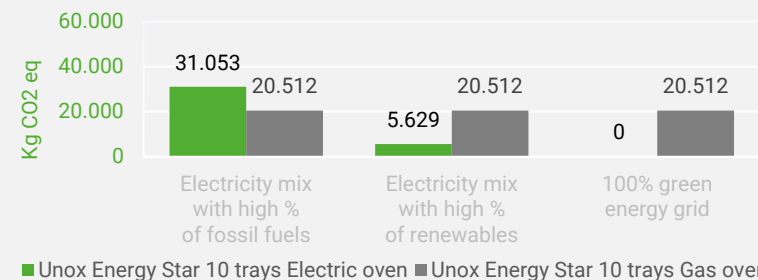
Global electricity mix evolution



Source: World Energy Outlook 2022

Ovens Use Phase | Direct and indirect average CO2 eq emissions in 10 years

Electric Oven vs Gas oven



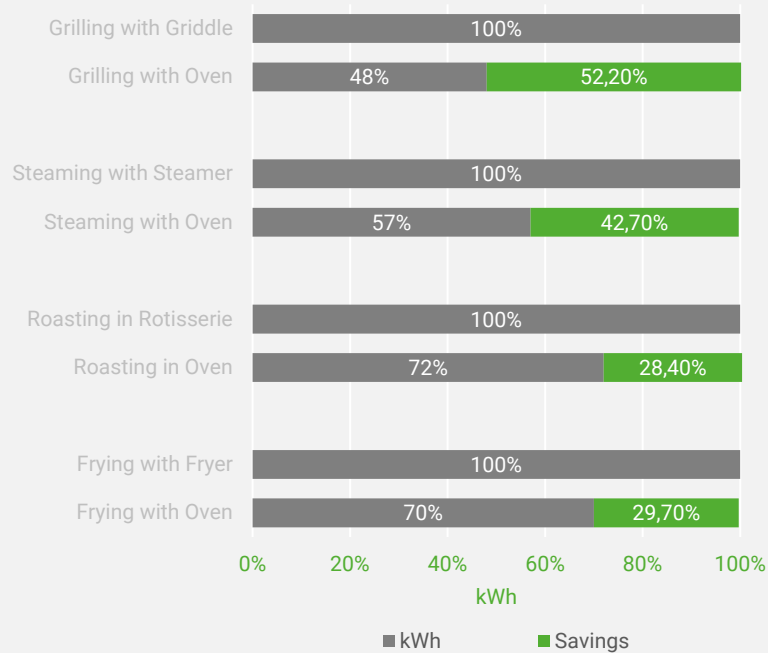
Source: Energy Star, Emission factors from Ecoinvent database Estimated on a 10 trays GN1/1 oven

Envisioning a Net Zero Kitchen

Our guideline for foodservice professionals

Ovens Use Phase | Average savings generated in 10 years when substituting traditional cooking equipments with Unox Energy Star Ovens

Unox Energy Star Ovens vs other equipment



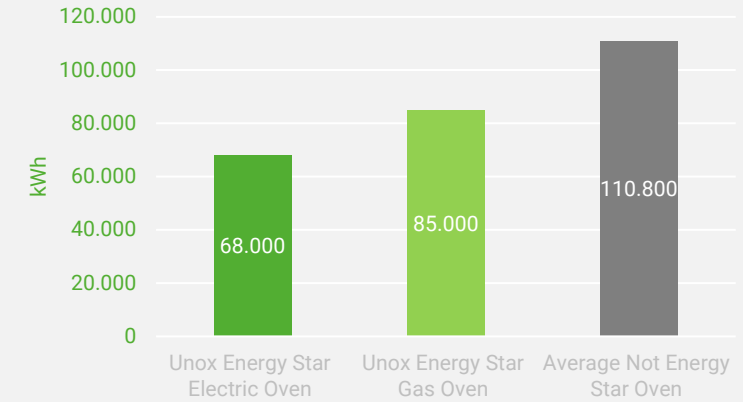
Source: Energy Star, Estimated on a 10 trays GN1/1 oven

1.
Prefer Unox ovens over other cooking equipment.

2.
Choose an Unox Energy Star® oven.

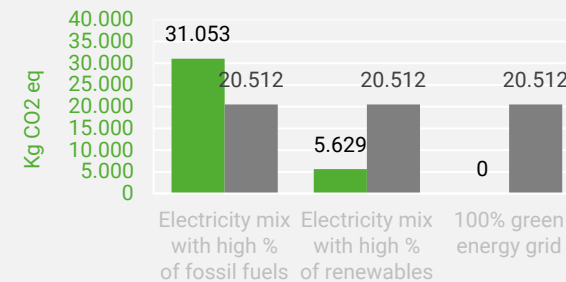
Ovens Use Phase | Average consumptions generated in 10 years

Energy Star vs Not Energy Star



Ovens Use Phase | Direct and indirect average CO2 eq emissions in 10 years

Electric Oven vs Gas oven



■ Unox Energy Star 10 trays Electric oven ■ Unox Energy Star 10 trays Gas oven

3.
Go Electric!

When designing a professional kitchen many cooking appliances are involved, and quite often that decision will have a big impact on the carbon footprint of the business. How can foodservice professionals reduce the environmental impact of their kitchen?

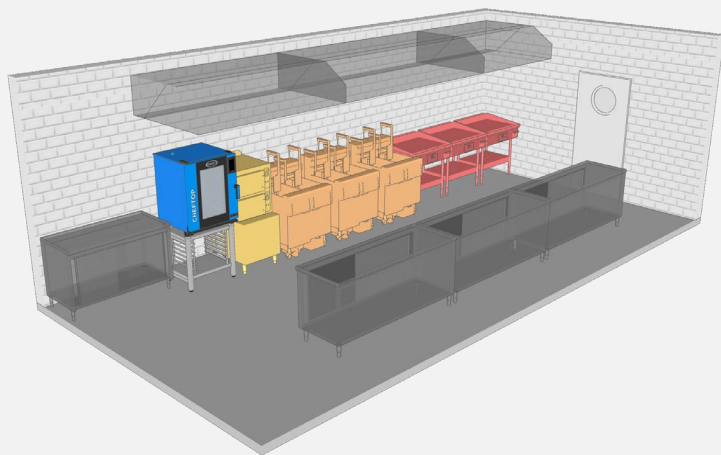
As highlighted in the previous section, data can suggest us some best practice:

- Choose Unox ovens over traditional cooking equipment;
- Choose an Unox Energy Star® Oven;
- Go electric.

In the following examples we can see how the same kitchen can be redesigned using Unox Energy Star® Ovens and partially substituting other equipment, generating a relevant reduction in the carbon footprint.



Example 1: 10 years consumptions benchmark in a kitchen that produce 800kg of food per day

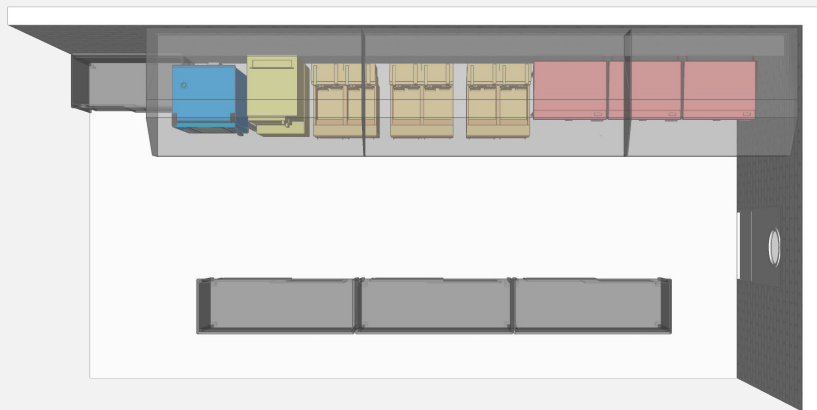


Before:
3 Griddle
3 Fryers
1 Streamer
1 Unox Oven

OUR IMPACT
Same production capacity:
**-15.6% energy
consumptions**

After:
2 Griddle
2 Fryers
3 Unox Oven

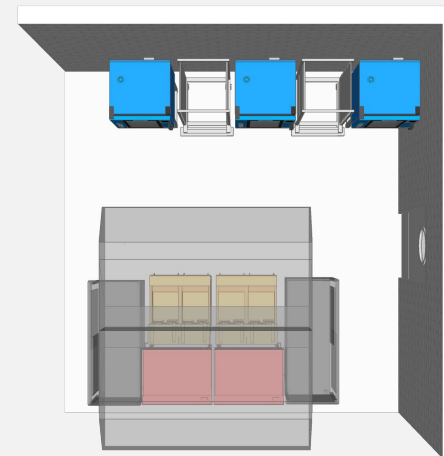




Before:
3 Griddle
3 Fryers
1 Streamer
1 Unox Oven

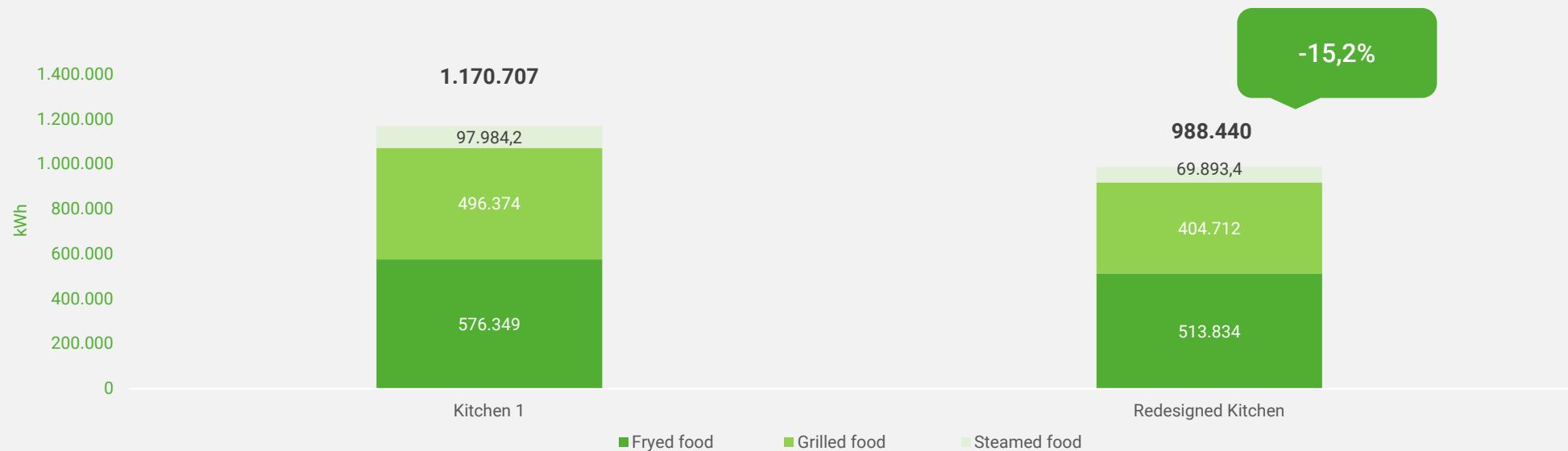
OUR IMPACT
Same production capacity:
-68.5% of footprint

After:
2 Griddle
2 Fryers
3 Unox Oven



Example 1: 10 years consumptions benchmark in a kitchen that produce 800kg of food per day

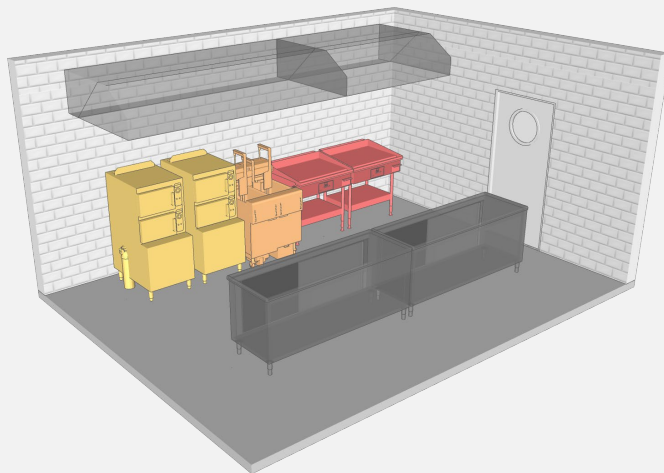
Kitchen re-designed with Unox Energy Star® ovens vs Kitchen with traditional cooking equipment



Kitchen 1	Re-designed Kitchen
1 Unox Oven	3 Unox Oven
3 Griddle	2 Griddle
3 Fryers	2 Fryers
1 Steamer	

Source: Energy Star
Notes: Consumptions estimated on a 10 trays GN1/1 oven assuming the following production per day: 300 kg of fried food, 200 kg of steamed food and 300 kg of grilled food.

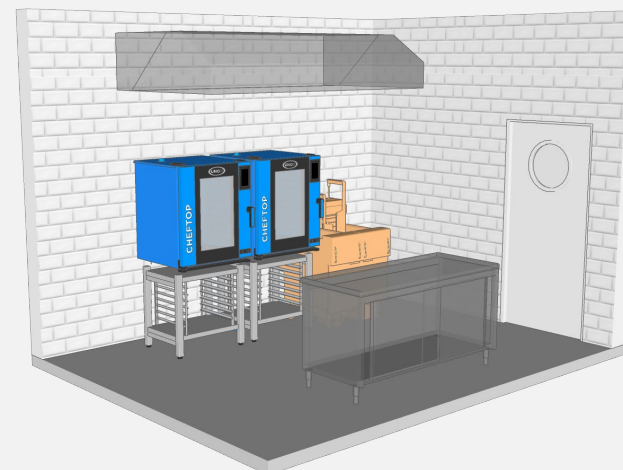
Example 2: redesign a kitchen that produce 400kg of food per day

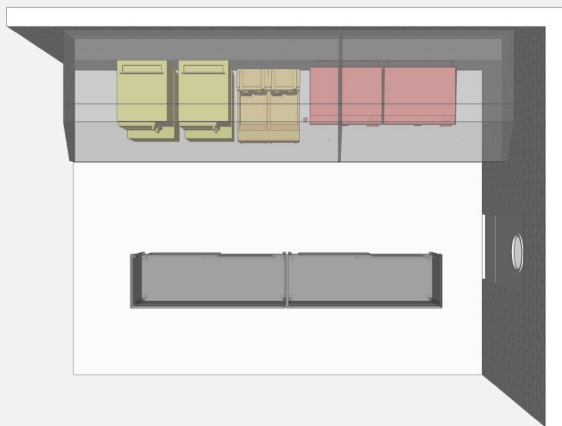


Before:
2 Griddle
1 Fryers
2 Streamer

OUR IMPACT
Same production capacity:
**-37.8% energy
consumption**

After:
1 Fryers
2 Unox Oven

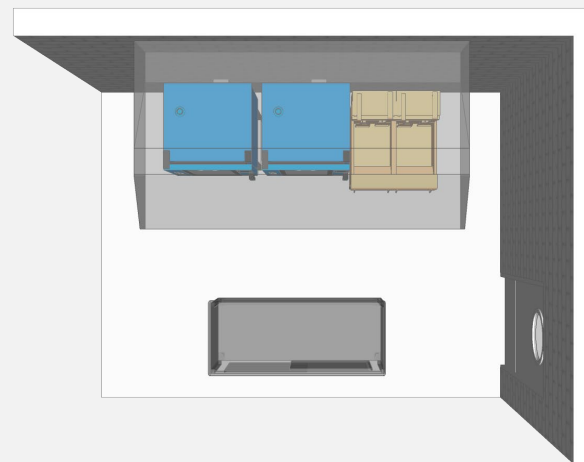




Before:
2 Griddle
1 Fryers
2 Streamer

OUR IMPACT
Same production capacity:
**-46% of
footprint**

After:
1 Fryers
2 Unox Oven



Example 2: 10 years consumptions benchmark in a kitchen that produce 400kg of food per day

Kitchen re-designed with Unox Energy Star® ovens vs Kitchen with traditional cooking equipment



Kitchen 2	Re-designed Kitchen
	2 Unox Oven
3 Griddle	
3 Fryers	1 Fryer
1 Steamer	

Source: Energy Star
Notes: Consumptions estimated on a 10 trays GN1/1 oven assuming the following production per day: 100 kg of fried food, 100 kg of steamed food and 200 kg of grilled food.



Envisioning a safer kitchen

Foodservice kitchens are the bustling hubs where culinary delights are crafted, but behind the scenes, there are hidden health risks that kitchen operators face, especially when it comes to traditional frying methods.

In the fast-paced world of foodservice, frying is a common cooking method that's loved for its ability to create delicious, crispy dishes. From crispy chicken to golden french fries, deep frying is a culinary technique cherished worldwide. However, what many people don't realize is that this seemingly harmless cooking method can pose significant health risks, especially for the operators working tirelessly in commercial kitchens. The use of hot oil in frying can be not only dangerous but also carcinogenic for those working tirelessly in these environments.

At the heart of the issue is a chemical compound called acrylamide. Acrylamide is formed when certain foods, particularly starchy items like potatoes, undergo high-temperature cooking methods such as frying. It's created through a complex reaction between sugars and amino acids known as the Maillard reaction, which gives fried foods their enticing golden colour and unique flavour.

Acrylamide is not only responsible for the desirable taste of crispy snacks but is also classified as a Group 2A carcinogen by the International Agency for Research on Cancer (IARC). This classification indicates that acrylamide is "probably carcinogenic to humans." While this may sound alarming, it's important to understand the risks involved, especially for those working in foodservice kitchens.

Foodservice kitchen operators are at the forefront of culinary

creativity, and their work often involves prolonged exposure to hot oil and the production of fried foods. Here's why this exposure can be problematic:

- **Inhalation:** Cooking with hot oil generates acrylamide-laden fumes. Kitchen operators can inhale these fumes, potentially leading to respiratory issues, including lung cancer.
- **Dermal Exposure:** Frequent contact with hot oil can result in skin absorption of acrylamide, which has been linked to skin and thyroid tumors in animal studies.
- **Cumulative Exposure:** Kitchen staff are often exposed to acrylamide for long periods throughout their careers, leading to cumulative exposure levels that may increase the risk of health problems.

Despite the risks, it's possible to minimize the dangers associated with frying in foodservice kitchens exploring



alternative cooking methods that produce less acrylamide, such as air frying, baking or steaming. Air frying has gained popularity for its ability to deliver the crispy goodness of fried foods without the associated health risks.

Combi ovens, renowned for their versatility and efficiency, offer a safer alternative to traditional frying in foodservice kitchens. Here's why they're becoming the go-to choice:

- **Reduced Oil Usage:** Air frying in combi ovens requires significantly less oil or, in some cases, no oil at all. This substantially lowers the calorie content and unhealthy fats in dishes while preserving the crispy texture and flavour.
- **Minimal Health Risks:** Air frying in combi ovens significantly reduces the formation of acrylamide and other harmful compounds, making it a safer choice for kitchen operators.
- **Combi ovens are user-friendly** and minimize the risk of accidents associated with handling hot oil. Operators can work in a safer environment with reduced potential for burns and injuries.
- **Cleaner Kitchen Environment:** Air frying in combi ovens produces fewer cooking fumes and odors compared to traditional frying, creating a more pleasant and healthier workspace.
- **Versatility:** Combi ovens are incredibly versatile, capable of air frying, baking, roasting, steaming, and more. This versatility allows chefs and kitchen staff to explore a wide range of culinary creations.
- **Time Efficiency:** Combi ovens often cook food faster than traditional frying methods, which can be a significant advantage in fast-paced foodservice kitchens.



- **Energy efficiency:** as highlighted in the previous sections, air frying in an Unox MIND.Maps™ Energy Star oven save up to 30% of the energy necessary to fry the same amount of food in a traditional fryer.

Frying is a beloved cooking technique that adds a delicious touch to countless dishes. However, the health risks associated with acrylamide exposure cannot be ignored, especially for foodservice kitchen operators who are exposed to these dangers daily.

Embracing air frying in combi ovens is not only a safer alternative but also a culinary evolution. It reduces health hazards, promotes a healthier workplace, offers a world of culinary possibilities and is more sustainable and energy efficient. As we strive to create delicious dishes, let's also prioritize the well-being of the kitchen professionals who make it all possible.

Envisioning a stress-free kitchen

Research shows that as many as four in five hospitality professionals have experienced mental health difficulties in their career, yet almost half (46%) would not feel comfortable talking about it with their colleagues.

Unox has backed efforts to eradicate the stigma around mental health in hospitality by becoming The Burnt Chef Project's first Equipment Supply Partner.

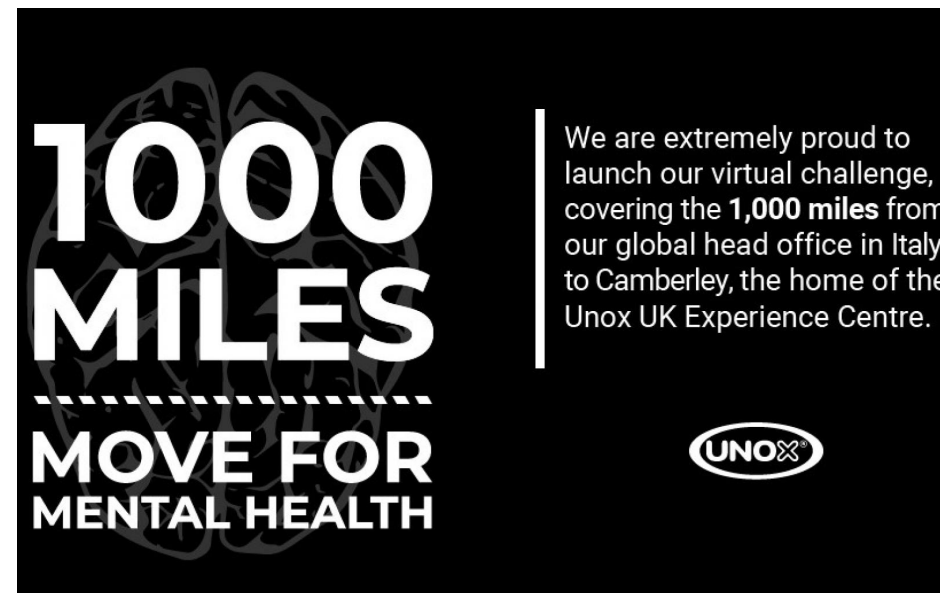
The Burnt Chef Project is a not-for-profit social enterprise that helps to raise awareness, provides support and delivers tailored educational programs to those across the industry. At Unox, we are committed to supporting our customers, colleagues and our team, by raising awareness of the challenges and helping to remove the stigma around mental health issues.

Working in the foodservice and hospitality industry can be highly rewarding, but also notoriously tough – something that can have a significant impact on the mental health of operators and those in the wider supply chain.

Over the coming months and into 2023, Unox UK has committed to initially fund 285 licences to The Burnt Chef Project's Thrive Mental Wellbeing app, a total of more than £10,000.

The app, which is trusted by the NHS, is available in nine languages and features 24/7 support, a confidential in-app chat function with a trained therapist and the ability for users to track their feelings.

The app also contains a complete library of wellbeing training, webinars and sessions which can be accessed at any time.



Anyway, continued support for The Burnt Chef Project is not enough to address such a big social problem, so we asked ourselves: how can a kitchen equipment manufacturer help ease the Great Resignation reducing the stress in the kitchen?

One of the biggest issues we've seen in the post-pandemic foodservice industry is labor loss. But as much of a challenge as this has been, the ever-shrinking labor pool gave rise to a more insidious issue within the industry: chef burnout. According to a 2021 study by The Limeade Institute, 52% of hospitality and foodservice workers cited burnout as the top reason for quitting their job between late 2020 and early 2021. Among those surveyed, 28% were so dissatisfied with their jobs they left without having another job lined up. What's behind the Chef burnout?

Since the pandemic's recovery, it hasn't been uncommon for chefs, sous chefs, line cooks, prep cooks, and everyone else



in the back of the house to pull double duty, sometimes even triple duty, due to understaffed kitchens and the slow recovery of the foodservice labor force. This has led to an unprecedented rise in industry workers reporting feeling overwhelmed, overworked and burned out.

As foodservice operators continue to look for new and innovative ways to drive success in the post-pandemic world, they're also beginning to look for out-of-the-box solutions to help ease their team's workload. One such solution is the EVEREO® by Unox, a hot food preserver that can drastically cut prep times, practically eliminate wait times and shrink food waste to a minimum.

Best of all though, the EVEREO® supports every restaurant's most valuable resource: its people. Understaffed Kitchens need to work smarter, not harder. Anyone who has worked in foodservice is likely familiar with a

hot holding cabinet and its purpose. You cook food ahead of time, hold it in the hot box a few hours before service and then when you get slammed by the lunch or dinner rush, you've got hot food ready to go. The drawbacks to these commercial holding cabinets are just as well-known. They're a pain to monitor and maintain, there's very little control over humidity levels, and let's be honest...some foods are simply inedible after being held in them for more than an hour.

EVEREO® thinks outside the hot box. Where traditional restaurant holding cabinets can only hold hot food for a few hours before the food's quality is compromised, EVEREO® raises the bar to a whole new level by allowing operators to hold hot food safely for up to 3 days – without sacrificing quality.

Not an ordinary holding cabinet: How Does EVEREO® Work? It may sound like science fiction, but EVEREO®'s power actually makes perfect sense once you understand the technology behind it. Service Temperature Food Preserving is an innovative, patented technology developed by Unox and the University of Parma that allows the EVEREO® to function almost like a "hot fridge," achieving the same goal as cold food preservation, except using a safe level of heat instead of cold.

When used alone, the EVEREO® can be used to hold hot food in open or unsealed trays for up to eight hours. When used in combination with the UNOX MULTI.Day Hot Vacuum Pump, hot food can be sealed inside special trays and held in the EVEREO® for up to 72 hours. EVEREO® holds food at a temperature above the bacterial growth range, which means food that stays in the EVEREO® is just as safe, and may be safer, than food held in a refrigerator or freezer and then reheated. This is because rethermalized food must pass through the bacterial "danger zone" not once, but twice: Once when the food is being chilled and again when it is being reheated. With EVEREO®, the food

stays at service temperature until it is served, avoiding risk of bacterial proliferation.

Extremely precise temperature and humidity controls allows the operator to fine-tune the atmosphere in the chamber, and EVEREO®'s intuitive programming automatically suggests specific settings depending on the type of food and the temperature of the food when it is put inside. These features allow EVEREO® to hold hot food for extended periods of time without the food losing quality. Organoleptic features such as texture, colour, aroma and taste are protected in the EVEREO®, thanks to the sophisticated controls.

New challenges need new solutions. Imagine what a machine like this could do for an understaffed restaurant kitchen. Imagine being able to let your head chef prepare large quantities of food ahead of time and quickly



finish each dish as it is ordered with less stress and less time. Imagine the executive chef at a busy hotel being able to batch cook meals for a banquet, wedding or corporate dinner up to three days ahead, allowing them more time to focus on other aspects of the job without worry.

Imagine a piece of foodservice equipment that reduces or even eliminates food waste, saving money and boosting profits. That could mean a redistribution of funds to help hire extra staff, support wage increases or other ways to benefit the kitchen staff's work-life balance.

Is EVEREO® Really Safe?

The EVEREO® hot food preserver, as well as the MULTI.Day Pump, meets all industry food safety standards. In fact, both products recently earned the distinction of being certified by HACCP International, a world-renowned organization specializing in the certification of food safe equipment.

In addition to this impressive distinction, EVEREO® has also taken home the Kitchen Innovation Award for 2020, the Gold Winner Award for the Commercial Kitchen Show 2019, and several more awards over the last five years. The data is in. Burnout is a real threat to the foodservice industry. Now is the time to find solutions that are outside the (hot) box.





Envisioning a zero-waste kitchen

According to the "World Wildlife Fund", food waste contributes to almost 10% of the world's CO2 emissions and, according to "Feeding America", 40% of food waste comes from restaurants, workshops, grocery shops and food companies. Minimising these types of waste often seems a difficult task: but what if it were possible to reduce this waste to zero?

The traditional foodservice process requires to cook in advance what can be prepared and stored, according with the expected amount of customers and cook à la carte during service only products that can't be preserved once cooked.

Service time is the most stressful moment in a kitchen, and quite often, in order to reduce the risk to have a lack of food and to be overwhelmed during service, chefs tend to prepare extra food. According with a study from LeanPath 51% of the foodservice waste is due to overproduction.

Data shows that overproduction of food is the leading cause of wasted food in foodservice operations. A lack of visibility into how much of a given food item is often consumed keeps kitchens producing amounts that they believe are appropriate, but are actually more than what is needed. Buffets are a prime source of overproduction.

Poor planning and overproduction are among the main reasons for the high amount of food discarded in food services industry every year.

Thanks to Unox innovative "hot preservation" technologies, foodservice operators' preparations can now be preserved for up to 3 days at serving temperature without compromising

taste and appearance. Serve tomorrow what is not sold today, eliminating waste and increasing profits.

EVEREO® from Unox represents the world's first hot fridge: a patented, state-of-the-art hot food preservation system with the very latest technology that helps to deliver convenience and efficiency in a professional kitchen, whilst minimising food waste.

By its very design, EVEREO® gives a chef the ultimate decision of when and where to cook their food. Offering the ability to pre-prepare complex dishes during quieter periods or in prep kitchens, EVEREO® preserves hot food at its ideal serving temperature for up to 72 hours. Holding dishes above temperatures at which bacteria thrive, whilst maintaining quality, texture and taste, EVEREO® is able to guarantee safety and support busy kitchens to maintain service standards.

Used in conjunction with MULTI.Day Bags and Trays, EVEREO® enables operators to serve just the right portion at the point of order, significantly reducing wait times and supporting a more sustainable kitchen.

According to our customers' use cases, EVEREO® alone can speed up the service time and dramatically reduce food waste. But how can we envision a zero-waste kitchen?

To achieve this goal we need to ask our customer to revolutionize their processes and embrace the concept of Hyperaccelerated Foodservice.

Consumers expectations are getting higher, they want good quality food served in very short time. Anyone who has worked in foodservice industry know that to meet consumers expectations food needs to be prepared in advance, but also that the best quality food must be served right after cooking.

After more than 30 years of continuous investment in the research and development of cutting-edge solutions in the world of professional ovens, always trying to overcome the limits imposed by the physical and technological capabilities of the most common cooking processes, we have launched the most revolutionary column of the Food Service panorama: SPEED-X™ + EVEREO®.

SPEED-X™ is the first oven in the world that integrates the technology of a combi oven with the power of microwaves and the convenience of automatic washing: an innovative high-tech oven capable of cooking a whole sea bass on a bed of potatoes in just 330 seconds, soft meat skewers in 240 seconds or tasty steamed broccoli in just 180 seconds. A perfect example of innovation, which did not go unnoticed and which resulted in a triple victory during the Red Dot Design Award 2022.

EVEREO® is our "hot fridge" unique to the market, which reduces service times and eliminates food waste thanks to the ability to store hot dishes for up to 72 hours, keeping the taste and organoleptic qualities intact.

The future is already a reality and it is hyperaccelerated: thanks to the use of an oven like SPEED-X™, all the dishes that normally require a cooking time of less than 30 minutes can be cooked and served in a few seconds. At the same time, however, all other courses that require longer times can be prepared in advance and, thanks to the EVEREO® hot food preservation system, stored at the correct serving temperature for up to 3 days in complete safety.

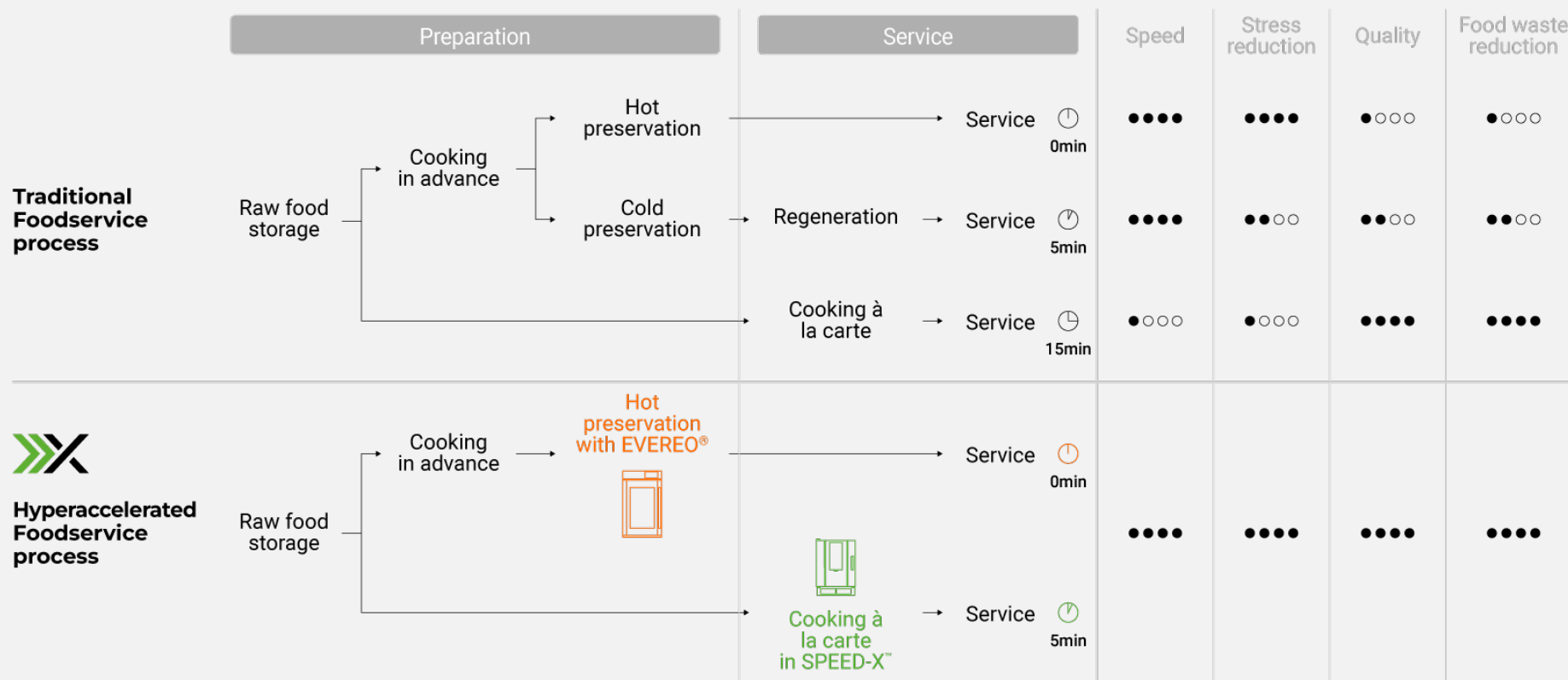
Our customers can now revolutionize the structure of their kitchen processes, this combo can hyperaccelerate service eliminating food waste and reducing the stress in the kitchen at the same time.

HYPER-CELERATED

foodservice



Unox Hyperaccelerated Foodservice process vs Traditional Foodservice process





06. We are building the future



Unox City

Our Group has always considered of primary importance to invest in its territory to create solid foundations for its growth. In the 90s, while most companies outsourced and relocated their production activities, Unox chose to invest in the territory to create a vertically integrated local industrial system. All production processes take place in the province of Padua.

In a land of about 180,000 square meters in Padua, a new production plant and a logistics hub will be built, for a total investment of 46 million euros.

This new investment will further expand our production capacity, creating over 250 new jobs that will be added to the more than 600 employees that Unox has today in Italy.

Unox City in our vision, however, will be much more than that. We imagine an industrial and production center able to integrate with the local community and promote the well-being of our people with full respect for the environment.

We have invested further:

- 24 million euros for the acquisition and restructuring of the future Innovation Hub that will house offices, research and development and additional production and logistics plants;
- 4 million euros for the creation of the new lunch lounge for our people;
- 9 million to expand our production hub in Vigodarzere.





180,000 square
meters



83 Million Euro
investment

Unox Innovation Hub

Unox Innovation Hub will be an area of about 20,000 square meters of which:

- 8k dedicated to the research, development and testing area
- 8k dedicated to plant 4 with the production area
- 3.5 for research and development offices.

The Innovation Hub will be ready by the end of 2023. Our labs will be upgraded: there will be more than 20 working stations: idric, gas, mechanical, electronic and electrical labs, the prototype lab and the food digitalization lab: an innovative research center where we will perfect cooking processes through the analysis of digitized food data to develop algorithms and technologies that can perfectly control any processes that concern food transformation and preservation, eliminating the food waste due to cooking tests.

The entire building has been converted to a sustainable mood. The heating and air conditioning systems have been completely redesigned, using more sustainable solutions. Insulation including fixtures and blinds have been completely replaced for greater energy efficiency, and the car parking will be equipped with charging zones for electric cars.

The Innovation Hub and new buildings will allow Unox to produce an additional 4 MW of clean energy through photovoltaic panels. All the offices and workstations has been designed to improve the operativity of the team; with a focus on wellness, ergonomics, sustainability, and state of the art technological equipment.

