



# UNOX ESG Report 2023

# Summary



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# 01. Introduction



# Letter to stakeholders

To us, success is a verb that looks forward, always conjugated in the future tense.

Creating a sustainable future demands that we act ethically and with integrity today, guided at all times by our principles. We are proud to share with you our 2023 ESG Report, reflecting on a pivotal year for the Unox Group as we focused on sustainable growth, process optimization, and reinforcing our internal structures after a period of rapid expansion.

From 2021 to 2022, Unox seized a unique competitive opportunity. While global supply chains faced disruptions in sourcing components from the Far East, our vertically integrated model allowed us to maintain production and delivery of our products, gaining market share over our competitors. To capture this opportunity and support rapid revenue growth in 2022, we doubled production capacity through substantial investments in facilities and new hires, resulting in a workforce that more than doubled by the end of 2022 compared to 2020. Following this challenging and dynamic period, 2023 was a year of consolidation, where we prioritized the reorganization of production plants and strengthened employee training to secure a sustainable path forward while upholding safety standards, product quality, and operational excellence.

Unox operates globally, with a significant portion of our team working beyond our home country of Italy. We're proud to be one family, rich in diverse cultures, languages, and backgrounds. Diversity and inclusion are core to our DNA, and we remain committed to generating a positive impact on the communities where we operate around the world. At the same time, we hold ourselves accountable for our impact on the planet.

Operating within the foodservice equipment industry, we are keenly aware of the energy-intensive nature of professional kitchens. Thus, while continuing to decarbonize our own operations, we also strive to develop technologies that reduce the environmental and social impacts of commercial kitchens.

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

Thank you,  
*Enrico Franzolin, Chiara Franzolin, Nicola Michelin*  
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 us 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, we 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 our 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 test 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.

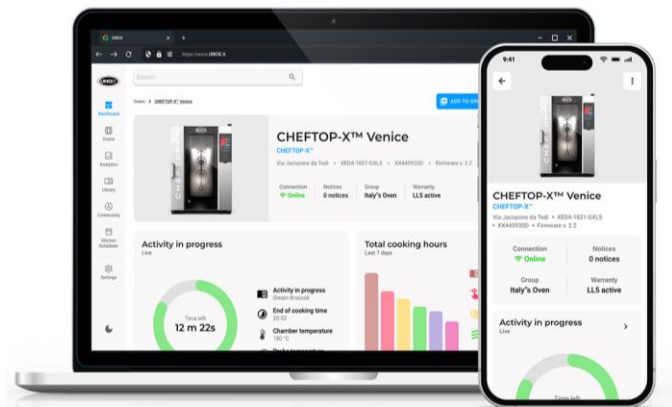




Thanks to this new business model, our AMCs, now spread like wildfire all over the world, have been able to collect direct feedback from our customers. This important feedback allowed us to further improve and innovate our products.

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.

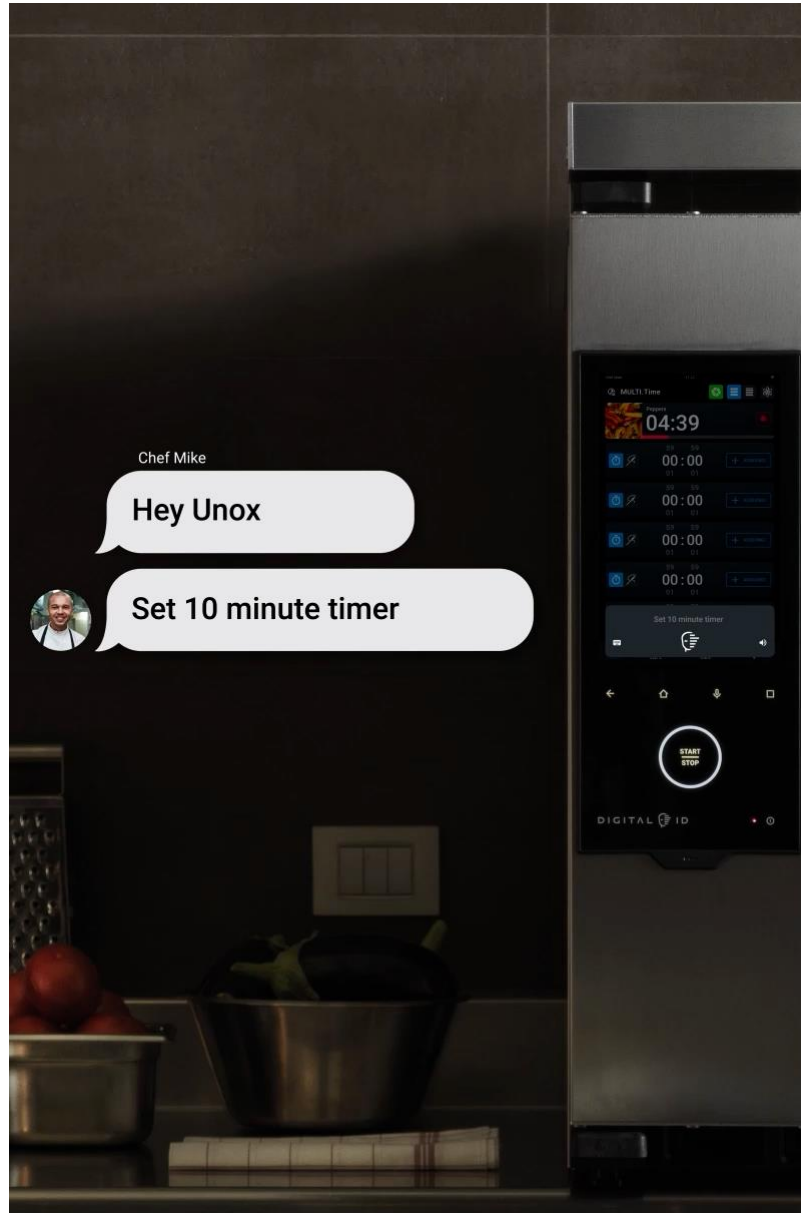


The list of improvements is long: their STEAM.Maxi™ steam production system has a 22 l/sec capacity while the DRY.Maxi™ humidity removal system an impressive 45 m³/h. The ovens are quicker than ever and can produce air which flows up to 250 km/h.

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.





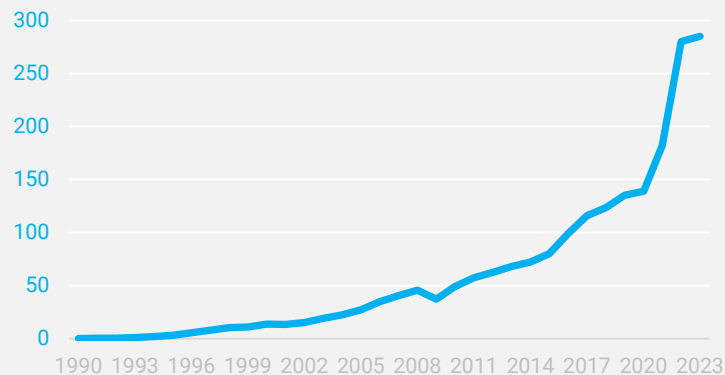
# Our numbers

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.

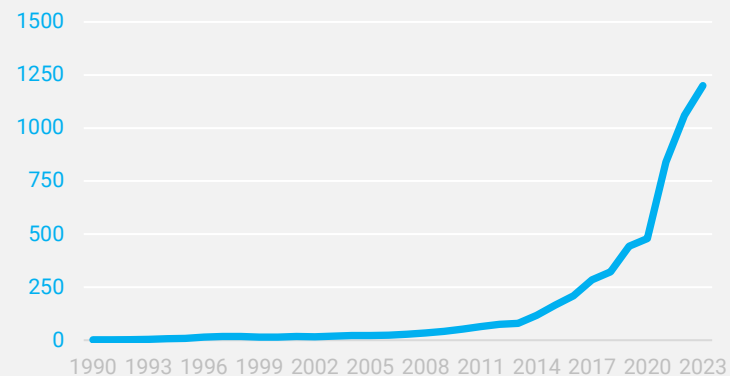
We want every customer in the world (e.g. from Rome to Stockholm, from Melbourne to Sao Paulo) to have the same experience and the same level of service.

Unox is a global company that now counts on more than 1,200 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 €) 1990-2023



## Unox People 1990-2023



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.

**1300**

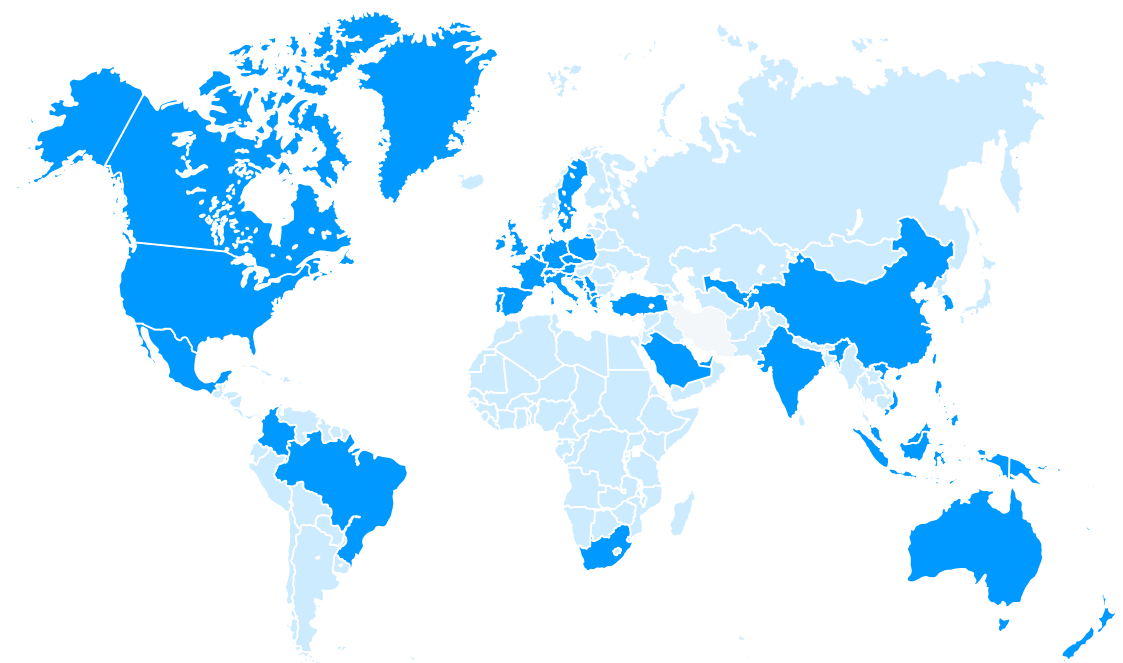
people  
in the world\*

**40%**

of them live and work  
outside Italy

**43**

branches  
in the world



\*This number refers to Unox people on 31/12/2023

● Unox team  
● Distributors

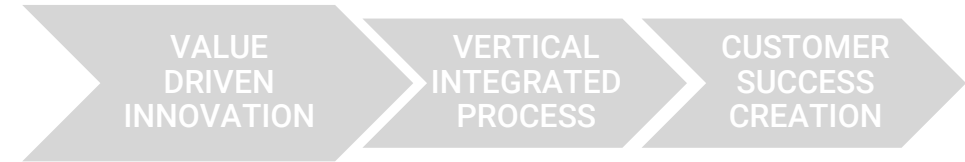
## Value driven innovation

# 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

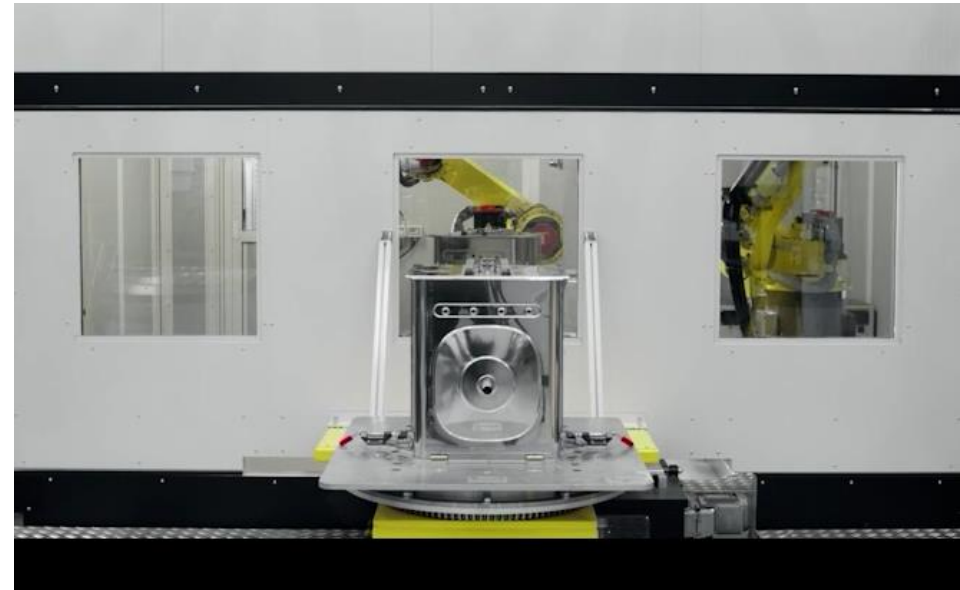
# Unox Value chain

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 manufacturing),
- **VeleX** (electronic board production),
- **Mabix** (plastic components production),
- **Detix** (detergents production),
- **Esse3** (trays production)
- **Unox Manifattura** (assembly of finished products).

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

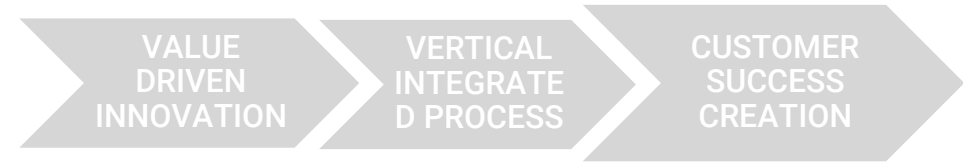
# Your success is our success

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 2023 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).







<b>Energy and Emission</b>	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.
<b>Governance and ethics</b>	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.
<b>People empowerment</b>	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.
<b>Products environmental and social impacts</b>	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.
<b>Sustainable supply chain</b>	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.
<b>Waste management</b>	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.
<b>Water resources</b>	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](mailto:info@unox.com).

<b>Communities</b>	Local communities located near the areas where Unox operates and has relationships with.
<b>Customers and commercial partners</b>	Organisations and individuals who select and purchase Unox products.
<b>Supplier and partners</b>	Suppliers of goods and services necessary for Unox production and support activities.
<b>Unox people and their families</b>	Employees and collaborators of all contract types, and their families that benefit, directly and indirectly, of Unox wellbeing initiatives.
<b>Universities and research centres</b>	Universities and research centres supported by Unox in order to develop knowledge useful for research and innovation activities.
<b>Users</b>	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 second edition relates to the period 01/01/2023 – 31/12/2023 (FY 2023), we included data also for the FY 2022 (01/01/2022 – 31/12/2022) 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
- Esse3 Srl

## Customer Success Creation

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

## SUSTAINABLE DEVELOPMENT GOALS



## Alignment with SDGs

The Sustainable Development Goals (SDGs) are a set of 17 global objectives adopted by the United Nations in 2015, designed to address critical issues such as poverty, inequality, climate change, environmental degradation, peace, and justice. Intended as a universal call to action, the SDGs provide a framework for governments, businesses, and individuals worldwide to work collaboratively toward a sustainable future by 2030. Each goal is supported by specific targets and indicators, offering measurable benchmarks that enable organizations to track their contributions to sustainable development.

The SDGs highlight the interconnected nature of social, economic, and environmental issues, encouraging organizations to consider how their activities impact the broader global context. By aligning business strategies with the SDGs, companies not only advance sustainability objectives but also enhance long-term value creation, resilience, and social impact. The SDGs serve as both a guide and a benchmark for organizations committed to responsible and sustainable growth in alignment with global priorities.

Unox is fully committed to supporting and advancing the SDGs, embedding these goals within our strategic objectives and operational practices. Through our continuous focus on innovation, resource efficiency, and sustainable growth, we aim to contribute meaningfully to a more sustainable and equitable world, ensuring our activities align with the global priorities set forth by the SDGs.





Sustainable Development Goals	Sections for reference	Goals & commitment at Unox
<b>1 NO POVERTY</b> 	Human Rights Working with the communities	As a multinational company we are dedicated to eradicating poverty in all its forms. Through fair employment practices, support for local economies, and responsible supply chain standards, we aim to foster inclusive growth and contribute to sustainable economic development in the communities where we operate.
<b>2 ZERO HUNGER</b> 	Envisioning a zero-waste kitchen	We support sustainable food systems by providing efficient ovens that help reduce food waste and enable nutritious meal preparation, promoting better food access for all.
<b>3 GOOD HEALTH AND WELL-BEING</b> 	Health, safety and wellbeing Envisioning a safer kitchen Envisioning a stress-free kitchen	We are committed to promoting health and well-being through safe, energy-efficient oven technology that supports healthier cooking methods. By reducing emissions and enhancing food quality, we aim to positively impact both our customers' health and the broader environment, while fostering well-being in the communities we serve.
<b>4 QUALITY EDUCATION</b> 	Opportunities for young talents Training as a tool for personal and professional development	We are dedicated to advancing quality education through significant investments in training projects and university partnerships. By fostering skill development and supporting lifelong learning, we aim to empower future talent and contribute to a more educated, skilled workforce.
<b>5 GENDER EQUALITY</b> 	Diversity, inclusion and non-discrimination Gender Diversity: we are Equal Salary certified in Italy	We are committed to promoting gender equality and are proud to be Equal-Salary certified in Italy. We support an inclusive workplace where equal opportunities and fair pay drive a balanced, empowering environment for all employees
<b>6 CLEAN WATER AND SANITATION</b> 	Water Resources	We are committed to responsible water management across our operations. Through efficiency measures and sustainable practices, we aim to reduce water consumption and minimize our impact, promoting access to clean water and sanitation for healthier communities



Sustainable Development Goals	Sections for reference	Goals & commitment at Unox
<b>7</b> AFFORDABLE AND CLEAN ENERGY 	Energy consumptions and GHG emissions PV planned production capacity Envisioning a net zero kitchen	We are dedicated to promoting affordable and clean energy through significant investments in photovoltaic systems. Our solar plants not only generate renewable energy but also contribute excess power to the grid, helping to increase access to sustainable energy sources for communities and fostering a greener future.
<b>8</b> DECENT WORK AND ECONOMIC GROWTH 	Human Rights Unox supply chain	We promote decent working conditions through our insourcing strategy, which supports fair labor practices across our value chain. By ensuring that our workforce is treated with respect and provided with opportunities for growth, we contribute to sustained economic development and foster a thriving, empowered community.
<b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE 	Unox City Unox Innovation Hub	We are dedicated to fostering resilient infrastructure and promoting sustainable industrialization through our innovative practices. Our investment in the creation of Unox City not only enhances our operational capabilities but also supports public infrastructure projects that benefit the community, reflecting our commitment to public-private partnerships that drive economic growth and sustainable development.
<b>11</b> SUSTAINABLE CITIES AND COMMUNITIES 	Unox City Unox Innovation Hub	We are committed to fostering sustainable cities and communities through our innovative products and practices. By designing energy-efficient ovens that reduce emissions and support local food systems, we aim to contribute to urban sustainability, enhancing the quality of life in the communities we serve.
<b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION 	Energy consumptions and GHG emissions Waste management Water Resources Envisioning a zero-waste kitchen	We promote responsible consumption and production by implementing sustainable manufacturing processes and optimizing resource use. Our initiatives aim to minimize waste, reduce environmental impact, and encourage a circular economy, ensuring that our practices benefit both our business and the planet.

# Unox ESG Goals 2030







## 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, Unox 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.







## Access to Grievance and Remedy in the event of violations of the law or our Code of Conduct

Unox is committed to providing avenues for rights holders and rights defenders to raise potential concerns. We emphasize the importance of effective remedies if an impact occurs. In such cases, Unox aims to update systems, processes, and practices to prevent similar issues in the future. We strive to continually improve our grievance and remedy processes.

### Feedback Culture

We believe that fostering a culture of open and constructive feedback is crucial to encouraging employees to report concerns without fear of retaliation, even if those concerns involve their direct supervisors. We have invested significantly in comprehensive feedback training for all Group legal entities, engaging professional coaches to support this initiative.

Within our feedback systems the One-on-One Talk processes allow any employee to provide direct feedback to the Board. Employees can schedule time with Board members, to share insights, concerns, or report problems. The HR team collects key points from these discussions and collaborates with the Management Team to address challenges and explore opportunities.

With our 180° and 360° Feedback Processes every managers and team leaders will receive feedback from superiors, peers, and subordinates (360°), while all other employees receive feedback from managers and peers (180°).

During this process every team member can give an anonymous feedback to the team leader or manager. These processes are followed by tailored meetings to review feedback and develop action plans for growth, and

Beyond fostering an open feedback culture, we use the Great Place to Work survey as a key tool for measuring and improving people management performance, including:

- Annual Performance Measurement: through the survey.
- Transparent Communication: results are shared with all employees.
- Focus Groups: Discussions with team leaders, managers, and the CEO to review findings, provide feedback, and suggest improvements.
- Development of Improvement Plans: each manager develops and implements action plans based on team feedback.

All Unox employees have annual access to the Great Place to Work survey, including open-ended questions for anonymous feedback.

### Grievance and Remedy processes

We encourage employees to raise concerns, and Unox does not tolerate retaliation for good faith reporting or participation in investigations. Employees can raise concerns or complaints to any member of management, Human Resources, Employee Relations, or Legal Compliance. Unox uses a tracking system to document concerns raised by employees, ensuring follow-through and resolution. This system allows the appropriate teams to review data and consider proactive solutions.

Unox also provides a whistleblowing reporting system for employees, contractors, and third parties, including suppliers, their employees, community members, and other



stakeholders. This system allows anonymous reporting of concerns related to illegal conduct, unethical behaviour, or human rights violations, including child or forced labour.

When a concern is raised through the whistleblowing system, Unox works with stakeholders to address or improve conditions as appropriate. For more information about the Unox whistleblowing process, see our [whistleblowing policy](#).

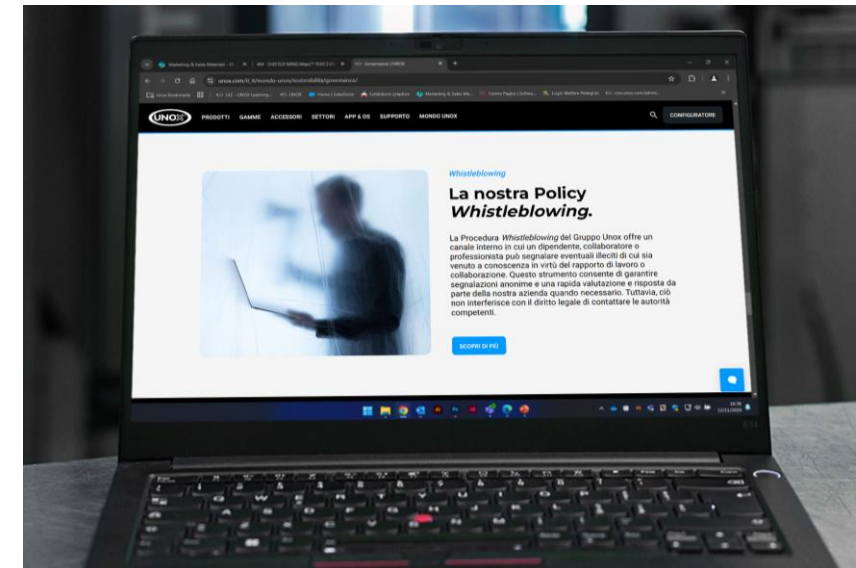
We aim to build awareness and knowledge among our employees and supply chain workers about human rights, encouraging all to speak up about any concerns they may have. We are committed to increasing our management's capacity to effectively identify and respond to concerns.

Unox seeks to apply leverage and encourage responsible parties to assess conditions and implement corrective actions, even when we are not directly linked to an identified adverse impact. We will take action to address any adverse impacts that could be connected to us and consider engaging with peers and partners for collective remedies, including collaboration with suppliers.

We expect our suppliers and their respective suppliers to implement effective grievance management systems, reaching out to workers and their legitimate representatives. Suppliers must prevent retaliation against individuals who raise concerns.

Through third-party assessments, we evaluate whether grievance mechanisms and reporting channels are adequate, effective, and accessible. Unox encourages its suppliers to involve potential or actual users in the design, implementation, or evaluation of their grievance mechanisms.

For stakeholders preferring external grievance mechanisms, options include the Responsible Business Alliance's Grievance Mechanism, the Responsible Minerals Initiative's Grievance Mechanism, and the non-judicial grievance mechanism operated by the Organization for Economic Cooperation and Development—the OECD National Contact Points for Responsible Business Conduct.





# The Governance Bodies

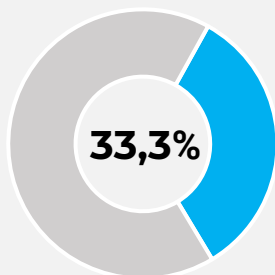
## Board of Directors

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 2023



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

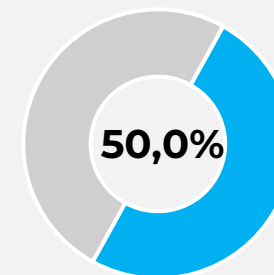
## Strategic Committee

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 2023



## 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 18 executives who have the complete responsibility for the execution of the strategy and operational processes.

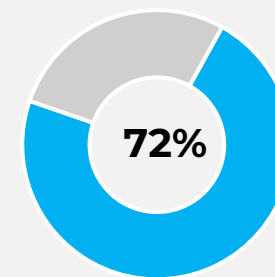
Each executive is responsible for 3 key elements:

- **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. 72% 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.

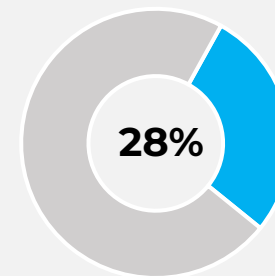
As the chart shows, 13 out of 18 members of the Executive Team are people who get promoted internally thanks to their outstanding performance. This underlines how we believe that our people are the fundamental resource for the development of the Group. The wealth of knowledge, experience and skills of 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 2023



### % of women in the Executive Team 2023







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.

Executive Team composition by gender and age	2023		2022	
	Men	Women	Men	Women
<30 years old	0	0	0	0
30-50 years old	9	3	8	3
>50 years old	4	2	4	1

Average Tenure 7,7 yrs
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## 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

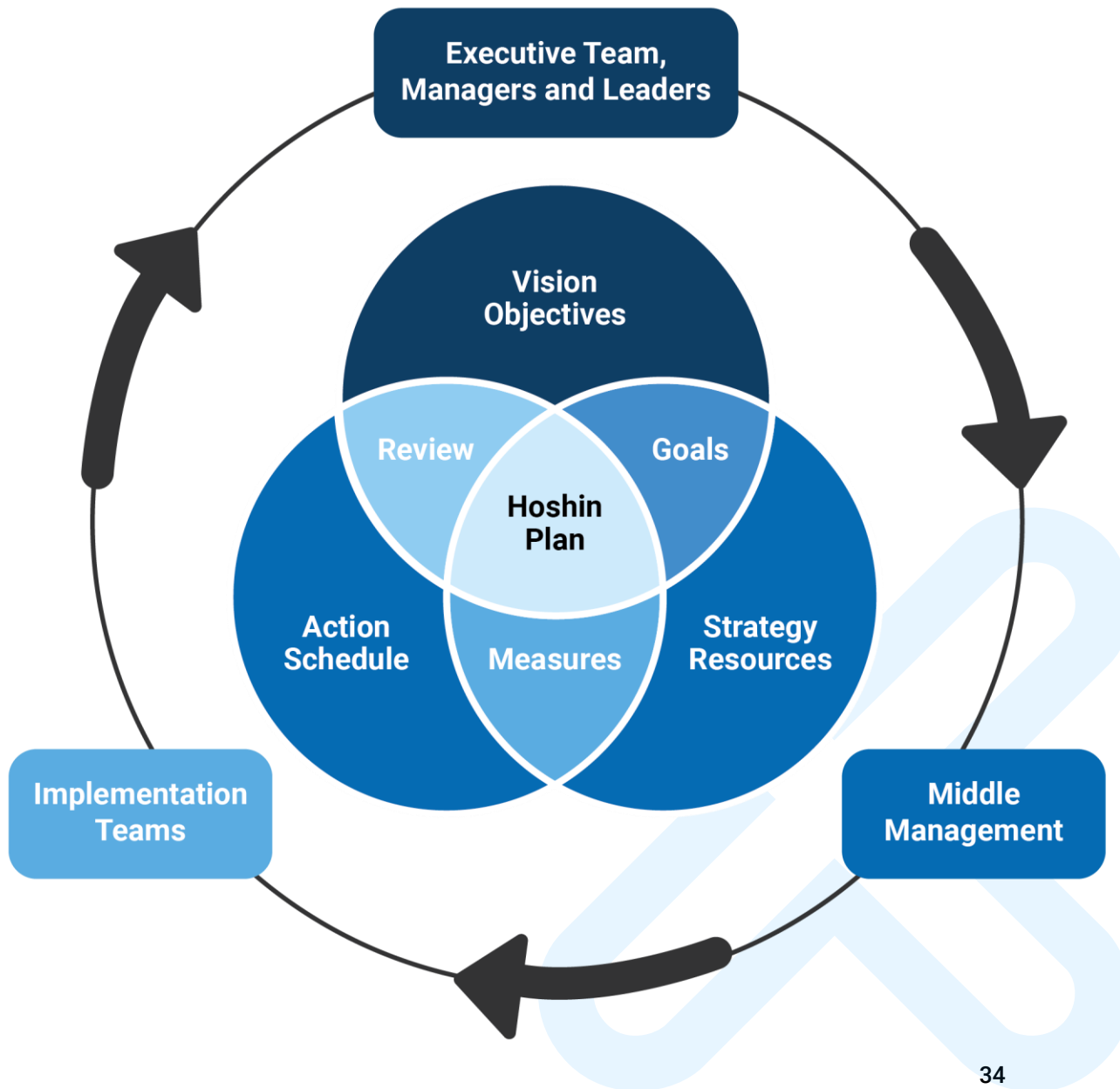
sustainable long-term results in line with our business risk management policy, our industrial plan and our ESG plan. The remuneration structure provides for the balancing of the monetary component of remuneration (fixed and variable remuneration) and the enhancement of the non-monetary component (benefits 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.



## Hoshin Kanri for Strategy Deployment

As part of our continuous commitment to operational excellence and long-term sustainable growth, our company has adopted the Hoshin Kanri method for strategy deployment.

Hoshin Kanri, also known as Policy Deployment, is a strategic planning tool that helps align the organization's overall vision and long-term objectives with specific actions, ensuring that every department and employee is working towards common goals.

This method enables us to focus on key strategic initiatives while maintaining operational effectiveness.

### What is Hoshin Kanri?

Hoshin Kanri, originating from Japanese management practices, translates to "direction management" and provides a structured approach to strategy deployment. It is designed to bridge the gap between strategic goals and day-to-day operations by creating a clear roadmap for the entire organization.

The primary focus of Hoshin Kanri is to ensure that the organization's objectives are aligned at all levels, from top management to the front-line employees, and that progress is systematically reviewed.

## The Hoshin Kanri Process

The Hoshin Kanri process follows a PDCA (Plan-Do-Check-Act) cycle, which drives continuous improvement and ensures that strategic initiatives are rigorously executed.

The process is broken down into several key steps:

**Establish the Vision and Long-Term Goals:** Senior management defines the company's long-term strategic objectives, usually covering a 3 to 5-year horizon. These objectives are tied to the organization's vision, mission, and values, focusing on breakthrough improvements that drive growth and sustainability.

**Annual Objectives:** Once the long-term vision is clear, the next step is to define specific annual objectives that will contribute to achieving the broader strategy. These objectives are concrete, measurable, and aligned with the company's overall goals.

**Cascading Objectives (Catchball Process):** In the catchball process, the high-level goals are communicated down to various levels of the organization. Departments and teams interpret these goals and develop their own objectives and action plans that support the overall strategy. Feedback loops ensure that objectives at all levels are aligned, and every employee understands their role in contributing to the company's success.

**Execution (Do):** Once the plans are aligned, teams execute their specific action plans, focusing on achieving the agreed-upon targets. Throughout this phase, teams are empowered to make adjustments and ensure their activities remain aligned with the broader strategy.

**Review and Monitoring (Check):** Regular reviews are conducted at all levels of the organization to track progress.

This includes frequent performance evaluations to ensure that initiatives are on track and that corrective actions are taken if necessary. The review process involves monitoring Key Performance Indicators (KPIs) to measure success against strategic objectives.

**Act and Adjust:** Based on the outcomes of the review phase, the organization makes adjustments to its strategy or tactics to ensure continuous improvement. This step closes the loop and restarts the PDCA cycle, keeping the strategy dynamic and responsive to changes in the business environment.

## Benefits of Hoshin Kanri

By implementing Hoshin Kanri, our company has gained several key benefits:

**Alignment:** Ensures that all employees are working towards the same strategic goals, creating a unified direction for the company.

**Focus on Critical Priorities:** Helps the organization concentrate on breakthrough objectives that are crucial for long-term success.

**Accountability and Transparency:** Clear communication and regular reviews foster accountability at all levels, ensuring that progress is tracked and deviations are corrected promptly.

**Continuous Improvement:** The PDCA cycle embeds a culture of continuous improvement, allowing the company to remain agile and responsive to evolving market demands and internal performance.

By adopting Hoshin Kanri, we have strengthened our ability to deploy strategy effectively, ensuring that our long-term vision is achieved through cohesive and well-coordinated efforts at every level of the organization.

## Hoskin Kanri Overview: 5-Year Goals and Key Projects

The group's strategic plan, outlined in its Hoshin Kanri, sets forth ambitious 5-year goals aimed at positioning the organization as a leader in the foodservice equipment industry while emphasizing environmental sustainability and social responsibility.

Below, we detail the core strategies and strategic projects that will guide the company's growth and evolution.

### 5-Year Strategic Objectives

- **Be and Be Perceived as the Challenger in Combi and Speed Ovens, and the Leader in Retail Bakery.** The group is committed to asserting itself as the primary competitor in the combi and speed oven segments while establishing clear leadership in the retail bakery space. This requires both innovation in product development and aggressive market positioning.
- **Ensure the Same Customer Experience for All Customers Regardless of Their Location** Delivering a consistent, high-quality customer experience worldwide is a critical focus. Whether customers are based in Europe, North America, or Asia, the goal is to ensure uniform standards in product quality, customer service, and technical support, creating a seamless global experience.
- **Be and Be Perceived as the Technology Leader in the Foodservice Equipment Industry** Leadership in technological innovation is key to the group's competitive advantage. By driving forward cutting-edge solutions in foodservice equipment, the company aims not only to lead but to be recognized across the industry as the pioneer in advanced, customer-centric technology.

- **Be the Team People Want to Be Part Of** The group's ambition extends to fostering a workplace culture that attracts top talent and encourages long-term engagement. Becoming a sought-after employer requires investment in employee development, inclusivity, and a strong corporate culture that makes the organization a destination for top professionals globally.

### 5-Year ESG Strategic Projects

We develop our long term strategy through 8 main strategic projects, two of them focus on environmental responsibility, social equality, and talent development:

- **e-miXion Net Zero 2030** The e-miXion Net Zero 2030 initiative is central to the group's environmental strategy, with a focus on reducing carbon emissions and promoting sustainability. Key targets include:
  - Reduce Scope 1 and Scope 2 eCO<sub>2</sub> Emissions: Significant reductions in direct (Scope 1) and indirect (Scope 2) emissions through energy efficiency improvements, renewable energy adoption, and operational optimizations.
  - Reduce Emissions of Our Customers: Introduce products and technologies that enable customers to reduce their environmental impact, aligning customer success with sustainability goals.
  - Identify Possible Reduction of Other Scope 3 Emissions with Suppliers and Logistics: Collaborate with suppliers and logistics partners to explore ways to minimize Scope 3 emissions, extending sustainability efforts across the value chain.
- **Be a Best Workplace in Europe and in the World** Achieving the status of a "Best Workplace" both in Europe and globally is a top priority to support the group's objective of





being the employer of choice. This project includes several initiatives to improve the working environment and organizational culture:

- **Sustain the GPTW Process Across the Group's Legal Entities Worldwide:** The Great Place to Work (GPTW) certification process will be sustained and enhanced across all legal entities, reinforcing the group's commitment to creating an exceptional work environment globally.
- **Enforce Equal Salary Certification at UNOX SpA:** UNOX SpA will maintain and strengthen its Equal Salary Certification, ensuring fair and equitable pay across the organization.
- **Improve the Feedback Process:** Focus on enhancing internal feedback mechanisms to foster transparency, continuous improvement, and employee engagement.
- **Grow the Leaders of Tomorrow:** Invest in training and development programs that nurture leadership skills at all levels, ensuring the next generation of leaders are well-equipped to drive the group's future success.
- **Attract Talents from Padua University and Padua High Schools:** Strengthen partnerships with local educational institutions to attract young talent, furthering the group's commitment to developing a pipeline of future professionals.

Through these strategic objectives and projects, the group is positioning itself for long-term success in the foodservice equipment industry, driven by innovation, customer experience, sustainability, and a people-centric culture. By aligning its business growth with environmental and social goals, the organization is committed to creating value not only for its shareholders but for all stakeholders, including employees, customers, and the broader community.

## Enterprise Risk Management (ERM)

As part of our commitment to sustainability and long-term resilience, the company has implemented an Enterprise Risk Management (ERM) system.

ERM is a comprehensive framework that not only enables us to proactively identify, assess, and manage risks across all areas of our business—financial, operational, environmental, and social—but also helps us identify opportunities.

By integrating risk and opportunity management into our strategic decision-making process, ERM ensures that we can anticipate potential challenges while also capitalizing on opportunities that align with our corporate goals and drive innovation.

This system allows us to address uncertainties with a structured approach, enhancing our ability to mitigate risks that could impact our operations, reputation, or stakeholders, while also leveraging new opportunities for growth and improvement.

ERM promotes a culture of transparency and accountability, encouraging every level of the organization to contribute to both risk awareness and opportunity identification. Ultimately, our ERM framework supports sustainable growth, safeguarding the company's future, while fostering innovation and maintaining the trust of our customers, employees, and partners.



The process is dynamic and integrated across all business functions, ensuring that risk management is embedded into the core decision-making activities.

The ERM process typically includes the following key steps:

- **Risk Identification** The first step involves identifying potential risks that could affect the organization's operations, reputation, finances, or compliance. Risks may be internal, such as operational inefficiencies, or external, such as regulatory changes or environmental factors. The process engages stakeholders from all levels, including leadership, departments, and external partners, to ensure a broad perspective on possible risks.
- **Risk Assessment and Prioritization** Once identified, risks are assessed based on two main factors: their likelihood of occurrence and their potential impact on the business. These risks are typically categorized as low, medium, or high priority based on a risk matrix. This step allows the organization to focus resources on addressing the most critical risks, balancing both the probability of occurrence and the severity of consequences.
- **Risk Mitigation and Response** For each identified risk, the organization develops strategies to mitigate or manage its potential impact. Risk mitigation can include preventive measures, such as improving operational controls, diversifying suppliers, or investing in technology. Additionally, the company establishes contingency plans to minimize disruptions should risks materialize. Response strategies may involve risk avoidance, reduction, transfer (e.g., insurance), or acceptance, depending on the risk tolerance of the organization.
- **Risk Monitoring and Reporting** Continuous monitoring of the risk environment is essential to ensure that risks are being effectively managed and that new risks are promptly identified. The organization regularly reviews and updates its risk assessments, adjusting mitigation strategies as needed. Reporting is a critical part of this stage, as the ERM framework requires transparent communication with



key stakeholders, including senior management, the board of directors, and relevant teams, to keep everyone informed of the risk landscape and actions taken.

- **Integration with Strategic Planning** One of the most important elements of the ERM process is its integration into the company's overall strategic planning. By considering risks and opportunities together, ERM helps align the organization's risk appetite with its long-term goals. This ensures that decisions made across all departments and levels of the company are informed by an understanding of potential risks, allowing for better resource allocation and strategic agility.

In summary, the ERM process empowers the organization to navigate uncertainties and capitalize on opportunities, enhancing resilience and long-term sustainability. Through a proactive and integrated approach, ERM not only safeguards the company but also supports its growth and success in an increasingly complex and evolving global business environment.

### Strategic Risk Management at Unox

At Unox, we apply Enterprise Risk Management (ERM) with a strategic risk management approach, analysing and mitigating risks across key categories: financial, operational, strategic, supply chain, compliance, and reputational.

For each of these areas, our executive team is actively involved in examining and monitoring risks related to core functional areas, including Sales, Research and Innovation, IT, Administration and Legal, Post-Sales, Supply, QHSE and Certifications, Marketing, and HR.

These analyses are conducted by assessing the probability, severity, and potential impact of each risk, allowing us to prioritize them effectively. This prioritization then informs the development of a comprehensive risk mitigation strategy to ensure resilient and sustainable operations.

# Risk Heatmap





# Human Rights

At Unox, the ethical treatment of all individuals and the respect for human rights are fundamental to our mission of building a sustainable future for everyone.

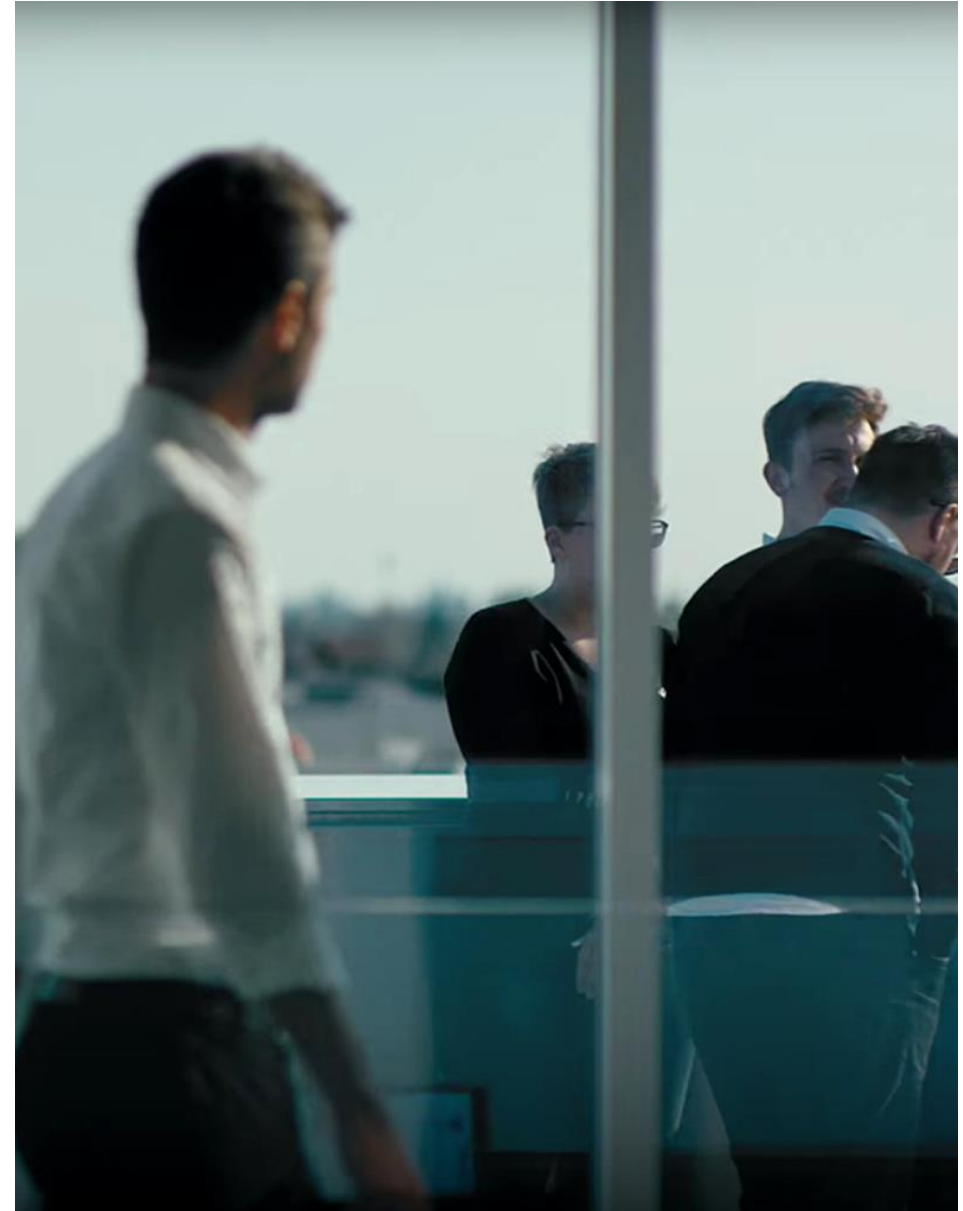
Unox uphold, respect, and integrate human rights and their associated values throughout our business, as we drive our customers' shift towards more sustainable, stress-free, energy efficient professional kitchens.

As a proud signatory of the UN Global Compact (UNGC), the world's largest corporate sustainability initiative, we are committed to applying the 10 principles outlined by the UNGC across our business, strategies, culture, and management practices.

In cases where national law and international human rights standards diverge, we will adhere to the higher standard; where they conflict, we will comply with national law while striving to uphold international human rights to the fullest extent possible.

Operating across diverse regions, some of which present social, economic, and political challenges that may threaten human rights and decent working conditions, we believe that respecting human rights is the cornerstone of our business success and adds significant value to our company. We recognize the crucial responsibility we hold as a company to respect human rights across all our activities, including the products and services we offer.

We are dedicated to ensuring that we cause no harm and actively promote human rights wherever we can positively impact within our sphere of influence.





We are committed to avoiding complicity in or causing any human rights violations and to respecting the rights of every individual or group connected to our business, with special attention to vulnerable and marginalized populations, such as migrant and young workers, disabled individuals, women, and disadvantaged groups, especially in high-risk contexts.

This commitment extends to our own operations, and we hold our suppliers and partners to the same rigorous standards.

Unox is dedicated to upholding and respecting all internationally recognized human rights and the values they embody across our direct operations and supply chain. This commitment extends to our employees, customers, shareholders, suppliers, and the communities where we live and operate. We are committed to avoiding actions that may cause or contribute to actual or potential adverse human rights impacts, and we expect our suppliers to champion these values within their own operations and those of their suppliers.

Assessing and addressing human rights risks is an ongoing effort at Unox. This involves actively engaging with external stakeholders who may be impacted by our operations and supply chain, and integrating their feedback into our practices. We continuously review and update our policies and procedures as necessary to address potential human rights concerns. With this proactive approach, Unox is committed to identifying and mitigating any adverse human rights impacts. We strive to remedy any negative impacts, track and measure our progress, and transparently report our findings.

In honouring our responsibility to respect human rights, we are fully committed to implementing the United Nations Guiding Principles on Business and Human Rights.

We take our responsibility to respect human rights seriously and expect the same commitment from those with whom we collaborate

## Unox Executive Team point of view on Human Rights

### Prevailing Value Chain Sustainability & Human Rights Ratings: A Misfit for Unox

The prevailing frameworks for sustainability assessments in value chains are predominantly designed with large, multinational corporations in mind.

These frameworks emphasize monitoring and assessing supply chains, particularly focusing on suppliers' conduct and their adherence to ESG (Environmental, Social, and Governance) standards.





Typically, these assessments consider factors such as:

- The number of ESG policies suppliers are required to comply with;
- The selection of suppliers based on ESG performance-related KPIs or certifications;
- The frequency and extent of ESG questionnaires, assessments, or due diligence conducted with suppliers.

While these frameworks are effective for large corporations with extensive, delocalized supply chains—often operating in developing countries where labor rights and human rights need vigilant monitoring—they do not align well with the operations of Unox.

### The Unox Approach: Investing on People and Local Integration

Unlike many companies in the 1990s that outsourced and relocated their production activities to reduce labour costs,



Unox took a different path. We chose to invest in our people and maintain our production within Italy, creating a vertically integrated local industrial system.

This approach not only kept our manufacturing operations in the country but also internalized the production of our oven components.

According to the Labour Right Index 2022 report by the WageIndicator Foundation, Italy ranks among the top five countries globally, with a score of 94 out of 100 in labor rights. Today, approximately 95% of the components for our ovens are produced in Italy, within one of Unox Group's Great Place to Work certified subsidiaries.

Our production chain includes:

- Metex (steel manufacturing)
- VeleX (electronic board production)
- Mabix (plastic components production)
- Detix (detergents production)
- Esse3 (trays production)
- Unox Manifattura (assembly)

This allows us to be 100% sure that the people who manufacture our ovens and components enjoy some of the highest labor rights standards in the world, dramatically reducing the risk of potential human rights violations within our value chain.

We ensure that all component production and subsequent oven assembly occur within a 4 km radius, this allows us to have the full control on our production plants working conditions.

Our vertical integration strategy also positively impacts the environment, by minimizing incoming logistics and utilizing self-produced sustainable energy.



## Inapplicability of Standard Frameworks to Unox

The international frameworks aim to incentivize large companies to elevate their suppliers' ESG standards.

However, given our integration strategy, Unox only purchases services, raw materials and components externally when internalizing the process is not feasible. For instance, while we produce our electronic boards in-house, we must source microchips from large semiconductor companies. Similarly, we mold our steel but source the raw material from major steel producers.

Given our position in the supply chain, we lack the bargaining power to compel these large commodity companies to adhere to our Code of Conduct, policies, standards, or audits. Therefore, applying standard international frameworks and KPIs to measure Unox's value chain sustainability is inappropriate.

## Unox's Unique KPIs for Value Chain Sustainability

Instead, our Executive Team measures the sustainability of our value chain through alternative KPIs:

- Maximize percentage of value added generated within the Group;
- Minimize impact of logistics and production activities on the total life cycle carbon footprint of our products;
- Percentage of value added generated in countries with top ratings in the Labour Right Index.

Recognizing that Unox is not yet large enough to influence global commodities giants to adopt our ESG standards, the most effective way for us to enhance our value chain sustainability is by continuing our vertical integration strategy.

At the same time, we are aware that Unox could not integrate every possible step of the value chain within the Group from raw materials extraction to products end of life management, but at the same time we are confident in the growth of our company and consequently its influence within global supply chains. Therefore, we are equipping ourselves with processes and tools that will enable us to ensure effective monitoring of our external suppliers.

Although Unox Group currently does not meet the size requirements, in terms of revenue and employees, to be subject to the EU Corporate Sustainability Due Diligence Directive (CSDDD), we are proactively monitoring evolving regulations and best practices to implement the necessary tools and systems before we become subject to the regulatory requirement to conduct due diligence on our suppliers.





## 03. People

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.



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 43 countries, that offers a diverse working environment with more than 1.200 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





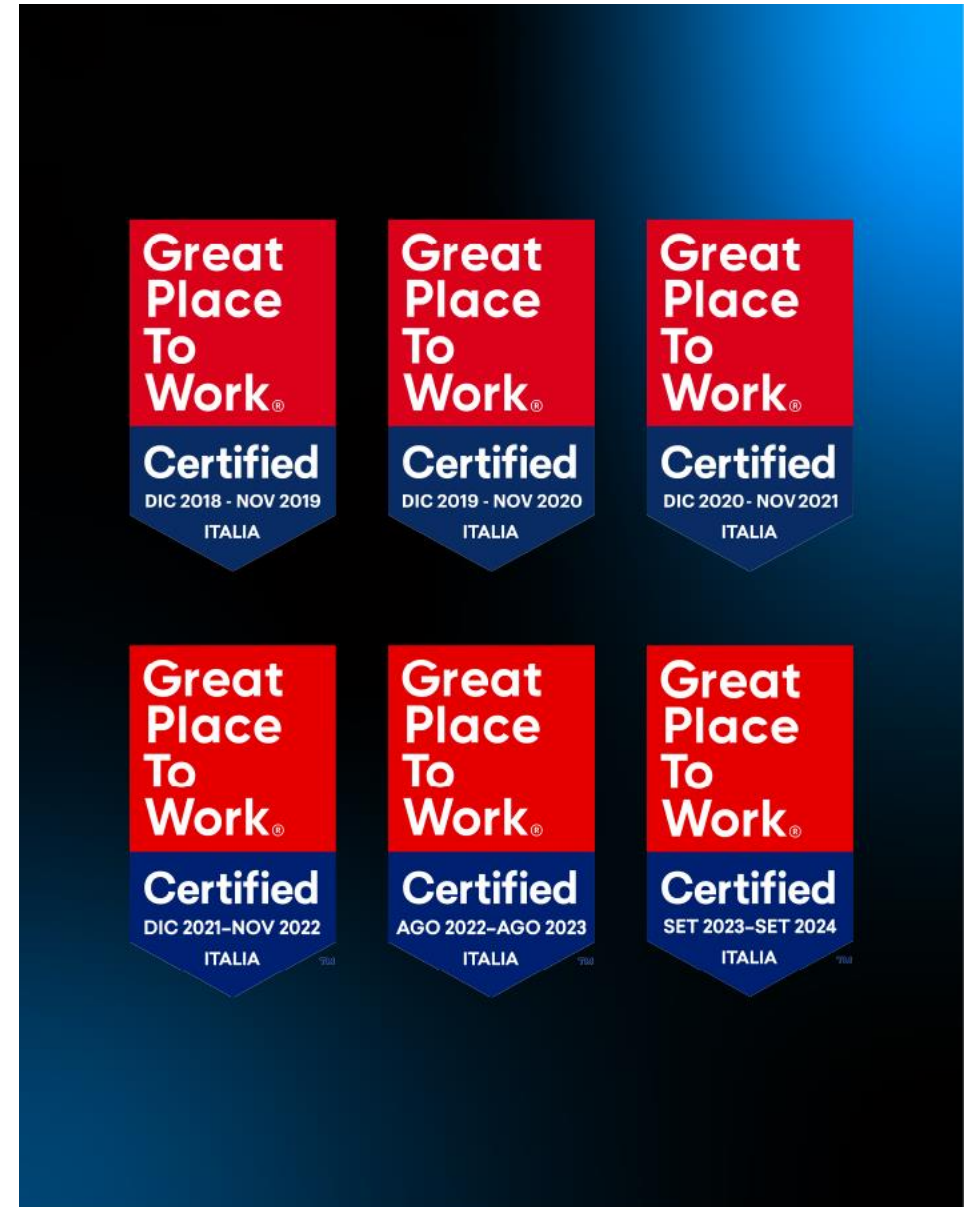
Since 2018 Unox has been awarded as a Great Place to Work (GPTW) in Italy, and in 2023 the company has been further awarded for the fourth consecutive year as a Best Workplaces™ Italia 2023, the award given by the Great Place to Work® Institute that identifies the 60 best companies to work for in Italy according to the opinions of its collaborators.

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

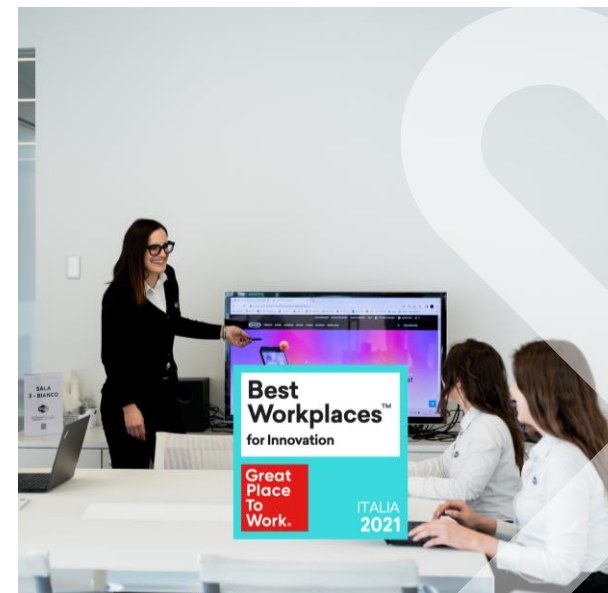
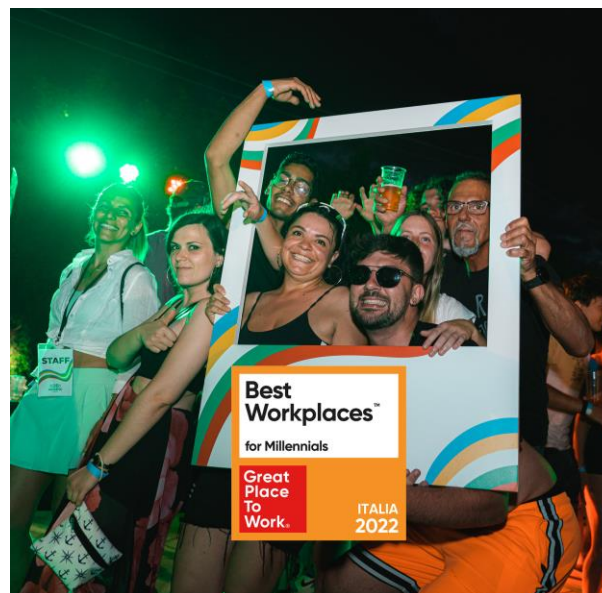
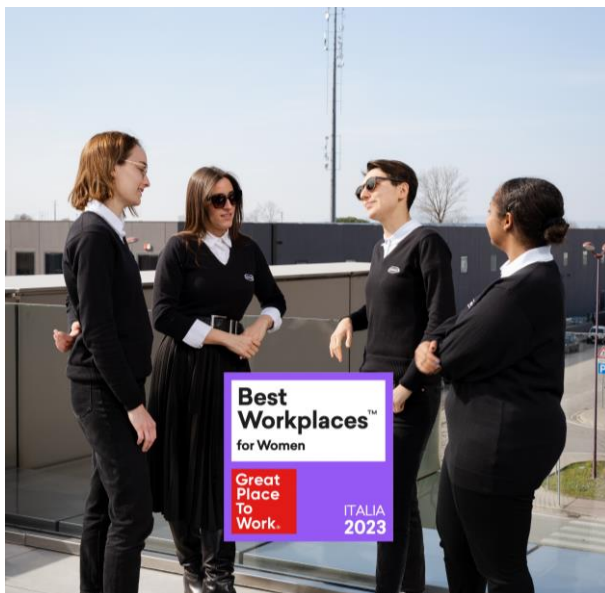
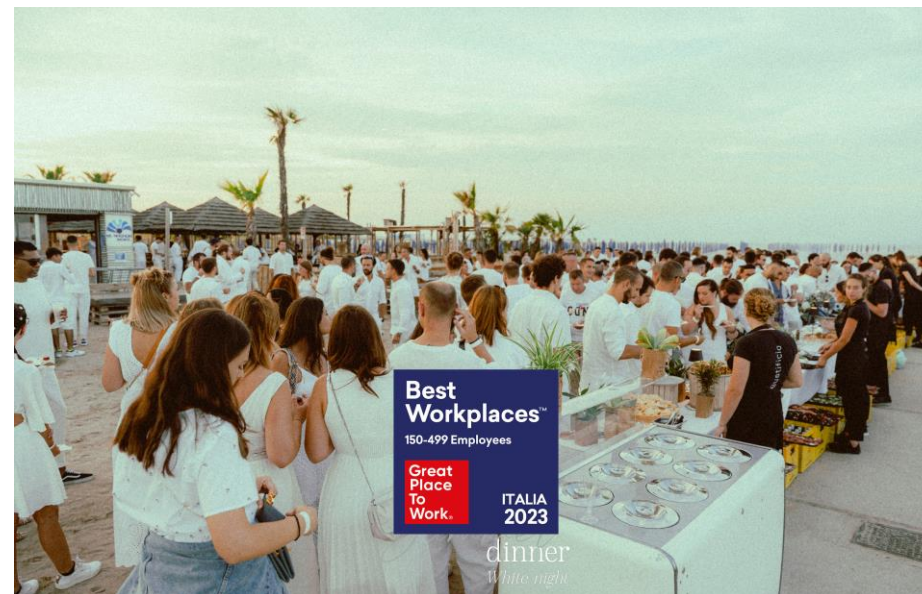
- every year we measure our performance through the **survey**;
- we publish and **discuss with our people** the results;
- every team has a focus group with their leader and manager and the CEO to **discuss the results, give feedbacks** and **suggest improvement actions**;
- each manager designs and 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 counties.









In the last three years the number of Unox People grew significantly (+50%) in order to keep the pace of the general company growth.

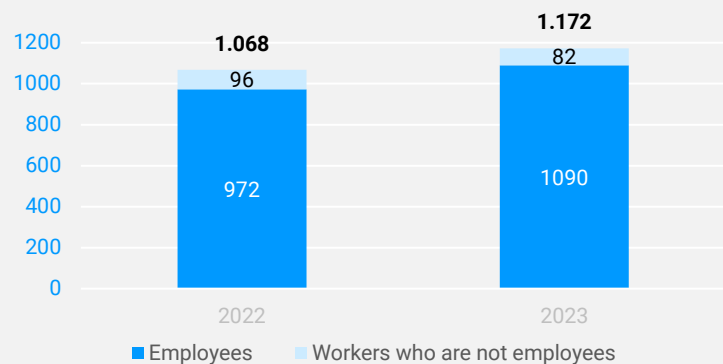
In 2023, hiring rates were slightly moderated as we initiated a consolidation strategy to reorganize specific corporate staff areas, as well as our production plants, following the challenging growth rates of 2022.

This reorganization places a strong focus on employee training, safety, and the quality of both processes and products, all with the objective of reinforcing long-term sustainability and resilience across the organization.

Despite Unox operating in the metalworking sector—historically less attractive to women—we have successfully maintained an almost steady level of gender diversity within our workforce

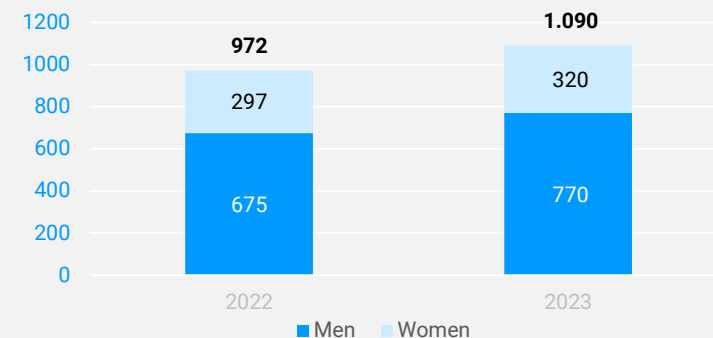
### Unox People 2022-2023

Employees and workers who are not employees

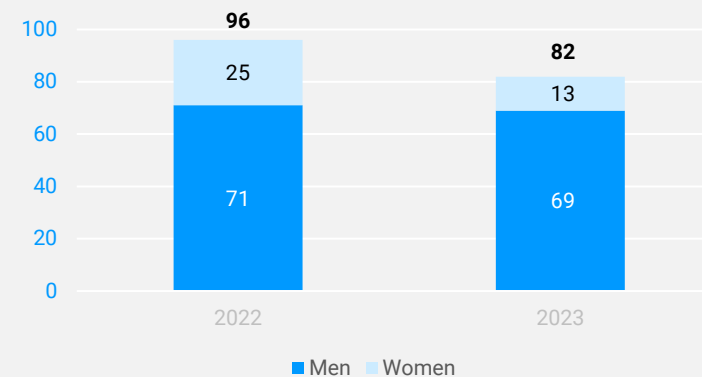


### Unox employees 2022-2023

Men & Women

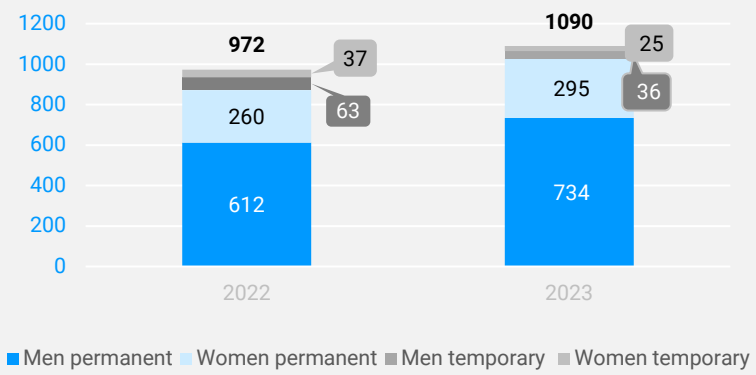


### Total workers who are not employees



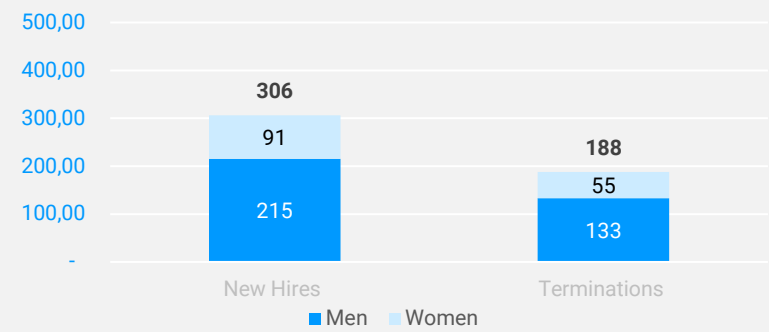
### Unox People 2022-2023

Temporary & permanent



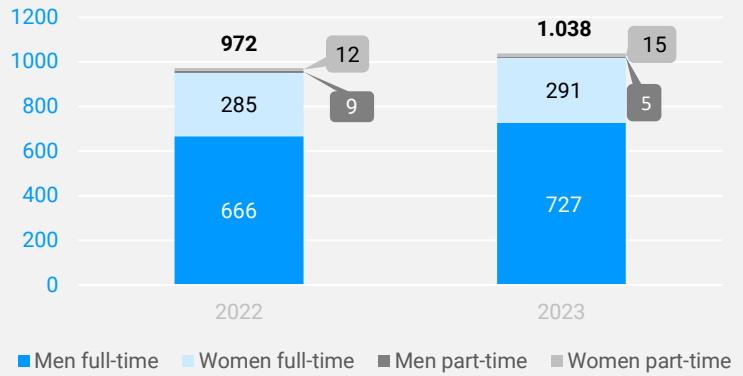
### Unox People 2023

New Hires & Terminations per gender



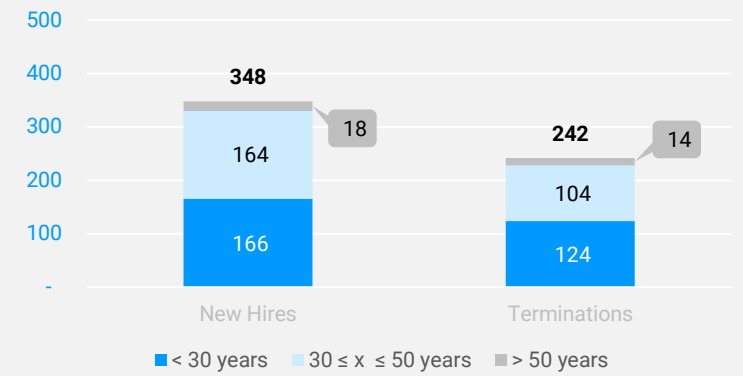
### Unox People 2022-2023

Full-time & part-time employees



### Unox People 2023

New Hires & Terminations per age

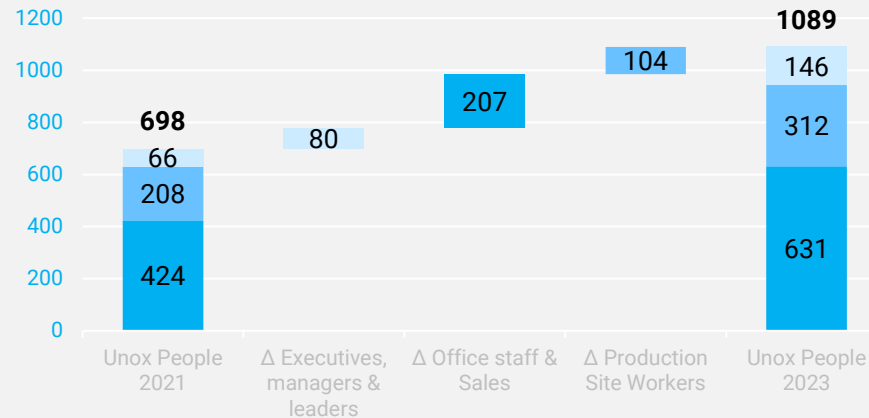




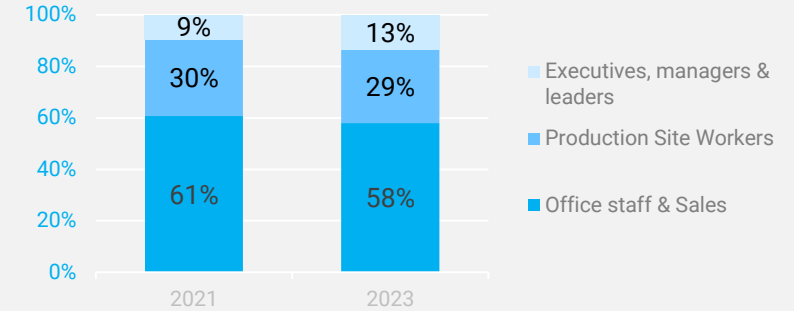
Over the past three years, the Unox team has nearly doubled in size. To support sustainable growth in 2023, many talented individuals within the organization, especially at our HQ, have been promoted to leadership positions. For this new generation of leaders, we launched specialized training programs designed to prepare them to be tomorrow's leaders.

Of our 146 executives, managers, and leaders, 61 are based at our Italian HQ, where they play a crucial role in developing, upholding, and disseminating our international standards throughout the organization by supporting and training our global teams. During this period of rapid expansion, many of our subsidiaries have evolved from primarily commercial teams into fully operational entities, underscoring the need for robust standards and structured processes.

**Unox HeadCount changes per organizational level 2021-2023**  
FTE per level

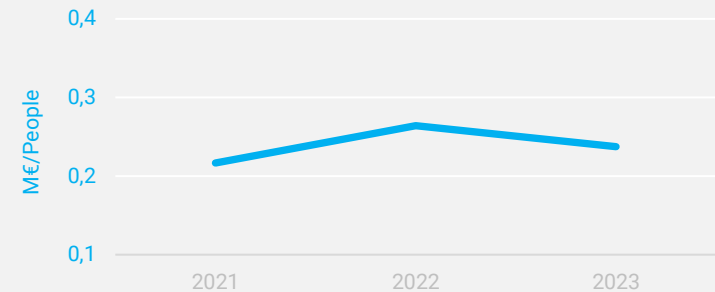


**Unox People HeadCount per organizational level 2021-2023**  
% per level



As a result, the percentage of executives, managers, and leaders within our workforce increased from 9% to 13%. While this investment has temporarily impacted productivity—primarily due to the transition of our top performers, who had previously driven much of the company's productivity—Unox has made this strategic choice to fuel future growth..

**Productivity: Sales on total Unox people**



## 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

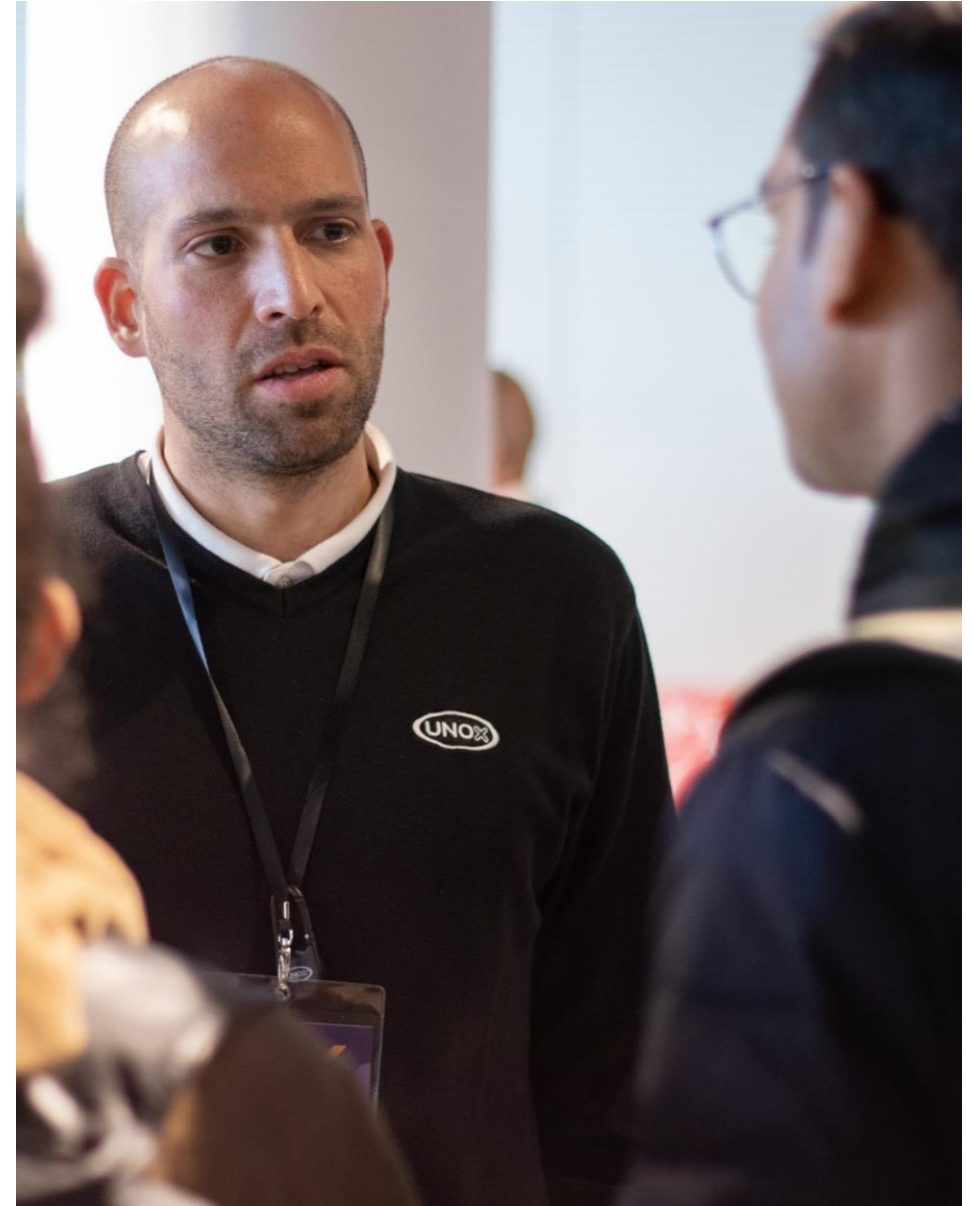




(e.g. innovative insulating materials, odor treating, AI integration);

- **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;
- **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;
- **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.

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  
to improve upon or  
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

Unox Training Paths: Strategic Investment in Employee Development

The Unox Training Paths represent a strategic investment in the growth and development of our people from the moment they join the organization. These training programs aim to cultivate cross-functional competencies and soft skills that are essential for aligning individuals with shared workplace standards and promoting the adoption of best practices within their respective roles.

The Training Paths are structured according to various business areas (such as Service, Warehouse, Manufacturing, etc.) and different organizational levels, reflecting the increasing responsibilities and complexities of roles within the company. Each level includes specific courses designed to equip employees with the necessary skills to become more autonomous, prepared, and aligned with our corporate culture.

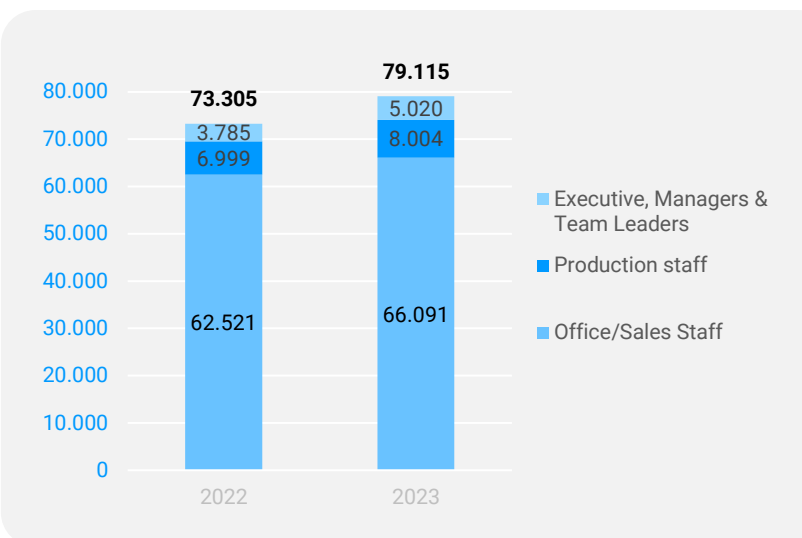
Unox offers six tailored Training Paths to meet the diverse needs of our professionals:

- **Staff Training Path:** This program develops cross-functional skills for employees in office roles, including administration, human resources, IT, research and development, design, and operations.
- **Service Training Path:** This pathway focuses on developing skills for individuals involved in field service assistance.

- **Warehouse Training Path:** This program enhances competencies for employees working in our warehouses, handling spare parts and finished products.
- **Manufacturing Training Path:** This pathway is designed for operational staff within our production areas, equipping them with the skills needed for product creation.
- **Sales Training Path:** This program offers specialized training for our various sales professionals.
- **Corporate Chef Training Path:** This pathway cultivates cross-functional skills specifically for our Corporate Chefs.

Through these initiatives, Unox is committed to fostering a culture of continuous learning and professional development, ensuring our workforce is well-prepared to meet the challenges of the future.

Training hours (estimate) 2022-2023





## Unox Training Paths

	Staff Training Path	Service Training Path	Warehouse Training Path	Manufacturing Training Path	Sales Training Path	Corporate Chefs Training Path
<b>Executives Trainings</b>	<ul style="list-style-type: none"> <li>Business Model Canvas</li> <li>Purchase Negotiation</li> <li>Financial Analysis</li> <li>Mentoring intensive</li> </ul>	<ul style="list-style-type: none"> <li>Business Model Canvas</li> <li>Purchase Negotiation</li> <li>Financial Analysis</li> <li>Mentoring intensive</li> </ul>	<ul style="list-style-type: none"> <li>Business Model Canvas</li> <li>Purchase Negotiation</li> <li>Financial Analysis</li> <li>Mentoring intensive</li> </ul>	<ul style="list-style-type: none"> <li>Business Model Canvas</li> <li>Purchase Negotiation</li> <li>Financial Analysis</li> <li>Mentoring intensive</li> </ul>	<ul style="list-style-type: none"> <li>Business Model Canvas</li> <li>Purchase Negotiation</li> <li>Financial Analysis</li> <li>Mentoring intensive</li> </ul>	<ul style="list-style-type: none"> <li>Business Model Canvas</li> <li>Purchase Negotiation</li> <li>Financial Analysis</li> <li>Mentoring intensive</li> </ul>
<b>Supervisors, Leaders &amp; Managers Trainings</b>	<ul style="list-style-type: none"> <li>Understanding People</li> <li>Takt Time Training</li> <li>Process Management</li> <li>StarterKata</li> <li>Skill Map Training</li> <li>How to Recruit</li> <li>Leader as a Coach</li> <li>Situational Delegation</li> <li>Unox Selling Light</li> <li>Public Speaking Intensive</li> <li>Mentoring</li> <li>Development Plan Training</li> </ul>	<ul style="list-style-type: none"> <li>Supervisor Boost</li> <li>Skill Map Training</li> <li>How to Recruit</li> <li>Leader as a Coach</li> <li>Situational Delegation</li> <li>Unox Selling Light</li> <li>Public Speaking Intensive</li> <li>Mentoring</li> <li>Development Plan Training</li> </ul>	<ul style="list-style-type: none"> <li>Supervisor Boost</li> <li>Skill Map Training</li> <li>How to Recruit</li> <li>Leader as a Coach</li> <li>Situational Delegation</li> <li>Unox Selling Light</li> <li>Public Speaking Intensive</li> <li>Mentoring</li> <li>Development Plan Training</li> </ul>	<ul style="list-style-type: none"> <li>Supervisor Boost</li> <li>Skill Map Training</li> <li>How to Recruit</li> <li>Leader as a Coach</li> <li>Situational Delegation</li> <li>Unox Selling Light</li> <li>Public Speaking Intensive</li> <li>Mentoring</li> <li>Development Plan Training</li> </ul>	<ul style="list-style-type: none"> <li>Train The Trainer</li> <li>Leader As Coach</li> <li>Situational Delegation</li> <li>BM BC BE</li> <li>Public Speaking Intensive</li> <li>Takt Time Training</li> <li>How to Recruit</li> <li>Skill Map Training</li> <li>Mentoring</li> <li>Development Plan Training</li> </ul>	<ul style="list-style-type: none"> <li>Takt Time Training</li> <li>Leader as a Coach</li> <li>Situational Delegation</li> <li>How to Recruit</li> <li>Skill Map Training</li> <li>Mentoring</li> <li>Development Plan Training</li> </ul>
<b>Specialists Trainings</b>	<ul style="list-style-type: none"> <li>Train the trainer</li> <li>Project management</li> </ul>					<ul style="list-style-type: none"> <li>Train the trainer</li> </ul>
<b>New talents Trainings</b>	<ul style="list-style-type: none"> <li>Welcome day</li> <li>Onboarding at Headquarter (OB HQ): <ul style="list-style-type: none"> <li>History</li> <li>Feedback</li> <li>Company Tour</li> <li>Lean</li> <li>DEMO</li> </ul> </li> <li>Inclusive Language Training</li> <li>Public Speaking Light</li> </ul>	<ul style="list-style-type: none"> <li>Welcome day</li> <li>Onboarding at Headquarter (OB HQ): <ul style="list-style-type: none"> <li>History</li> <li>Feedback</li> <li>Company Tour</li> <li>Lean</li> <li>DEMO</li> </ul> </li> <li>Inclusive Language Training</li> </ul>	<ul style="list-style-type: none"> <li>Welcome day</li> <li>Onboarding at Headquarter (OB HQ): <ul style="list-style-type: none"> <li>History</li> <li>Feedback</li> <li>Company Tour</li> <li>Lean</li> <li>DEMO</li> </ul> </li> <li>Inclusive Language Training</li> </ul>	<ul style="list-style-type: none"> <li>Onboarding at Headquarter (OB HQ): <ul style="list-style-type: none"> <li>History</li> <li>Company Tour</li> <li>Lean</li> <li>DEMO</li> </ul> </li> <li>Inclusive Language Training</li> </ul>	<ul style="list-style-type: none"> <li>Onboarding SALES (OB S)</li> <li>Inclusive Language Training</li> <li>Public Speaking Light</li> <li>Unox Selling</li> <li>Unox Selling Advanced</li> </ul>	<ul style="list-style-type: none"> <li>Welcome day</li> <li>Onboarding Corporate Chefs (OB CC)</li> <li>OB CC - Shadowing</li> <li>Inclusive Language Training</li> <li>Public Speaking Intensive</li> <li>Unox Selling Advanced</li> </ul>



## New talents trainings

### Welcome Day

Training Paths included: Office, Service, Warehouse, Manufacturing, Sales, Corporate Chef.

The Welcome Day provides essential orientation for all new hires, offering a structured introduction to Unox's digital and physical environments. During this onboarding day, HR presents the tools and resources available to employees, covering digital platforms such as HRMS, LMS (our dedicated Unox Learning Experience portal), and employee benefits to ensure seamless navigation of Unox's systems. A fitting session for work attire and a professional photo are also provided to complete the onboarding process.



### Onboarding at Headquarter (OB HQ)

Training Paths included: Office, Service, Warehouse, Manufacturing.

The HQ Onboarding is a comprehensive three-day program designed to familiarize new hires with Unox's mission, values, and organizational structure. Modules include:

- **History:** This four-hour session, led by HR, covers Unox's evolution, highlighting key milestones, challenges overcome, and values that shape our culture.
- **Feedback Training:** Conducted by Euxilia trainers, this four-hour module focuses on effective feedback techniques, incorporating practical exercises that encourage respectful and growth-oriented communication.
- **Company Tour:** A guided, four-hour tour of our headquarters and facilities, providing an in-depth understanding of our organizational functions and structure.
- **Lean 5S:** Led by Auxielli trainers, this session introduces new hires to Lean Management principles and the 5S methodology (Sort, Set in Order, Shine, Standardize, and Sustain), focusing on efficiency, safety, and organizational best practices.
- **Product Demo:** A practical session led by Corporate Chefs, showcasing Unox products and their advanced cooking features.



### **Inclusive Language Training**

Training Paths included: Office, Service, Warehouse, Manufacturing, Sales, Corporate Chef.

This course equips employees with strategies for inclusive and respectful communication, fostering a workplace free from stereotypes and discrimination. Participants learn to recognize and eliminate linguistic biases, cultivating an environment that values diversity and inclusion.

### **Public Speaking Light**

Training Paths included: Office, Service, Warehouse, Manufacturing, Sales, Corporate Chef.

This program provides essential skills for confident, effective public speaking, tailored for both live and virtual settings. The curriculum covers non-verbal communication, message mapping, and the strategic use of questions to engage audiences, with practical role-play sessions allowing participants to refine their presentation skills in a supportive setting. Through these programs, Unox is committed to equipping employees at all levels with the knowledge, skills, and values essential to their professional and personal growth within our organization.

### **Onboarding Sales / Onboarding Corporate Chef (OB Sales /OB CC)**

Training Paths included: Sales, Corporate Chef.

The Sales and Corporate Chef Onboarding program equips new sales team members (AMC, AMB, KAM, MDS) and Corporate Chefs with the knowledge and skills necessary to represent Unox effectively.

The onboarding journey begins with an in-depth overview of Unox's history, values, and vision, helping participants understand and convey the company's culture to clients and stakeholders authentically. The program covers Unox's

product lines, focusing on the distinctive features and customer benefits of each product, alongside advanced technologies that enhance performance and efficiency.

The onboarding also includes a comprehensive company tour, offering new hires an inside look at Unox's production processes and corporate culture. This is complemented by training on Unox product knowledge and technology, ensuring that each participant can confidently respond to customer inquiries. Sales techniques are taught through practical simulations and role-playing exercises, emphasizing effective customer engagement, need identification, and solution presentation. Salesforce training rounds out the program, providing essential skills for customer relationship management and operational efficiency.





### Public Speaking Intensive for Corporate Chefs (CC)

Training Paths included: Corporate Chef.

Building on the objectives of "Public Speaking Light," this intensive course deepens public speaking proficiency, tailored to the unique role of Corporate Chefs. Extended training time allows for multiple role-playing sessions and hands-on exercises, providing participants with comprehensive practice and feedback to master the art of persuasive and confident public speaking.

### Unox Selling

Training Paths included: Sales.

The Unox Selling course offers a structured, proven sales methodology designed to ensure daily success across varied customer interactions. Focusing on essential skills, the program begins with developing soft skills, such as non-verbal, paraverbal, and verbal communication, allowing sales professionals to engage clients confidently and persuasively. The curriculum also emphasizes mastery of product presentation, utilizing Unox's technology and product benefits to meet specific customer needs effectively. Participants learn advanced techniques for gathering and analyzing customer information, tailoring their approach to increase success rates. Additional modules cover probing techniques for understanding customer goals and presenting tailored solutions, as well as methods for managing and addressing customer objections, fostering trust and achieving mutually beneficial agreements.

### Unox Selling Advanced

Training Paths included: Sales.

Building on the foundational Unox Selling course, Unox Selling Advanced develops communication adaptability to align with different customer personalities, maximizing relationship building and sales effectiveness. Using the DISC model as



a theoretical framework, participants explore personality profiles (Dominance, Influence, Steadiness, and Conscientiousness), beginning with an understanding of their own profile through assessments and reflective exercises. The course offers practical simulations, allowing participants to apply adaptive communication techniques in realistic scenarios and receive constructive feedback. These activities enhance sales adaptability and foster stronger, long-term customer connections.

### Unox Selling Advanced for Corporate Chefs (CC)

Training Paths included: Corporate Chef.

This course focuses on the DISC model, equipping Corporate Chefs with tools to adapt their communication styles for enhanced interpersonal effectiveness. Starting with an introduction to DISC, participants gain insight into their own



communication preferences through a behavioral assessment, building self-awareness.

Subsequent modules train participants to recognize and respond to various personality types, improving collaborative interactions and relationship management. A final workshop provides experiential learning, where participants apply DISC-based strategies in practical exercises and simulations, reinforcing adaptive communication skills in a supportive, interactive setting.

### **Train the Trainer**

Training Paths: Office TP, Corporate Chef TP

This course is designed to equip participants with skills for effectively transmitting knowledge. The initial part covers Kolb's learning cycle, which outlines the continuous process of learning through concrete experiences, reflective observation, abstract conceptualization, and active experimentation. Following this, the program explores learning styles, including an overview of theories that explain individual preferences in learning, aiming to optimize teaching effectiveness. Key topics include creating educational units and classroom-based training, focusing on techniques that enhance learning facilitation.

The program concludes with an exploration of the Japanese concept of shu-ha-ri, describing the stages of skill acquisition, from imitation (shu), adaptation (ha), to mastery (ri), enabling trainers to tailor their approach according to each learner's level.

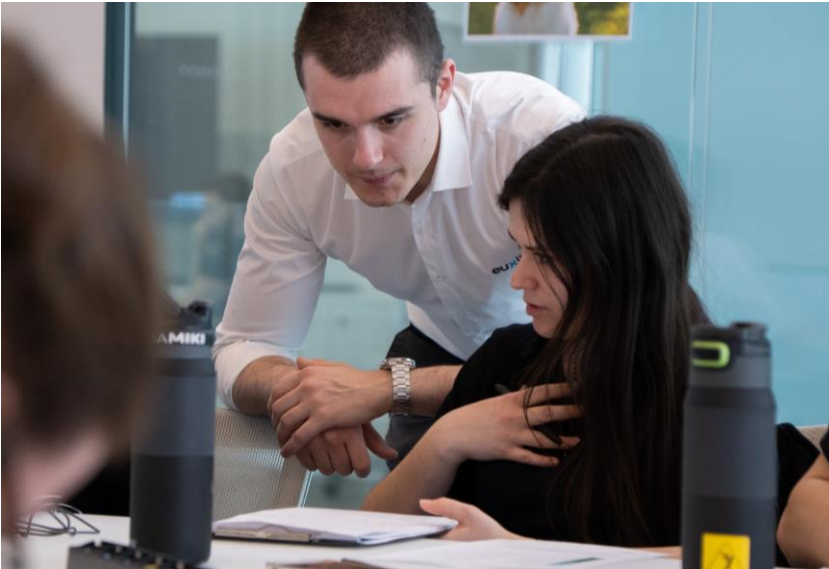




## Project Management

### Training Paths: Office TP

Focused on imparting skills essential for project management, this course covers the fundamentals of what constitutes a project, basic Project Management concepts, and the stages within a project. It includes real-life examples and case studies highlighting challenges and opportunities. Key areas include risk analysis, the role of the Project Owner, and managing projects through stages like Scan, Plan, Do, Check, Act. The course also addresses methodologies like Waterfall and Agile (Scrum), and practical tools for effective project management. Participants will engage in a collaborative project exercise, gaining hands-on experience in planning, executing, and presenting a project while honing teamwork, communication, time management, and problem-solving skills.



## Supervisors, Leaders & Managers Trainings

### Understanding People

#### Training Paths: Office TP

This program delves into the DISC model, which aids in improving interpersonal communication by identifying and adapting to various behavioral profiles (Dominant, Influential, Steady, Conscientious). Participants take a DISC assessment to increase self-awareness of their communication style and learn strategies for recognizing others' profiles to foster productive interactions. The course culminates with an interactive workshop where participants practice their DISC knowledge through exercises and simulations, enhancing their ability to apply the model in real-world situations.

### Takt Time Training

#### Training Paths: Office TP, Corporate Chef TP

Designed to provide a structured approach to Takt Time, this course focuses on optimizing the cadence and effectiveness of structured meetings for project, performance, and team alignment. Topics include the frequency and structure of Takt Time, necessary preparations, and key performance metrics. A special emphasis is placed on the human aspect, covering techniques for assessing team well-being and fostering a supportive environment through active listening and engagement. Additional content includes project status tracking, performance feedback, and methods to support the professional growth of team members.

### Process Management

#### Training Paths: Office TP

This program aims to build competencies for analyzing and optimizing organizational processes through techniques such as Value Stream Mapping, Muda Analysis (identifying and reducing waste), Makigami, VA-NVA Analysis, and 5G (Genba,



Genbutsu, Genjitsu, Gensoku, Genri). Emphasizing lean principles and continuous improvement, participants learn structured methods to assess process efficiency and implement corrective actions.

### **Starter Kata**

Training Paths: Office TP

Focusing on scientific thinking, this course introduces techniques for evidence-based problem-solving and decision-making. Participants learn how to select and use Key Performance Indicators (KPIs) to monitor progress towards goals and develop data-driven strategies for performance improvement.

### **Supervisor Boost**

Training Paths: Service TP, Warehouse TP, Manufacturing TP

This program equips supervisors with skills to effectively coordinate team members and improve intra-team communication. Key areas include objective evaluation, active listening, formulating clear instructions, providing constructive feedback, and handling objections positively. Supervisors learn practical methods for fostering a collaborative environment and continuous improvement culture.

### **Train the Trainer Sales**

Training Paths: Sales TP

This course helps participants improve their teaching effectiveness within the sales context. It includes modules on Kolb's learning cycle, recognizing learning styles, creating engaging educational units, and understanding the shu-ha-ri model for competency mastery. The aim is to enable sales trainers to better convey knowledge, adapt teaching styles, and guide learners toward skill mastery.

### **Be Mentor, Be Coach, Be Example (BM BC BE)**

Training Paths: Sales TP

This program provides structured methods for onboarding new team members in sales, fostering rapid development towards independent productivity. Emphasis is placed on creating a supportive environment, effectively sharing experience, goal-setting, and constructive feedback to promote mutual growth.

### **Leader as a Coach CC**

Training Paths: Corporate Chef TP

Focusing on leadership development, this course enhances skills in communication, goal-setting, reflective practices, performance analysis, and team motivation. Participants learn to set SMARTER objectives, stimulate critical and creative thinking, provide constructive feedback, and foster a culture of trust and growth within their teams



### Skill Map Training

Training Path (TP): Office TP, Service TP, Warehouse TP, Manufacturing TP.

The Skill Map Training course is designed to develop the skills needed to build team members' skill maps, with the goal of identifying, valuing, and enhancing existing competencies. The course provides participants with tools to catalog and assess both soft and hard skills, applicable across various work areas. The practical component includes techniques for crafting questions to conduct focused and structured evaluations. By the end of the course, participants will have solid expertise in mapping and interpreting skills to define targeted development plans, improving team performance.

### How to recruit successful people

Training Path (TP): Office TP, Service TP, Warehouse TP, Manufacturing TP, Corporate Chef TP.

This course provides an in-depth view of the selection process adopted by Unox. Participants learn each phase, from defining the ideal profile to evaluating candidates, taking into account the company's values and culture. Course objectives also include analyzing candidates' motivation and balancing technical and cross-functional skills to select individuals who align with Unox's vision.

### Leader as a coach

Training Path (TP): Office TP, Service TP, Warehouse TP, Manufacturing TP, Sales TP.

The Leader as a Coach course aims to develop a coaching-oriented leadership style capable of guiding and motivating the team. The program covers both verbal and non-verbal communication techniques, SMARTER goals, and tools for performance evaluation. Emphasis is placed on reflection and critical thinking, with resources to provide constructive feedback and plan improvements.



There is also a strong focus on motivation and conflict management, equipping participants with skills to turn conflicts into growth opportunities.

### Situational Delegation

Training Path (TP): Office TP, Service TP, Warehouse TP, Manufacturing TP, Corporate Chef TP.

This course covers the art of delegation and situational leadership, focusing on assigning tasks based on the team's skills and availability. It addresses identifying tasks to delegate and effective monitoring strategies. Participants acquire techniques to assess the team's readiness and learn to structure a supportive plan during delegation, thus promoting a collaborative environment.



### Unox Selling Light

Training Path (TP): Office TP, Service TP, Warehouse TP, Manufacturing TP.

Although not specifically a sales course, \*Unox Selling Light\* offers an overview of the company's sales process, providing an understanding of Unox's commercial levers and product presentation. It explores technological innovations and each team member's role in to meet customer needs. The course aims to raise participants' awareness of their personal contribution to sales, enhancing the value provided to clients.

### Public Speaking Intensive

Training Path (TP): Office TP, Service TP, Warehouse TP, Manufacturing TP, Sales TP.

Public Speaking Intensive provides advanced training for those wishing to refine their public speaking skills, with a focus on practical application through role-playing and exercises. Participants receive personalized feedback and learn how to overcome challenges related to public speaking, achieving a solid mastery of engagement and persuasion techniques.

### Mentoring

Training Path (TP): Office, Service, Warehouse, Manufacturing, Sales, Corporate Chef

The Mentoring course is designed to foster professional growth by providing participants with direct support from an Executive. The program begins with defining development goals, allowing participants to outline skills for improvement. The Executive acts as a coach, sharing experience to help overcome professional challenges. A personalized action plan is then developed, with regular performance checks to monitor progress and redefine strategies, keeping mentoring effective and focused on the participants' goals.



### Development Plan Training

Training Path (TP): Office, Service, Warehouse, Manufacturing, Sales, Corporate Chef

This course guides managers in setting up and implementing development plans for their team members, supporting them in achieving individual goals. It starts with analyzing the team's development needs, followed by setting clear, measurable objectives. A central focus is on engaging team members, with motivational techniques to foster their active involvement. The course concludes with measurement and analysis of results, allowing for evaluation and continuous improvement of the development plan.

### Executives Trainings

#### Business Model Canvas

Training Path (TP): Office, Service, Warehouse, Manufacturing, Sales, Corporate Chef

The Business Model Canvas course is dedicated to exploring and optimizing effective business models. It begins with analyzing the differences and synergies between the Business Model, Organizational Model, and Revenue Model, providing strategic tools to leverage these interconnections. Tools such as the Business Model Canvas and Value Proposition Canvas are introduced, with practical sessions for their application. Strategic innovation and the concept of "shared value" are also explored, integrating social responsibility with business goals to create value for society.

#### Purchase Negotiation

Training Path (TP): Office, Service, Warehouse, Manufacturing, Sales, Corporate Chef

This course aims to develop advanced skills in supplier negotiations, optimizing costs and building trust-based



partnerships. The program covers relationship management, cost analysis, negotiation goal-setting, and conflict resolution, offering practical methods to achieve advantageous agreements and strategic collaborations.

#### Financial Analysis

Training Path (TP): Office, Service, Warehouse, Manufacturing, Sales, Corporate Chef

The Financial Analysis course provides a foundation in understanding and analyzing company financial statements, with a focus on the Balance Sheet and Income Statement. Participants will explore management control and performance monitoring tools, essential for effective business management.



### **Mentoring Intensive**

Training Path (TP): Office, Service, Warehouse, Manufacturing, Sales, Corporate Chef

The “Mentoring Intensive” course aims to develop mentees professionally and as ambassadors of Unox values. It begins with mentor recruitment and setting expectations for both mentees and mentors. A personal and professional affinity-based matching process optimizes the effectiveness of the program. Participants receive a starter kit and tools to facilitate mentoring, with impact measurement to track progress, promoting both growth and cultural identity at Unox.

Unox’s Training Paths support the development of soft skills and cross-functional abilities, fostering shared standards. Through personalized training programs, Unox promotes a growth-oriented and innovative environment, enabling each team member to contribute effectively to the company’s success and improve their individual performance



## Diversity, Equality, 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 2023 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.

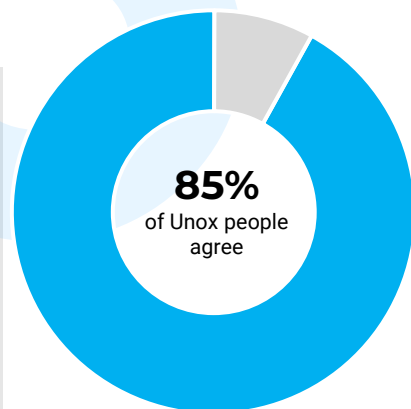
Being an international company with diversity of cultures, being certified in Italy as a Best Workplace™ for Women 2023 by Great Place to Work®, and being certified in Italy as an Equal Salary company allows us to be a very attractive company for talented women.

To further leverage this positive impact during 2023 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.

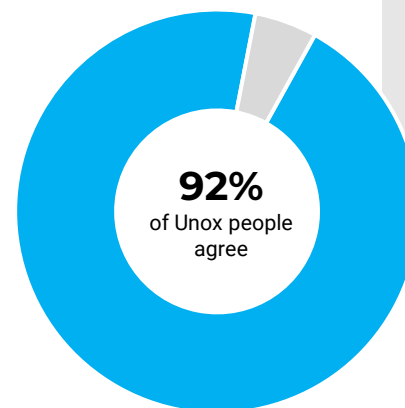
# Voice of Unox People

Great Place to Work 2023 survey  
Diversity, inclusion and non discrimination

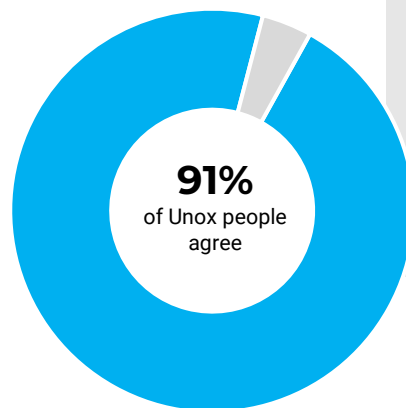
People in Unox are  
treated fairly  
regardless of age



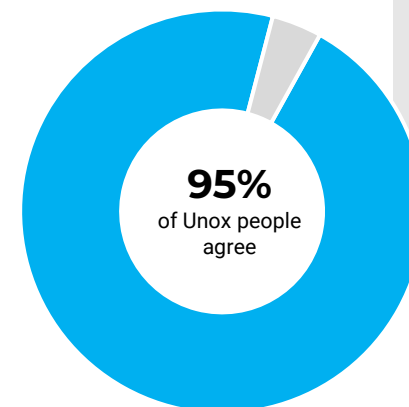
People in Unox are  
treated fairly  
regardless of ethnic  
origin



People in Unox are  
treated fairly  
regardless of gender



People in Unox are  
treated fairly  
regardless of sexual  
orientation



## Gender Diversity: we are Equal Salary certified in Italy

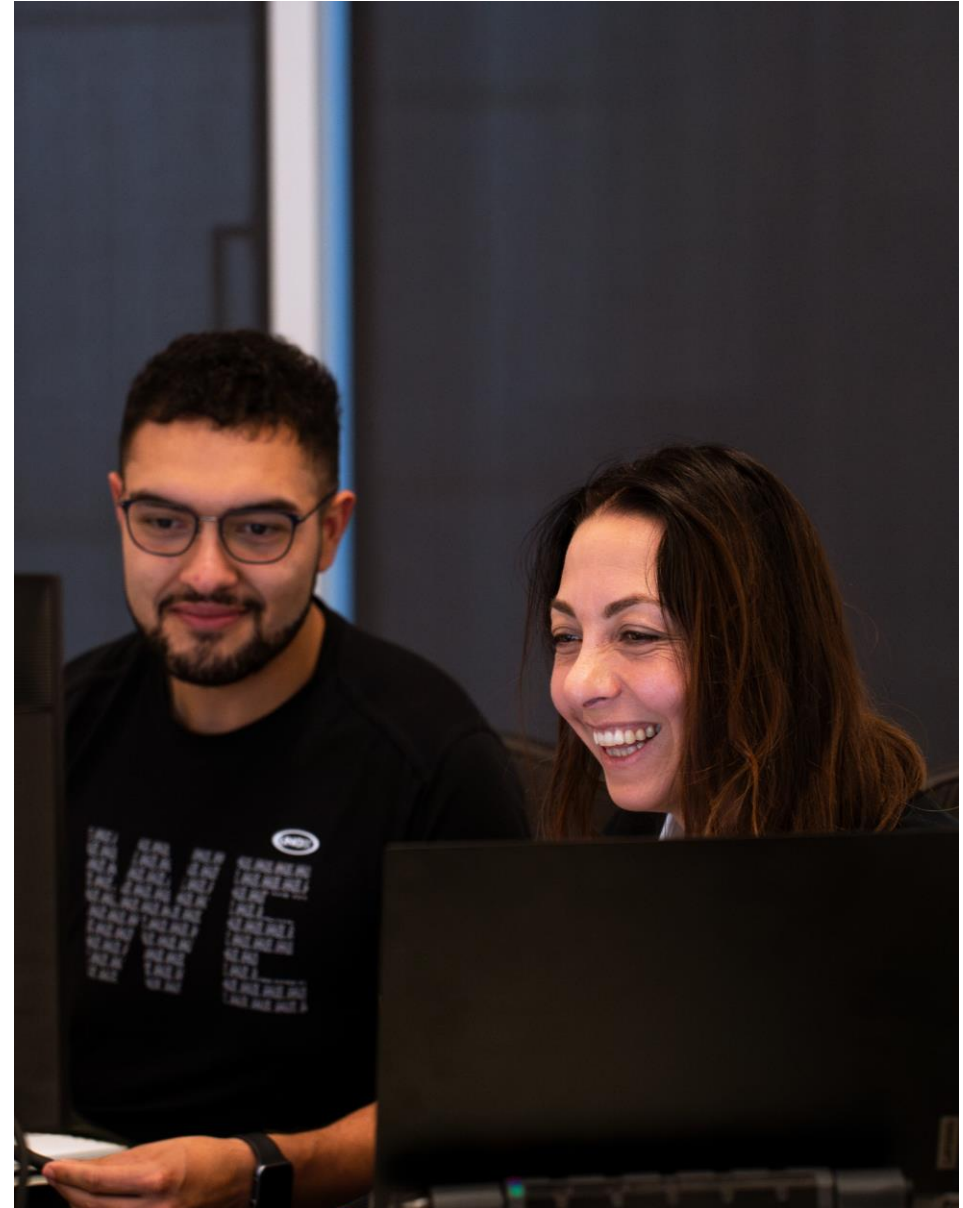
In 2023, the UNOX Group proudly achieved the Equal-Salary Certification in Italy, marking a significant milestone in its ongoing efforts to promote and uphold gender equality across its operations.

The Equal-Salary Certification, awarded by the Equal-Salary Foundation, is a highly respected and internationally recognized standard that affirms a company's commitment to providing equal pay for equal work, ensuring that men and women receive the same remuneration for equivalent roles and responsibilities.

This prestigious certification is more than just a recognition; it is a symbol of transparency, fairness, and a proactive approach to closing the gender pay gap, an issue that remains pervasive across many industries worldwide. It is aimed at companies in all countries and across all industries with 50 or more employees (of which at least 10 are women).

The entire process is subject to independent audits conducted by a third-party organization, such as PricewaterhouseCoopers (PwC), to verify that the company's practices meet the stringent criteria set by the Equal-Salary Foundation. These steps ensure that the certification is not merely a superficial accolade, but rather a reflection of genuine efforts to maintain pay equity across the organization.

The certification process is extensive and rigorous, involving multiple stages of evaluation to ensure a company's compensation practices align with the principles of equality.

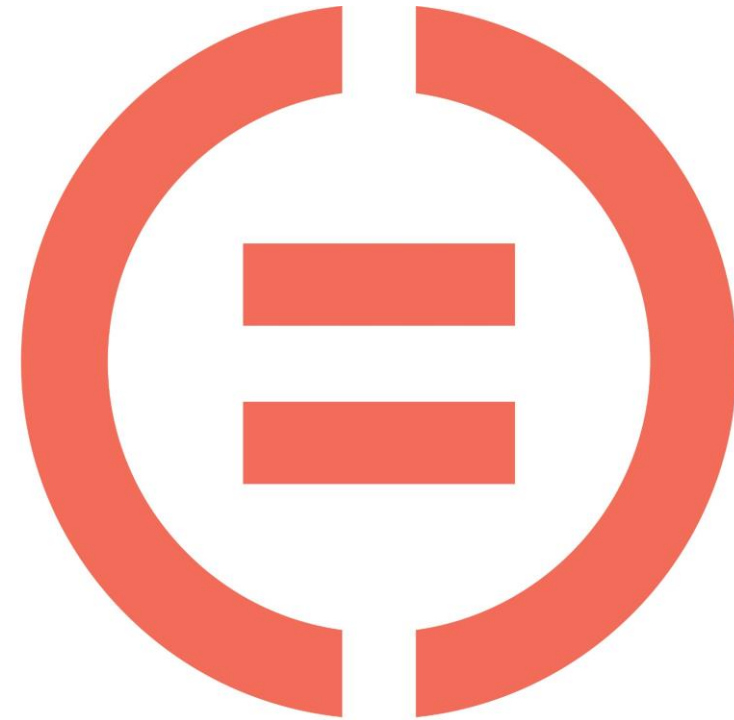




The Equal-Salary Certification process involves several key phases to ensure a company's compliance with gender pay equity standards:

- **Salary analysis:** The Equal-Salary Foundation securely collects and analyzes all employee salary data. The analysis checks if the wage difference attributed to gender is less than or equal to 5% and if the R-squared value (a measure of statistical accuracy) is 90% or higher. If these conditions are met, the process moves to the next phase.
- **On-site review:** An independent auditing team, following international quality standards, evaluates the company's practices. This step includes:
  - Verifying the **commitment of the CEO and top management** to equal pay.
  - Assessing how well **equal pay strategies are integrated into HR processes and policies.**
  - Gathering **employee feedback** on the company's pay practices to ensure alignment with fairness standards.
- **Certification:** Based on the audit results, the company may be awarded the Equal-Salary Certification by the Equal-Salary Foundation.
- **Monitoring reviews:** The certification is valid for three years. During this period, the company must complete two monitoring reviews to confirm its ongoing adherence to a fair and non-discriminatory wage policy, ensuring continuous commitment to gender pay equity.

Achieving this certification is of great importance because the gender pay gap continues to be a critical issue globally. By actively measuring and addressing pay disparities, companies can foster a more inclusive and equitable workplace, boost employee morale, and enhance their reputation as leaders in corporate responsibility.



# EQUAL-SALARY CERTIFIED

UNOX success in obtaining the Equal-Salary Certification is a testament of the management strong commitment to equality and social responsibility, demonstrating its dedication to creating a work environment where all employees, regardless of gender, are valued, respected, and fairly compensated for their contributions.

The Equal-Salary Certification process has allowed us to not only verify and certify the strong commitment of our management to diversity, equity, and inclusion, but also to gather positive feedback from our employees.

This certification journey has been an extremely valuable and positive experience for UNOX, as it provided us with insights from the independent auditor that have helped identify additional areas for improvement. For example, we are now focusing on codifying our management’s best practices into formal policies and developing specific DEI training programs aimed at future leaders.

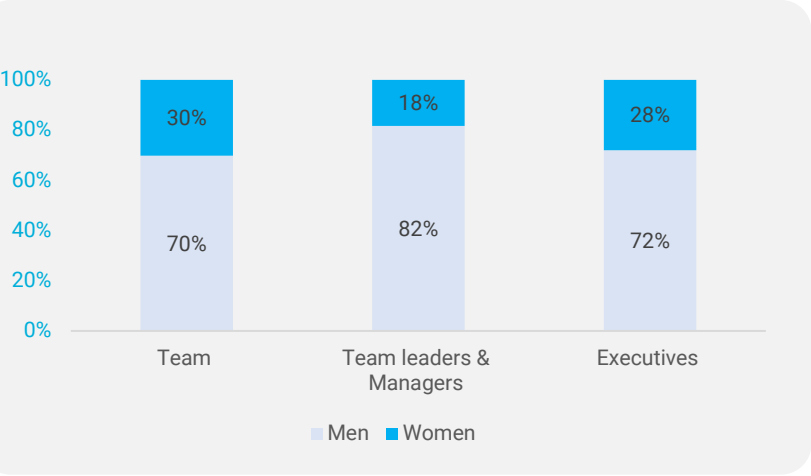
These initiatives will ensure that UNOX maintains the highest standards in Diversity, Equity, and Inclusion for the leadership generations to come.

This certification not only highlights UNOX’s current achievements but also reinforces its long-term vision of promoting fairness and equality at every level of its operations.

One of the valuable suggestions we received from the Equal Salary Foundation to further enhance our diversity and inclusion performance was to formalize KPIs and set target objectives to be monitored year by year.

In line with this, we have committed to ensuring that the percentage of women within our organization does not decrease as hierarchical levels rise.

**Gender ratio per organizational level (%)**  
**2023**



Currently, the percentage of women at the team level is around 30%, closely aligned with the executive team at 28%, while the middle management tier shows room for improvement.

Operating in the mechanical engineering sector—an industry traditionally less attractive to women—we have also invested in targeted social media campaigns showcasing women in various roles, including managerial positions, across different departments. These initiatives aim to improve our ability to attract female talent, foster a more inclusive workplace, and bridge representation gaps





# Health, safety and wellbeing

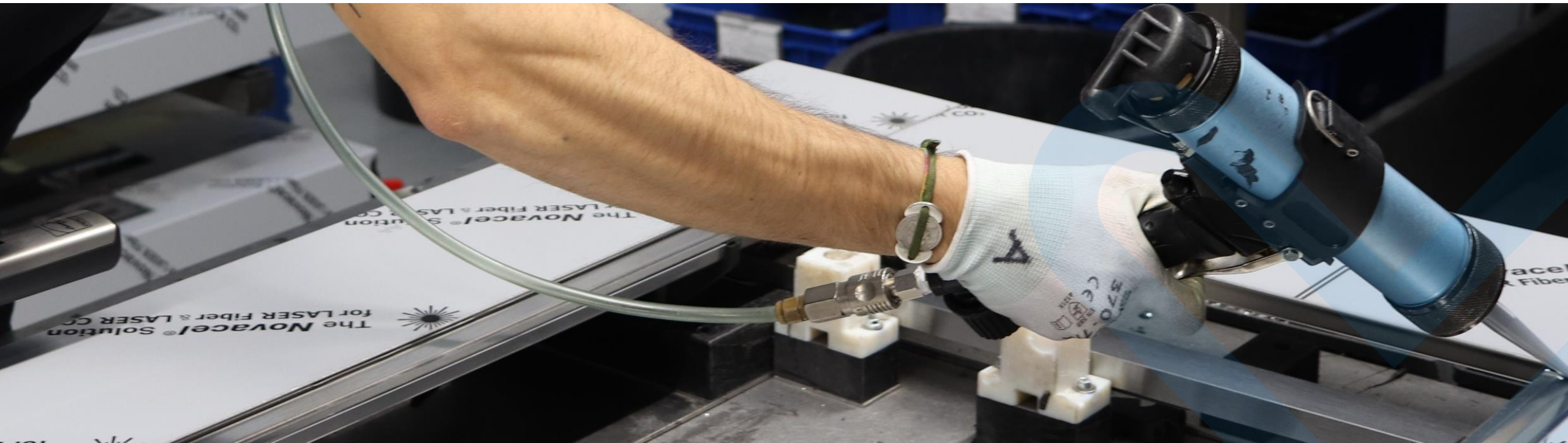
Health and safety related issues can have a strong impact on the people involved, depending on the severity of the event; business continuity will be impacted as well due to the related down-time period or due to the unavailability of the resource.

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 our 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.

### Health and Safety management system

UNOX SPA has established a robust health and safety management system aligned with the UNI ISO 45001:2018 standard. This system, designed to exceed regulatory requirements and foster a safer, healthier workplace, is operational across our Cadoneghe and Vigodarzere locations



and has been verified by Bureau Veritas Italia, with certification forthcoming. Since December 2021, our METEX srl facility in Vigodarzere has also held Bureau Veritas Italia certification, affirming our commitment to setting higher standards in occupational health and safety throughout our operations

### Risk Assessment, and incident investigation

In Italy, the organization identifies and assesses risks in compliance with the protocols set forth by Legislative Decree 81/2008 for workplace safety. In addition, our companies with certified safety management systems conduct comprehensive risk analyses that exceed regulatory mandates, addressing potential risks proactively. All incidents and injuries are thoroughly investigated, enabling us to implement corrective measures that help prevent recurrence and reinforce our commitment to a safe, secure workplace

### Health services

For the organization's Italian entities, medical check-ups are conducted annually or as specified by the health protocol in compliance with legal requirements. These evaluations, performed by qualified occupational health physicians, are tailored to address workplace-specific risks. To minimize disruption and enhance convenience, check-ups are conducted during working hours, with some assessments held on-site to reduce employee travel. In our international branches, medical examinations are performed as required, and health insurance coverage is provided where necessary, underscoring our commitment to employee well-being across all locations.

### Worker participation, consultation and communication on health and safety

Italian-based workers have the opportunity to report any risks or hazards encountered during their work to designated safety





representatives, who, in turn, relay these concerns to management. Safety representatives also participate in the organization's annual safety meeting alongside the employer, occupational health physician, and the head of the prevention and protection service, fostering open dialogue on workplace safety. Additionally, the recent introduction of the GPTW platform across all offices and branches allows employees to share feedback and propose safety improvements, including the option to submit suggestions anonymously, reinforcing our commitment to an inclusive and proactive safety culture.

### **Unox people training on health and safety**

In our Italian offices, we deliver comprehensive training aligned with health and safety regulations, covering fire prevention and first aid. 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 employees receive targeted training on both



company-wide and role-specific risks. Selected team members are further trained as part of emergency response teams, with specialized courses for designated staff on using UNOX defibrillators. These sessions occur during working hours and are led by qualified external professionals, complemented by additional, non-mandatory training from internal experts to enrich our safety culture. Training effectiveness is rigorously evaluated through written exams, practical assessments, and follow-up interviews, ensuring a proactive and resilient approach to workplace safety.

### **Promotion of worker health and wellbeing**

The organization has implemented a comprehensive welfare program for its offices in Italy, designed to enhance employee well-being and support their health needs. This program includes customizable health packages selected by employees, discounts at affiliated health centres, and optical shops for eyewear. Additionally, our health care fund provides



reimbursement or coverage for medical expenses incurred by employees. In our international branches, we activate health insurance as needed to ensure that all employees have access to essential health services. Furthermore, in our Italian offices, we actively promote flu vaccinations, conveniently administered on-site to facilitate employee participation and safeguard their health.

The main actions and ongoing investments in 2023 to support people's safety and well-being include:

- **Personal health:** In Italy, we have continued supporting welfare programs that offer health packages at affiliated health centers and optical shops, along with health care funds to reimburse or cover employee medical expenses.
- **Work-life balance:** We have further strengthened our policies around flexible working hours, including adjustable lunch breaks, smart working options, and part-time work arrangements to better meet employees' needs.
- **Culture, Sport, and Leisure:** We remain committed to initiatives that enhance leisure and well-being, including training groups for the Padua marathon, discounts for amusement parks, and a discounted summer camp program for employees' children in collaboration with our partners.
- **Non-work benefits:** Our benefits portfolio has been consistently enriched, offering conveniences like Amazon lockers, courtesy cars, discounted tax and administrative services, and advantageous agreements with banks.
- **UNOX City:** The development of our new headquarters, UNOX City, continues with a focus on employee comfort and well-being.
- **New global facilities:** We have also expanded our investment in opening new experience centers worldwide, enhancing the

working environment for our teams.

- **Occupational health:** As required by law, we engage a certified occupational health doctor who is responsible for developing a health protocol tailored to the specific risks identified and assessed within the organization.

Each accident and injury is thoroughly investigated by the organization to implement all necessary corrective measures and prevent recurrence. Employees are encouraged to report any observed risks or hazards directly to the site's safety representative. These representatives relay such reports to management and actively participate in the annual safety review, attended by the employer, the occupational physician, and the head of the prevention and protection service. This collaborative approach ensures a proactive and comprehensive commitment to workplace safety.

## 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 hazards with the potential to cause high-consequence injuries include moving vehicles, sheet metal handling, chemical usage, and electrical risks.

In 2023, no incidents resulted in high-consequence injuries. Beyond full compliance with regulatory requirements, we have proactively implemented additional safety measures: pedestrian barriers were installed where feasible to mitigate risks associated with moving vehicles, and forklifts have been equipped with blue safety lights for enhanced visibility.



For sheet metal handling, we have introduced higher-performance protective gloves to improve hand safety. Additionally, an emergency eye-wash station has been installed in the UNOX laboratory to enhance response capabilities in the event of chemical exposure.

Comprehensive training, strict safety protocols, PPE vending machines, and controlled vehicle key management systems with access rules in designated areas are all implemented to minimize work-related hazards and enhance overall safety while ensuring compliance

Between 2021 and 2022, a competitive advantage emerged for the company, as most global supply chains faced significant disruptions in sourcing components from the Far East. Thanks to UNOX's vertically integrated model, we continued to produce and deliver products without interruption, successfully gaining market share over competitors.

To seize this opportunity and accommodate rapid revenue growth in 2022, we doubled production capacity through substantial investments and new hires, resulting in a workforce that more than doubled by the end of 2022 compared to 2020.

Following this intense period of expansion, the company chose to prioritize efforts in 2023 toward reorganizing and training our production teams and optimizing plant operations. These efforts aim to ensure sustainable growth while rigorously upholding safety conditions and providing essential employee training on health and safety.

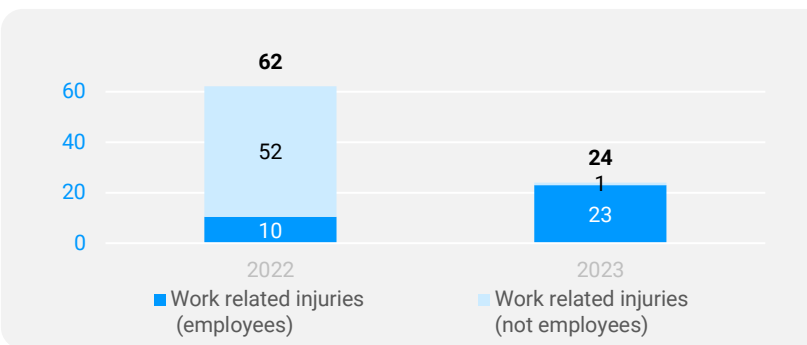
Thanks to our concerted efforts and investments during this period, the absolute number of workplace injuries significantly decreased, even with a substantial increase in our workforce.

Notably, the injury rate per employee dropped from 6% to 2%.

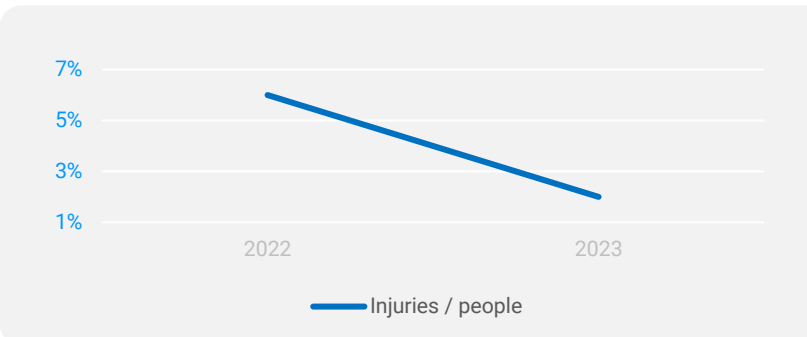
While our ultimate target remains zero workplace injuries, we are encouraged by this progress and are committed to further investments that will continue enhancing safety and well-being for all employees.

### Work related injuries 2022-2023

GRI 403-9



### Work related injuries 2022-2023 on total Unox people

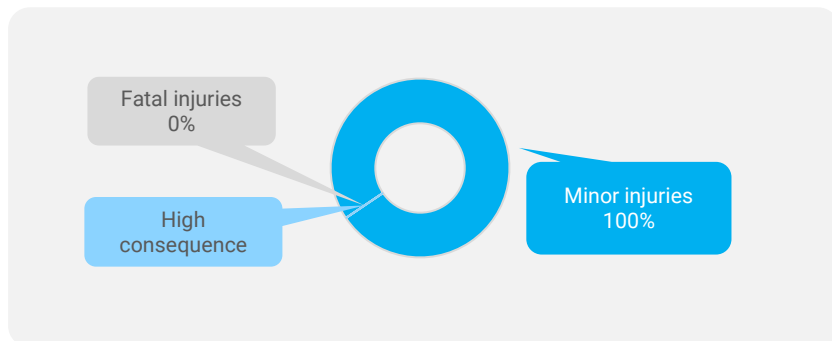




Furthermore, all the recorder work-related injuries are minor injuries, no fatal or high consequence injuries ( $\geq 180$  days) happened during 2022 or 2023.

### Type of injuries

2023



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

In particular:

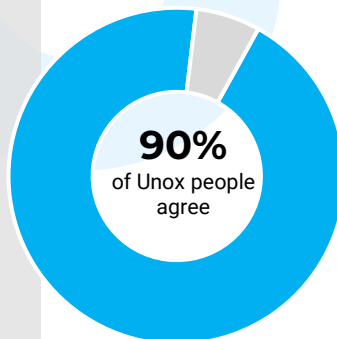
- **to reduce the risks of moving vehicles**, where possible, protective barriers for pedestrians have been installed and forklifts have been equipped with blue light to be more visible;
- **to reduce the hazard related to metal sheet handling**, better performing gloves have been provided to the workers.

GRI 403-9: Work-related injuries	2023		2022	
	Number	Rate	Number	Rate
<b>Employees</b>				
Recordable work-related injuries at 31.12	23,00	14,68	17	10,44
of which fatalities	0	0	0	0
of which with high-consequence ( $\geq 180$ days)	0	0	0	0
Hours worked	1.566.319		1.628.509	
<b>Workers who are not employees</b>				
Recordable work-related injuries at 31.12	1,00	18,96	8	51,72
of which fatalities	0	0	0	0
of which with high-consequence ( $\geq 180$ days)	0	0	0	0
Hours worked	52.754		154.668	

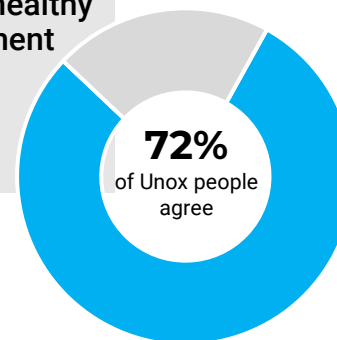
# Voice of Unox People

Great Place to Work 2023 survey  
Health, safety and wellbeing

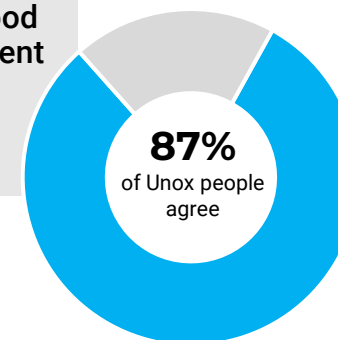
This is a physically  
safe place to work



This is a  
psychologically healthy  
work environment

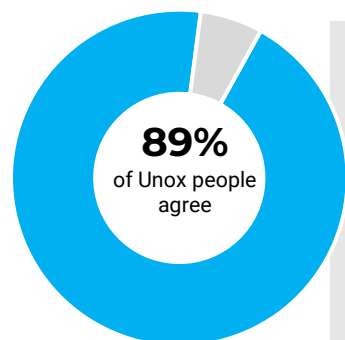


Our office facilities  
contribute to a good  
working environment

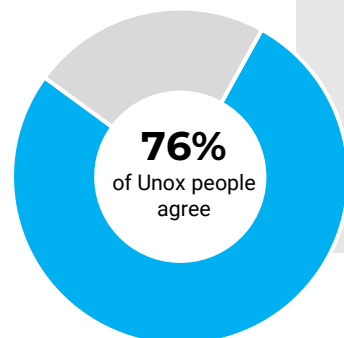


89%  
of Unox people  
agree

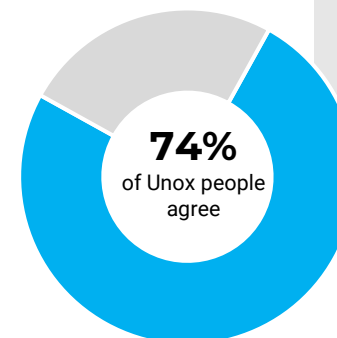
I can take time off  
work when I think  
I need to



People are  
encouraged to find  
a work-life balance



Here we have  
special benefits





## 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.





## 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.



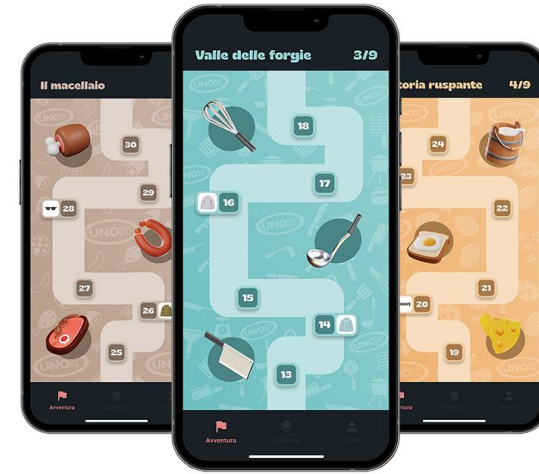


The prize is a training experience with starred chefs. Through this project, Unox offers students an unforgettable learning experience, as well as offering our own ovens as prizes for institutes, so that students have innovative professional tools at their disposal during their studies.

In 2022 we involved 130 Schools and professors, and 6.685 students.

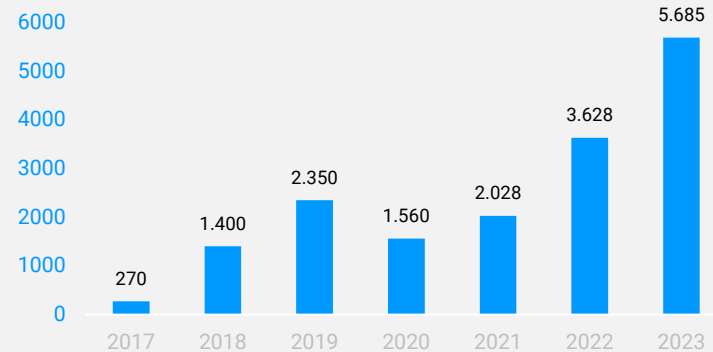
The project is active in Italy and Spain, and in 2023 the program was extended to include the UK.

Over the course of 2023, the company also invested in updating the e-learning application for the program to enhance the learning experience and increase student engagement

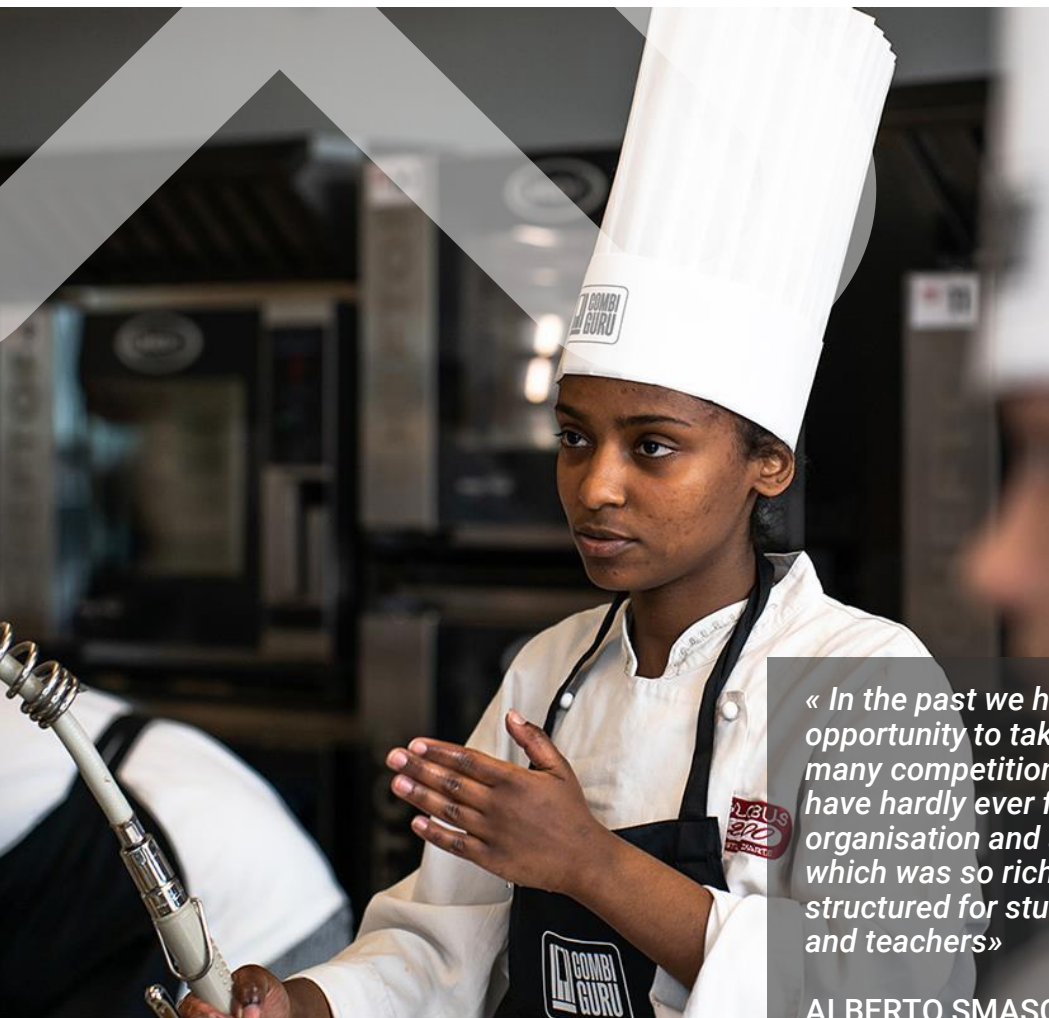


### CombiGuru 2017-2022

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 highly relying on renewable sources therefore our energy consumption is associated with the production of GHG emissions and of the above-mentioned impacts.

Recognizing the environmental impact of our production activities, particularly in terms of energy consumption, we initiated a comprehensive monitoring process to assess our current energy use and associated emissions.

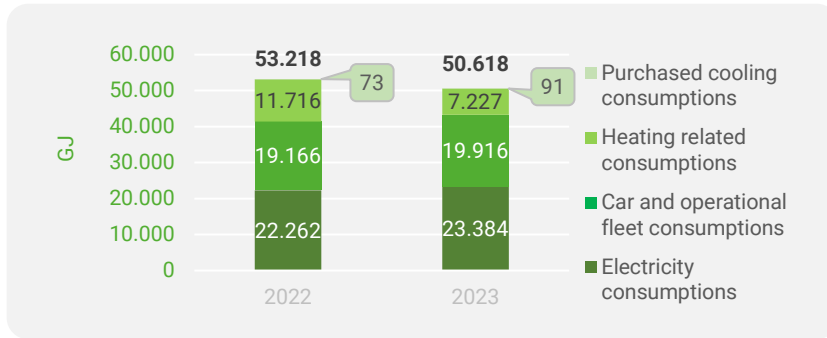
Given the link between energy consumption and climate change, we collaborated with SpinLife, a research spin-off from the University of Padua, to accurately quantify our Group's GHG emissions.

Additionally, we developed an in-house tool that enables real-time calculation and monitoring of Scope 1 and 2 emissions across our facilities. This tool enhances our emissions oversight, providing accessible, actionable data that can be updated and integrated as we evolve our sustainability practices.

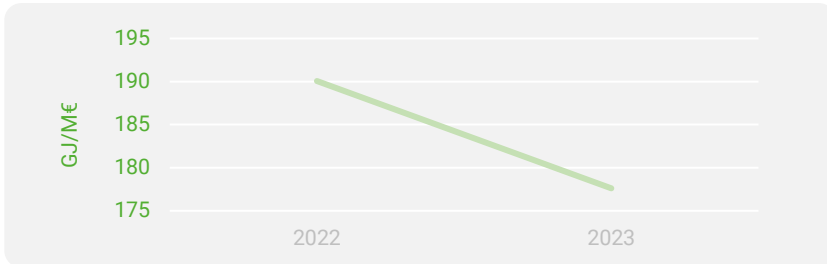


## Unox energy consumptions 2022-2023

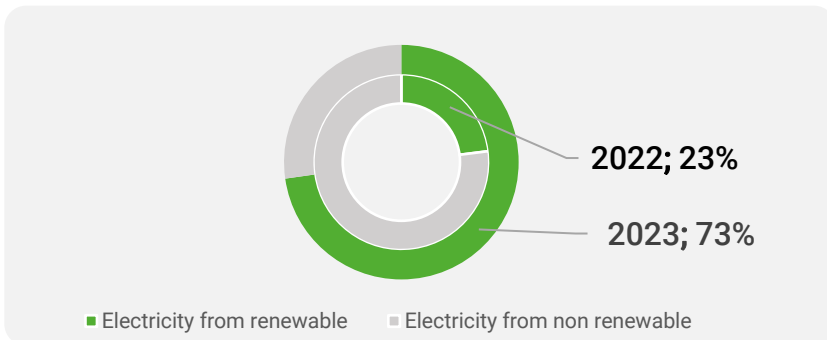
GRI 302-1 (GJ)



## Unox energy consumptions on turnover 2022-2023



## Electricity from renewable resources 2021-2023



2023 marked a transformative year for Unox in advancing our sustainability agenda and achieving significant reductions in energy consumption.

Through focused initiatives, we reduced our total energy usage from 53,218 GJ in 2022 to 50,618 GJ in 2023, a decrease of 4.9%.

This reduction highlights our commitment to improving efficiency, even within energy-intensive production processes. Additionally, we reduced our energy intensity ratio—measured as energy consumed per unit of revenue—from 190 GJ/M€ in 2022 to 178 GJ/M€ in 2023. This progress underscores our dedication to resource optimization and sustainable growth, reflecting our ability to decouple energy consumption from revenue generation.

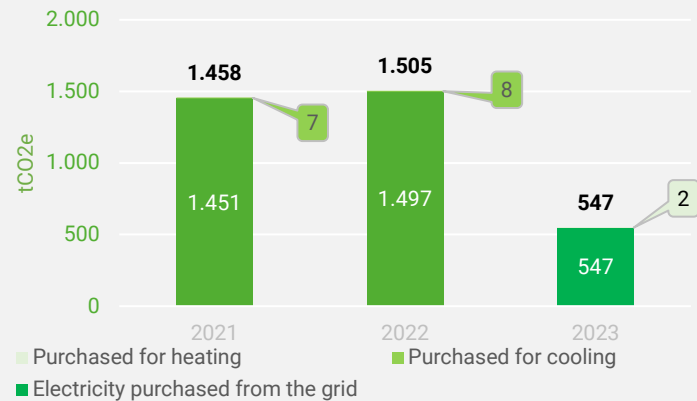
Our most notable achievement in 2023 was the substantial increase in renewable energy usage. In 2022, only 23% of the total energy consumed across Unox operations was renewable. By 2023, this figure had surged to 73%, achieved through significant investments in photovoltaic panels and new green energy procurement contracts with certified suppliers.

Our owned renewable energy production tripled, from 1,062 GJ in 2022 to 3,046 GJ in 2023. These gains reflect the deployment of 2,378 additional solar panels across our sites in 2023 alone, a transformative investment in clean energy infrastructure.

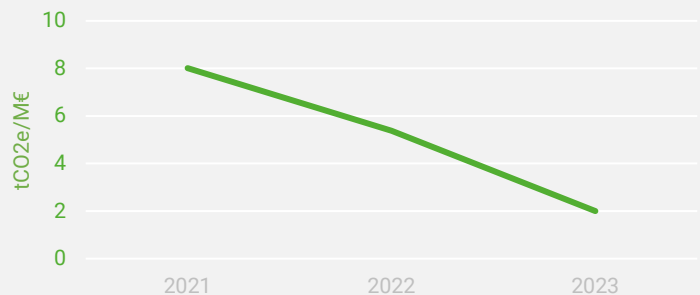
This shift has been instrumental in reducing our scope 2 emissions, which fell from 1,505 tCO<sub>2</sub>e in 2022 to just 547 tCO<sub>2</sub>e in 2023 (location-based), a milestone that moves us closer to eliminating scope 2 emissions entirely by 2024 through additional investments and strategic initiatives.



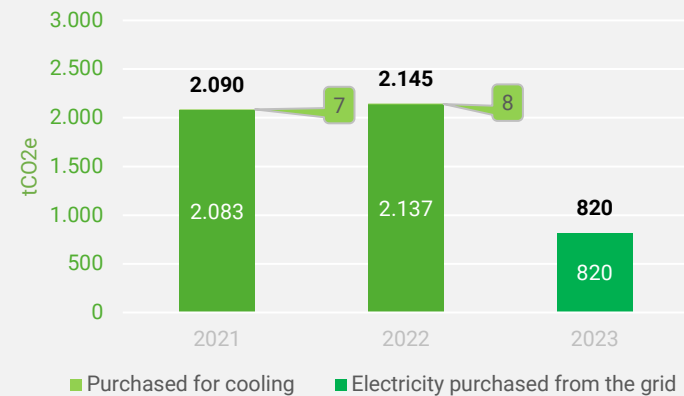
Energy indirect (Scope 2) GHG emissions (tCO2e) –  
Location base GRI 305-2



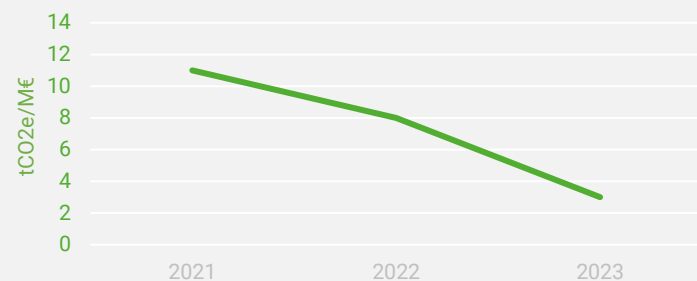
Energy indirect (Scope 2) GHG emissions (tCO2e) per  
turnover (M€) – Location base



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



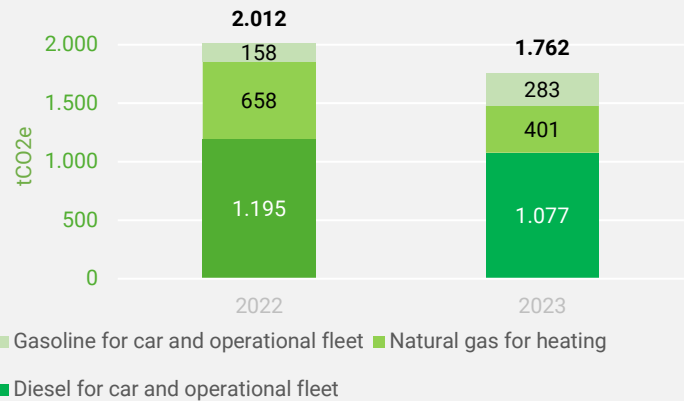
Energy indirect (Scope 2) GHG emissions (tCO2e) per  
turnover (M€)– Market base



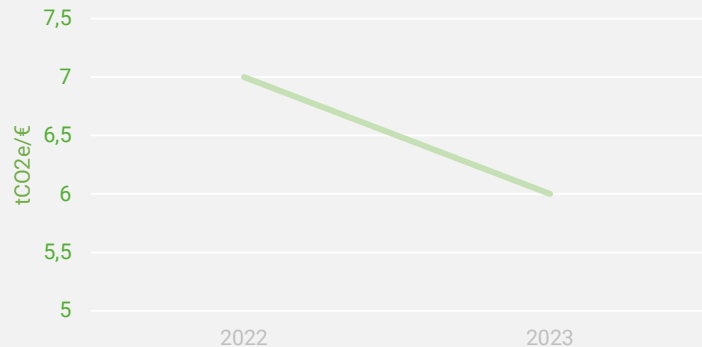


### Direct (Scope 1) GHG emissions (tCO<sub>2</sub>e)

GRI 305-1



### Direct (Scope 1) GHG emissions (tCO<sub>2</sub>e) per turnover (M€)



Our ongoing transition from natural gas heating to heat pumps powered by renewable energy has furthered these efforts.

Replacing fossil fuel-based systems with green-powered heat pumps allows us not only to rely more heavily on the solar energy generated onsite but also to enhance workplace conditions for our employees. This shift provides year-round climate control in our facilities, including summer cooling.

This improvement not only reduces our carbon footprint but also promotes a more comfortable and supportive work environment, demonstrating our commitment to employee well-being alongside environmental stewardship.

We made measurable progress in 2023, reducing our scope 1 emissions from 2,012 tCO<sub>2</sub>e in 2022 to 1,762 tCO<sub>2</sub>e (-12%).

Furthermore, the ratio of Scope 1 GHG emissions to revenue decreased from 7.2 tCO<sub>2</sub>e in 2022 to 6.2 tCO<sub>2</sub>e in 2023, marking a 14% reduction.

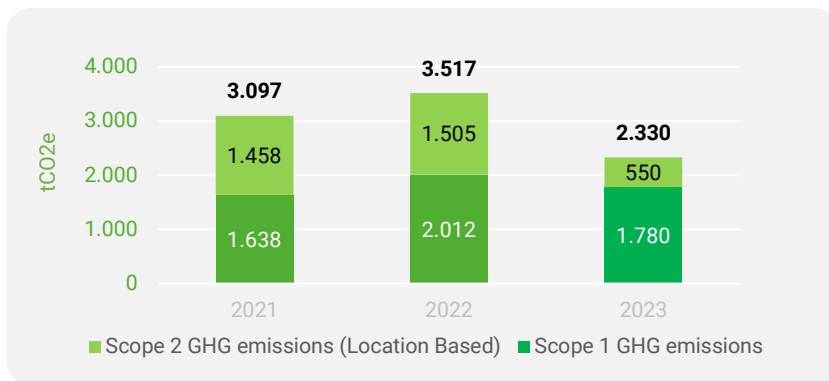
This improvement reflects the tangible impact of our ongoing commitment to operational efficiency and emissions reduction. By optimizing our processes and investing in lower-carbon technologies, we have managed to decouple emissions growth from revenue growth, aligning our business performance with our sustainability objectives.

This achievement not only underscores the effectiveness of our energy transition strategy but also reinforces our resilience in a carbon-constrained economy, positioning us as a responsible and forward-looking manufacturer dedicated to reducing our environmental footprint while driving sustainable value creation

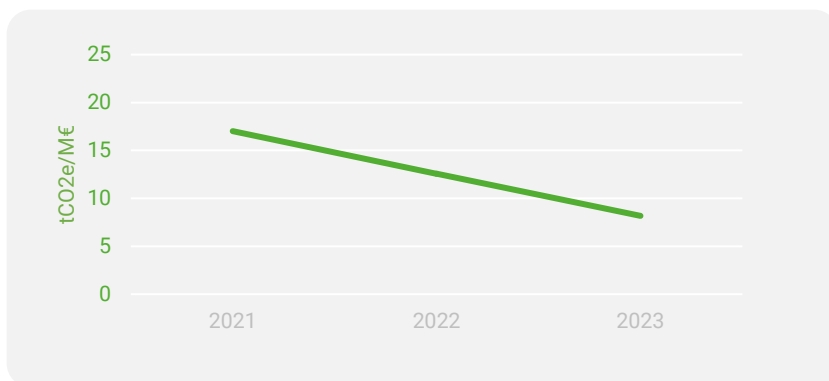


### Direct (Scope 1) GHG emissions (tCO<sub>2</sub>e) + Energy indirect (Scope 2) GHG emissions (tCO<sub>2</sub>e) – Location based

GRI 305-1, GRI 305-2

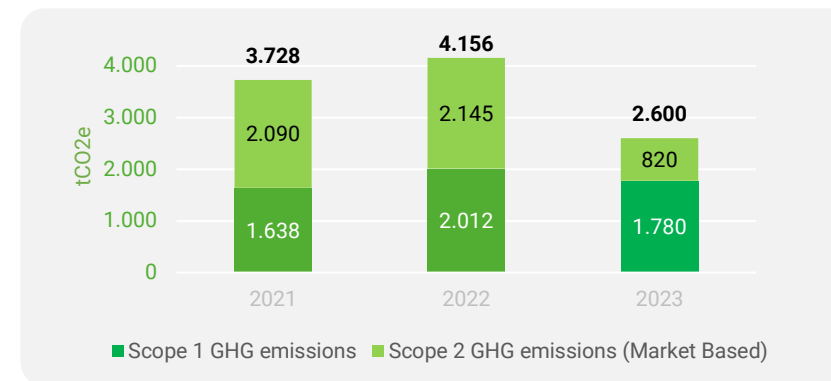


### Direct (Scope 1) GHG emissions (tCO<sub>2</sub>e) + Energy indirect (Scope 2) GHG emissions (tCO<sub>2</sub>e) / on turnover (M€) –Location based

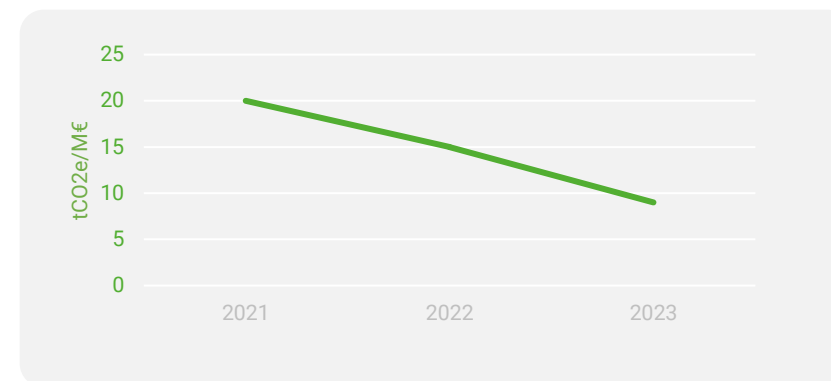


### Direct (Scope 1) GHG emissions (tCO<sub>2</sub>e) + Energy indirect (Scope 2) GHG emissions (tCO<sub>2</sub>e) – Market based

GRI 305-1, GRI 305-2



### Direct (Scope 1) GHG emissions (tCO<sub>2</sub>e) + Energy indirect (Scope 2) GHG emissions (tCO<sub>2</sub>e) / on turnover (M€) –Location based



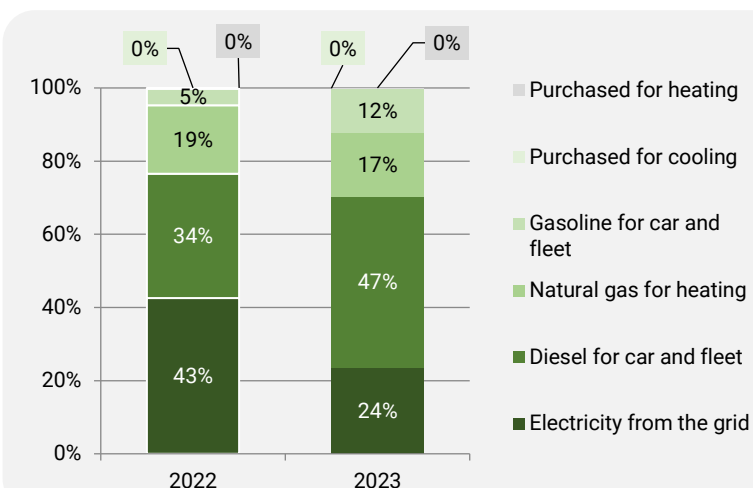
The positive impact of the actions undertaken lead to a reduction of our Scope 1 + Scope 2 GHG emissions from 3.517 tCO<sub>2</sub>e in 2022 to 2.311 tCO<sub>2</sub>e/M€ in 2023 (-34%).

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

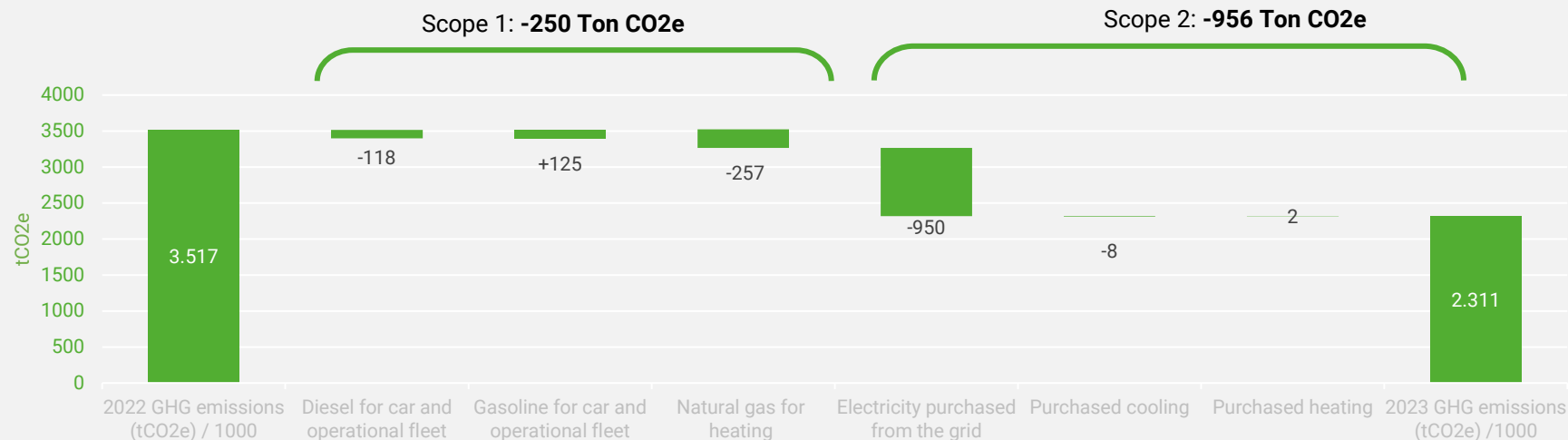
Looking ahead, Unox acknowledges the greater challenge of reducing emissions from our operational fleet as part of our journey to net-zero. While we have successfully transitioned most of our corporate car fleet to electric models, our largest emissions source within scope 1 comes from our fleet of vans, which play a crucial role in delivering our unique Individual Cooking Experience (ICE) program.

### % of GHG emissions by category 2022, 2023

GRI 305-1 and 305-2



### GHG emissions (tCO<sub>2</sub>e) reduction break down





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

### *Car and operational fleet related consumptions*

of which diesel consumptions for car and operational fleet

of which gasoline consumptions for car and operational fleet

### *Heating related consumptions*

of which consumptions of natural gas for heating

### *Purchased for cooling consumptions*

### *Electricity consumptions*

Consumptions of electricity purchased from renewable sources

Consumptions of electricity purchased from NON-renewable sources

### *Electricity produced by owned renewable energy production system*

Electricity produced by owned renewable energy production system sold

### *Electricity produced by owned renewable energy production system consumed*

### *Total Electricity from renewable sources on total electricity consumed*

## TOTAL ENERGY CONSUMED

2021

2022

2023

15.051,55

19.166,40

19.916,00

13.535,50

16.785,35

15.404,72

1.516,05

2.381,05

4.286,15

10.464,85

11.716,46

7.227,27

10.464,85

11.716,46

7.227,27

63,15

72,81

91,00

17.388,87

22.262,01

23.384,15

13,49

4.188,27

16.290,63

16.562,69

17.148,99

6.371,23

938,63

1.062,07

3.045,95

-125,94

-137,33

-2.342,80

812,70

924,74

722,30

5%

23%

73%

42.968,42

53.217,68

50.879,36

## GRI 305-1: Direct (Scope 1) GHG emissions (tCO<sub>2</sub>e)

## GRI 305-2: Energy indirect (Scope 2) GHG emissions (tCO<sub>2</sub>e)

	2021	2022	2023
<i>Total Scope 1 GHG emissions</i>	1.638,41	2.011,65	1.761,80
of which related to diesel for car and operational fleet	946,17	1.195,03	1.077,11
of which related to gasoline for car and operational fleet	102,03	158,48	283,25
of which related to natural gas for heating	590,21	658,14	401,45
<i>Total Scope 2 GHG emissions (Location Based)</i>	1.458,34	1.505,39	549,7
of which related to electricity purchased from the grid	1.451,25	1.497,22	547,3
of which related to purchased for cooling	7,09	8,17	0
of which related to purchased for heating			2,4
<i>Total Scope 1 + Scope 2 (Location Based) GHG emissions</i>	3.096,75	3.517,04	2.311,50





## 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 have 0.8 MW of installed total power.

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 2025 (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 Unox City, we plan to install other 2.8 MW of power by 2025.

This will allow us to reach our goal and obtain a total PV production capacity of 6 MW within 2025.

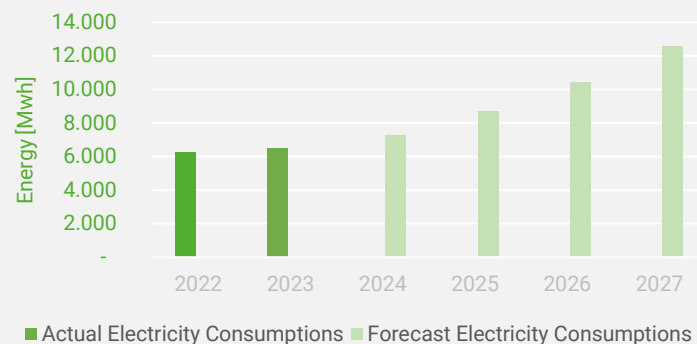


We are aware of the historical period in which we operate and firmly believe that we must act now and with action for the world of tomorrow. With this in mind, we have designed our e-miXion 2030 plan that aims to reduce our carbon footprint to net-zero by 2030.

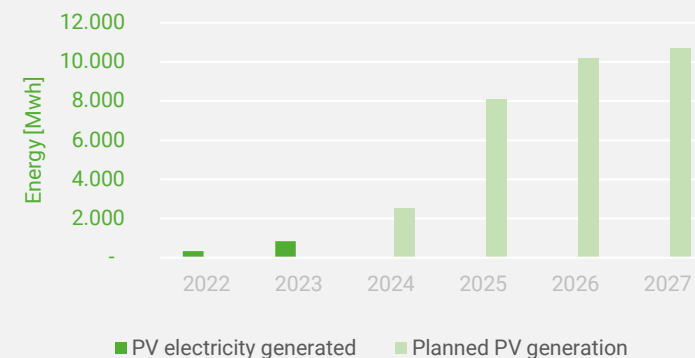
To achieve this goal first of all we estimated our expected energy consumptions, according with our business plan. We then designed a plan to reduce our expected consumptions investing on more efficient systems (e.g. heating systems, insulations).

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.

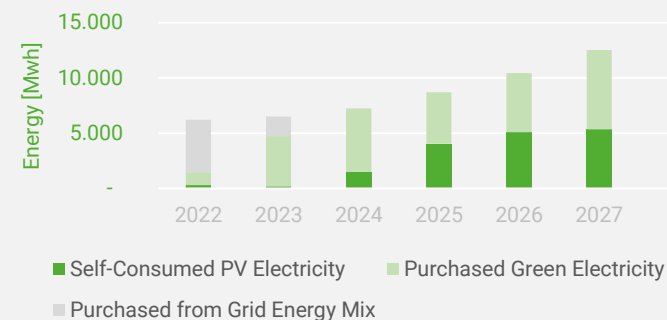
### Scope 2: Unox estimated energy consumptions



### Scope 2: Unox planned PV electricity generation



### Scope 2: Unox Planned energy sourcing



% green energy	24%	73%	99%	100%	100%	100%
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## EmiXion Net-Zero

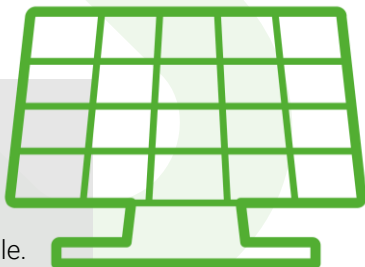
We have committed to achieving a net-zero target by 2030 through our initiative, "Net Zero E-miXion 2030."

This initiative aims to progressively reduce our environmental impact by implementing energy efficiency measures, leveraging innovative and forward-looking technologies, and promoting the use of renewable energy sources with minimal environmental impact.

Additionally, we prioritize continuous training for our employees, ensuring they are equipped to carry out their activities in alignment with our energy policy. Our ultimate objective is to attain zero Scope 1 and 2 GHG emissions by 2030.

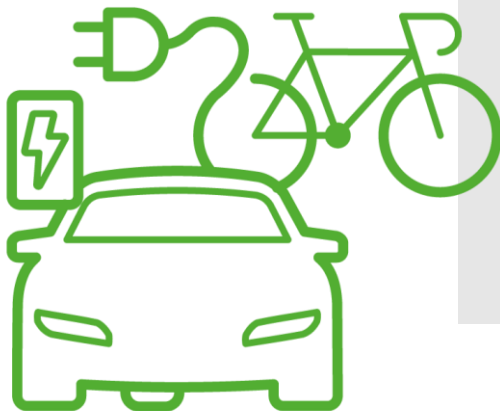
To achieve this ambitious goal, our strategy will focus on several key areas.

net zero  
e-miXion  
2030



### 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

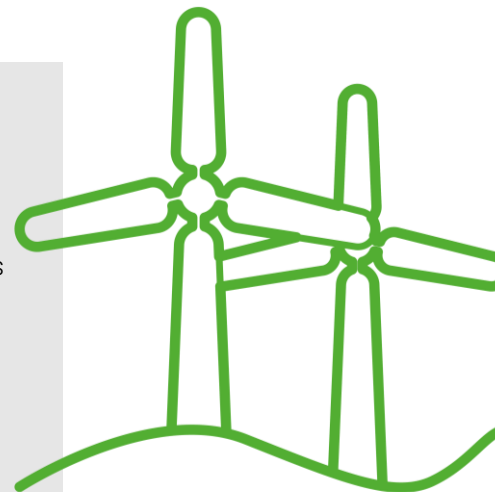


### 3. Sustainable mobility

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

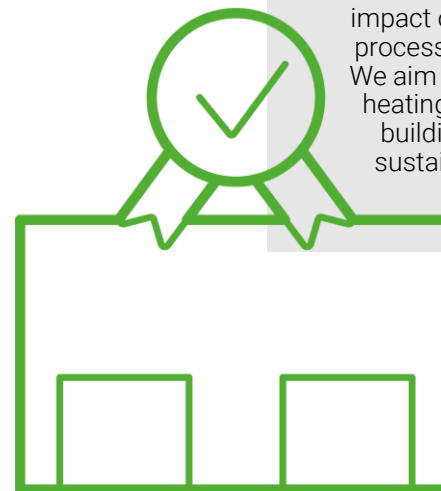
### 2. Purchase of sustainable energy

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

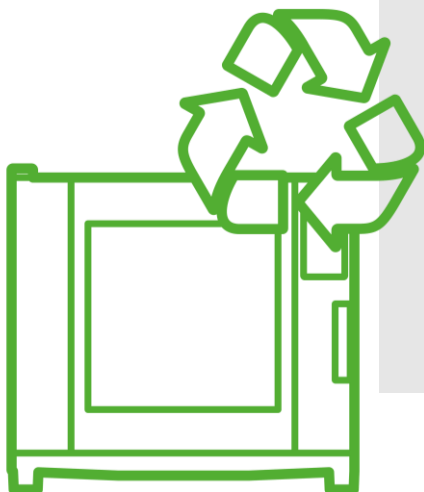






#### 5. Energy Star leadership

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

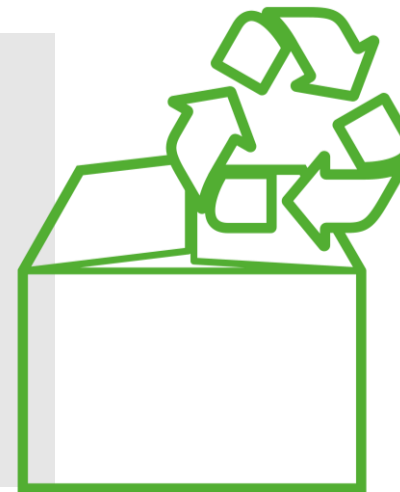


#### 7. Recyclable materials

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





## Achieving our Net-Zero Target: a challenge that put our business model to the test

In today's rapidly evolving business landscape, companies frequently face a complex trade-off between environmental sustainability and economic viability. Striking a balance between these two critical dimensions is essential for long-term success, yet it often presents significant challenges.

As organizations seek to reduce their ecological footprint and adhere to stricter environmental regulations, they must also ensure financial stability and profitability. To navigate this intricate dynamic, businesses are increasingly called upon to develop innovative solutions and reimagine their business models.

Since 2008, the key ingredient of Unox Group's economic success has been our innovative sales model characterized by the Individual Cooking Experience (ICE).

Through ICE, UNOX Active Marketing Chefs (AMCs)—experts who blend culinary skills with sales acumen—provide customers with personalized, in-kitchen demonstrations, allowing them to test Unox ovens with their own ingredients and recipes. This one-to-one approach is unlike the standard demos offered by competitors and enables clients to make a fully informed purchase decision. The Individual Cooking Experience is one of the most defining and unique features of our business model and has been instrumental in Unox's success and is widely recognized as a core driver of our competitive advantage.

Our specially equipped vans are essential to the execution of Individual Cooking Experiences in the kitchens of our



customers, as they allow us to bring ovens, materials, and equipment directly to customers for on-site testing.

Given the current limitations of EV van technology, including range constraints and inconsistent charging infrastructure, a full transition to electric vans remains challenging.

Where possible, particularly in urban areas with advanced charging networks, we have replaced our combustion-engine vans with electric alternatives. Yet, broader implementation is constrained by the state of EV technology, which is not yet meeting the demands of our operational model, especially in terms of driving range and rapid recharging capabilities. As a result, continuing to reduce emissions in this area will require innovation and partnerships with EV manufacturers to develop solutions tailored to high-mobility business needs.

However, we recognize that achieving net-zero emissions for scopes 1 and 2 remains an ambitious goal. We are committed to meeting this target by 2030, despite the technological and logistical challenges. As we continue investing in renewable energy and advancing our fleet transition, we remain focused on innovation and collaboration to overcome these barriers.

This commitment reflects our broader vision: to create long-term, sustainable value for our stakeholders while advancing toward a net-zero future.



# 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.

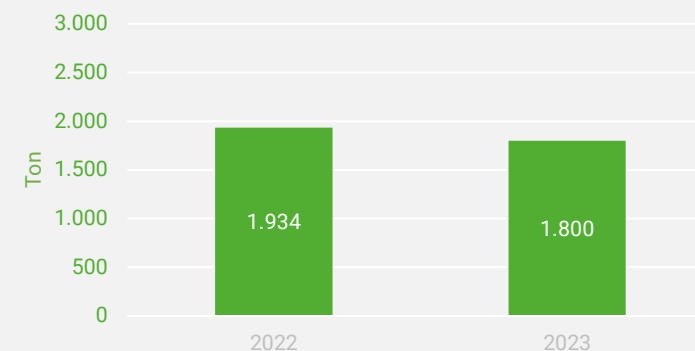
Employees are made aware of the importance of the topic and of their actions: a specific training course is made available to the proper functions and data on waste management are carefully monitored by managers; company executives are involved as well for a review of the target set. The topic is included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

Between 2022 and 2023, the waste generated by the company decreased from 1,934 to 1,800 tons, reflecting a 6.9% reduction. More importantly, the ratio of waste generated per unit of revenue declined by 8.5%, demonstrating that the company has further optimized and streamlined its processes. This improvement highlights our commitment to enhancing operational efficiency and minimizing our environmental impact. By reducing waste intensity relative to revenue, we have taken a significant step towards sustainable growth, reinforcing our dedication to responsible resource management.

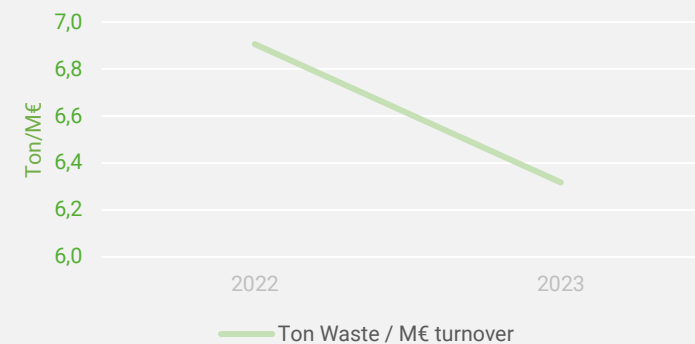
Thanks to the contract activated with the waste management services, almost all the waste generated is diverted from disposal (96,8% in 2023). The production of waste is in great part linked to the manufacturing companies of Unox Group which generate mainly non dangerous waste.

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

## Waste generated (ton)



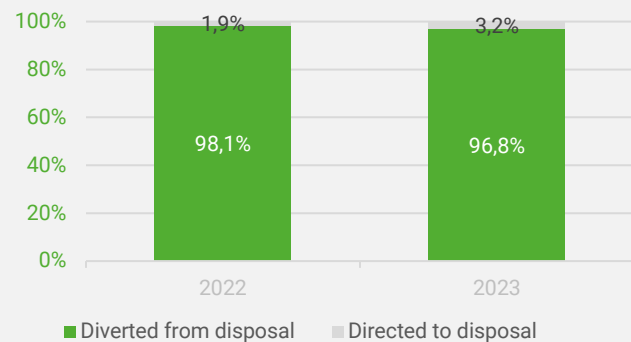
## Waste generated (ton) on turnover (M€)





## % of Waste diverted from disposal on total waste

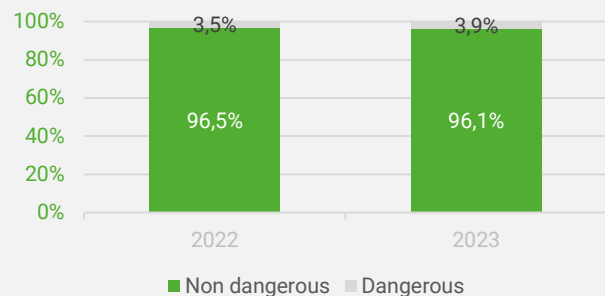
2022-2023



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.

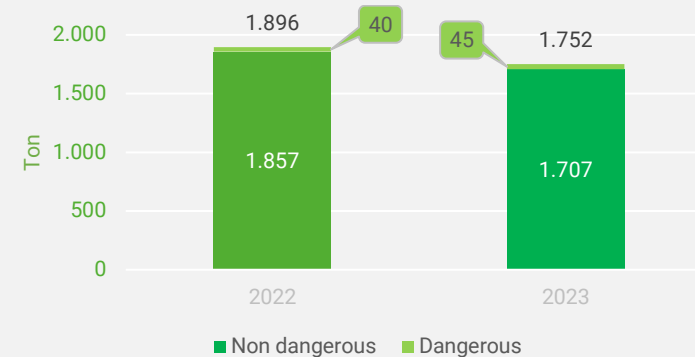
## % of dangerous waste on total waste

2022-2023



## Waste diverted from disposal (ton)

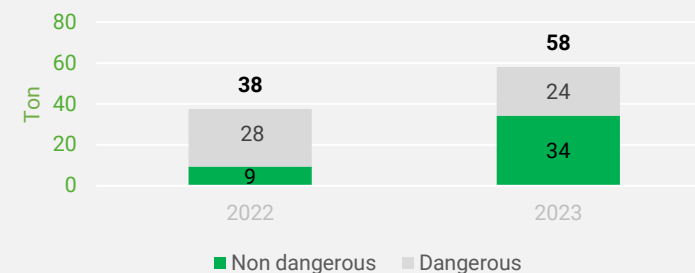
GRI 306-3



The ratio of dangerous waste slightly increased in 2023 and represent the 3.9% of the total waste generated. Detix produces a large part (53%) of the dangerous waste, due to the involvement of chemicals in the production process.

## Waste directed to disposal (ton)

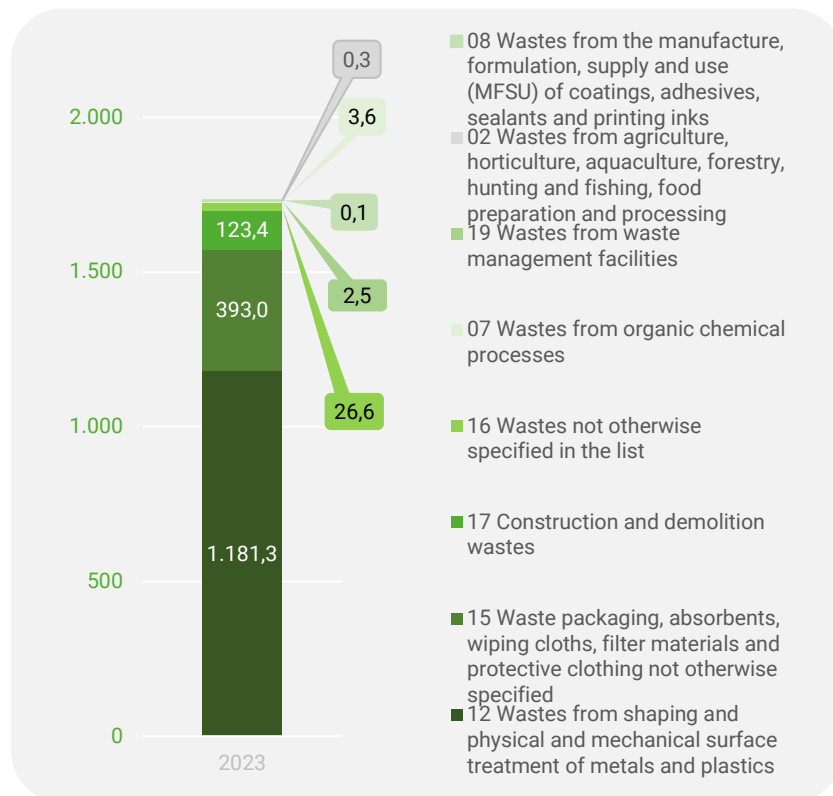
GRI 306-3





## Waste generated by EWC category

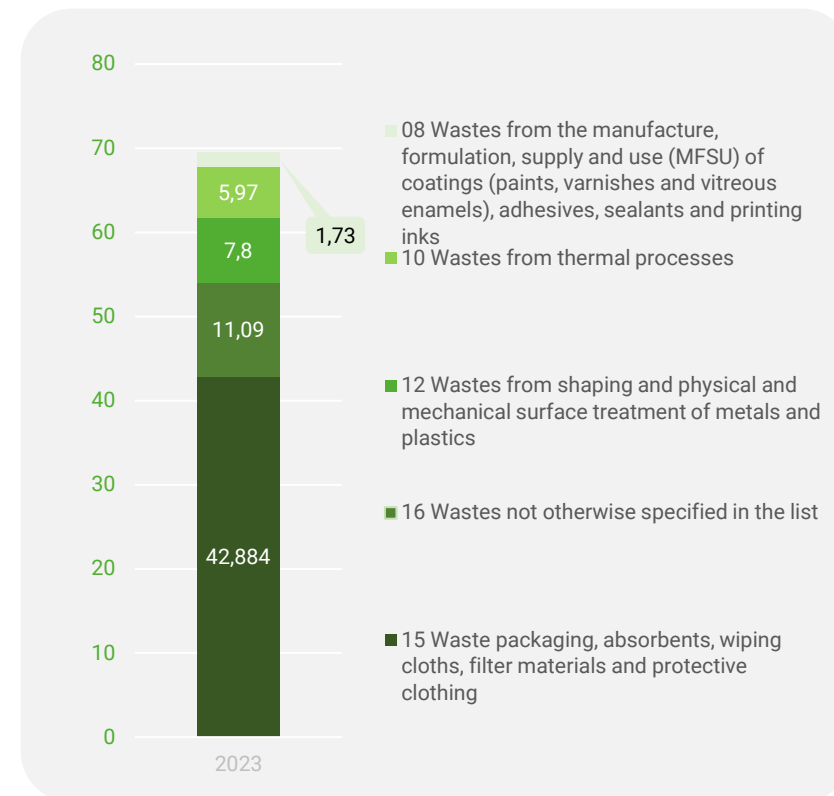
(Non Dangerous 2023 Ton) GRI 306-3



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 2023), 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 2023 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 production sites utilize water across five distinct applications:

- Mechanical Processing: Used in **METEX** and **MABIX** for machining activities.
- Oven Testing and Washing: Implemented at **UNOX MANIFATTURA** for quality control.
- Reverse Osmosis Process: Employed at both **DETIX** and **UNOX MANIFATTURA** for producing purified water.
- Detergent Production: Water serves as a fundamental ingredient at **DETIX**.
- Sanitary and Cleaning Purposes: Used for sanitation and workspace maintenance across all facilities.

At **UNOX MANIFATTURA**, water is incorporated in the oven-washing circuit to mimic real-use conditions. Water is circulated through the semi-finished products, collected in a tank, and reused for subsequent testing. This tank is emptied and refilled weekly, significantly reducing water consumption. The reused water, free of solids and pollutants, requires no treatment. Specifically, this process uses osmosis-filtered

water, with an efficiency of 50%—meaning 2 liters of intake water produce 1 liter of osmotic water. Approximately 20 liters of water are used per week for testing, leaving 40 liters to sustain the reverse osmosis system. Rejected water, which remains pollutant-free, is safely discharged.

Similarly, **DETIX** uses reverse osmosis to supply water for detergent solutions, including both concentrated (25% water) and non-concentrated (65% water) formulations. Water quality from this process is monitored, with routine testing by our resource supplier.

At **MABIX**, water supports emulsion processes in machining, blending with oil to create an 8% oil emulsion for chip removal. This emulsion, partially evaporated or absorbed in the workpieces, is replenished every three days with approximately 200-300 liters of a 1% oil-water mixture. Water also cools metal molds, with approximately 1 cubic meter used every three days, containing potential iron oxide from mold changes. Used natural detergents, around 200 liters annually, are disposed of through **DETIX**.

**METEX** applies water in laser cutting and chip removal. A 7% oil emulsion supports turning processes, replenished daily with around 105 liters of a 1% mixture. The laser-cutting process requires distilled water, purchased annually in 9 cubic meters. Residual oils are collected daily for disposal by an external partner.

All water withdrawals at our facilities are from regions not designated as water-stressed, underscoring our commitment to responsible resource sourcing and minimal environmental impact.





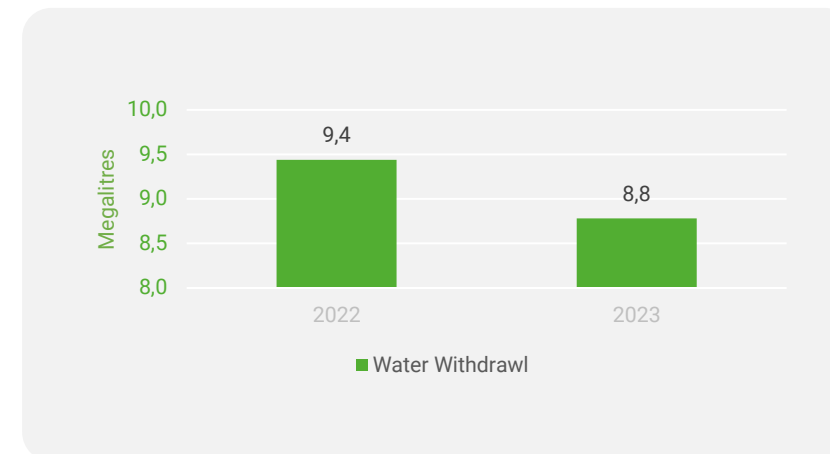
GRI 303-3: Water Withdrawal (Megalitres)	2022	2023
Groundwater - Freshwater	9,4	8,8
<b>TOTAL</b>	<b>9,4</b>	<b>8,8</b>

ESG Report Language: In 2023, our third-party water withdrawals decreased from 9.4 megaliters to 8.8 megaliters, achieving a 7% reduction compared to 2022. This improvement reflects our ongoing commitment to responsible resource management and our proactive efforts to minimize environmental impact. Through targeted initiatives aimed at water conservation and efficiency improvements across our production sites, we also achieved a 9% reduction in our water withdrawal-to-revenue ratio.

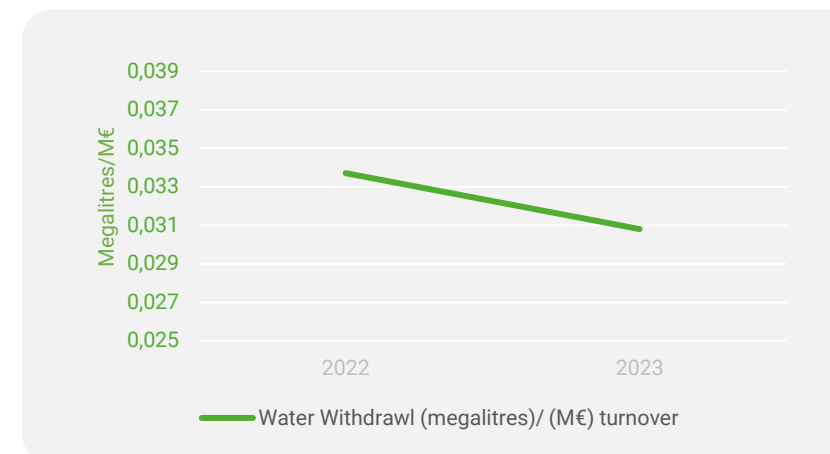
This progress underscores our dedication to decoupling resource consumption from business growth, further strengthening our resilience in the face of potential future water scarcity. Our approach not only enhances operational sustainability but also supports the long-term value we create for stakeholders by reducing dependency on external water sources and reinforcing our commitment to sustainable development goals.

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

GRI 303-3



### Third-party water withdrawal – Megalitres on turnover





# 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.

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.

## Prevailing Value Chain Sustainability & Human Rights Ratings: A Misfit for Unox

The prevailing frameworks for sustainability assessments in value chains are predominantly designed with large, multinational corporations in mind.

These frameworks emphasize monitoring and assessing supply chains, particularly focusing on suppliers' conduct and their adherence to ESG (Environmental, Social, and Governance) standards.

Typically, these supply chains assessments consider factors such as:

- The number of ESG policies suppliers are required to comply with;
- The selection of suppliers based on ESG performance-related KPIs or certifications;
- The frequency and extent of ESG questionnaires, assessments, or due diligence conducted with suppliers.

While these frameworks are effective for large corporations with extensive, delocalized supply chains—often operating in developing countries where labor rights and human rights need vigilant monitoring—they do not align well with the operations of Unox.

#### The Unox Approach: Investing on People and Local Integration

Unlike many companies in the 1990s that outsourced and relocated their production activities to reduce labour costs, Unox took a different path. We chose to invest in our people and maintain our production within Italy, creating a vertically integrated local industrial system. This approach not only kept our manufacturing operations in the country but also internalized the production of our oven components.

According to the Labour Right Index 2022 report by the WageIndicator Foundation, Italy ranks among the top five countries globally, with a score of 94 out of 100 in labor rights.

Today most of the components for our ovens are produced in Italy, within one of Unox Group's Great Place to Work certified subsidiaries.

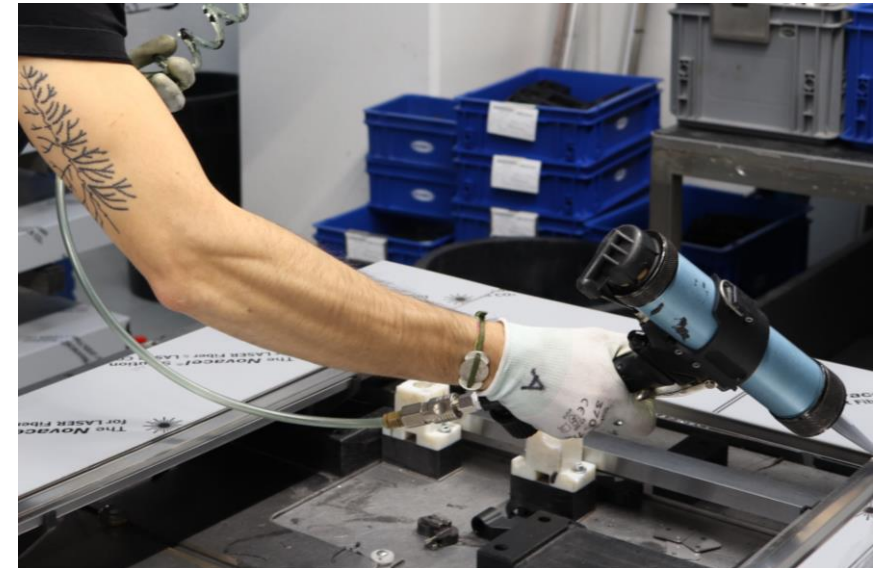
Our production chain includes:

- Metex (steel manufacturing)
- Velex (electronic board production)

- Mabix (plastic components production)
- Detix (detergents production)
- Esse3 (trays production)
- SPIDOCOOK (contact grill production)
- Unox Manifattura (assembly)

This allows us to be 100% sure that the people who manufacture our ovens and components enjoy some of the highest labor rights standards in the world, dramatically reducing the risk of potential human rights violations within our value chain.

We ensure that all component production and subsequent oven assembly occur within a 4 km radius, this allow us to have the full control on our production plants working conditions. Our vertical integration strategy also positively impacts the environment, by minimizing incoming logistics and utilizing self-produced sustainable energy.



## Unox Group industrial footprint 2023





## Inapplicability of Standard Supply Chains Frameworks to Unox

The international frameworks aim to incentivize large companies to elevate their suppliers' ESG standards.

However, given our integration strategy, Unox only purchases services, raw materials and components externally when internalizing the process is not feasible. For instance, while we produce our electronic boards in-house, we must source microchips from large semiconductor companies. Similarly, we mold our steel but source the raw material from major steel producers.

Given our position in the supply chain, we lack the bargaining power to compel these large commodity companies to adhere to our Code of Conduct, policies, standards, or audits. Therefore, applying standard international frameworks and KPIs to measure Unox's value chain sustainability is inappropriate.

### Unox's Unique KPIs for Value Chain Sustainability

Instead, our Executive Team measures the sustainability of our value chain through alternative KPIs:

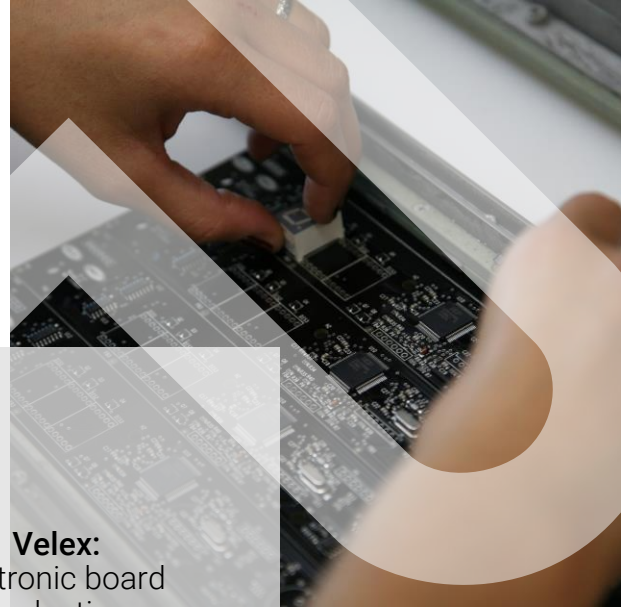
- Maximize percentage of value added generated within the Group;
- Minimize impact of logistics and production activities on the total life cycle carbon footprint of our products;
- Percentage of value added generated in countries with top ratings in the Labour Right Index.

Recognizing that Unox is not yet large enough to influence global commodities giants to adopt our ESG standards, the most effective way for us to enhance our value chain sustainability is by continuing our vertical integration strategy.

At the same time, we are aware that Unox could not integrate every possible step of the value chain within the Group from raw materials extraction to products end of life management, but at the same time we are confident in the growth of our company and consequently its influence within global supply chains. Therefore, we are equipping ourselves with processes and tools that will enable us to ensure effective monitoring of our external suppliers.

Although Unox Group currently does not meet the size requirements, in terms of revenue and employees, to be subject to the EU Corporate Sustainability Due Diligence Directive (CSDDD), we are proactively monitoring evolving regulations and best practices to implement the necessary tools and systems before we become subject to the regulatory requirement to conduct due diligence on our suppliers.





**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



## 05. Unox products impact





## Improve the energy efficiency of cooking equipment

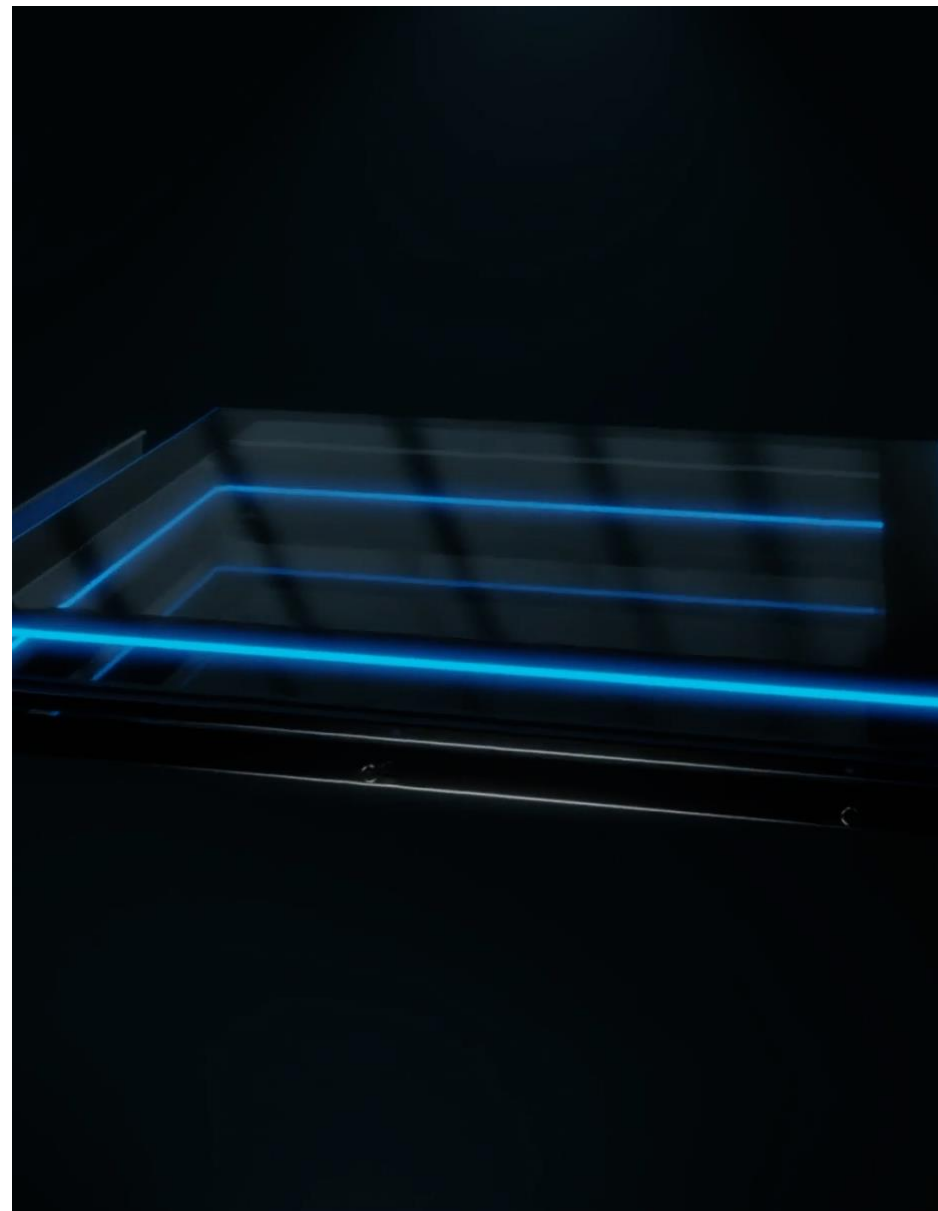
Foodservice industry has always been one of the sectors that records the highest energy consumption. Professional ovens, sous vide, food-processors, hoods, stoves, fryers, dishwashers, and blast chillers are numerous tools used in daily activities which at the end of the month account for 40% of a restaurant's 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.

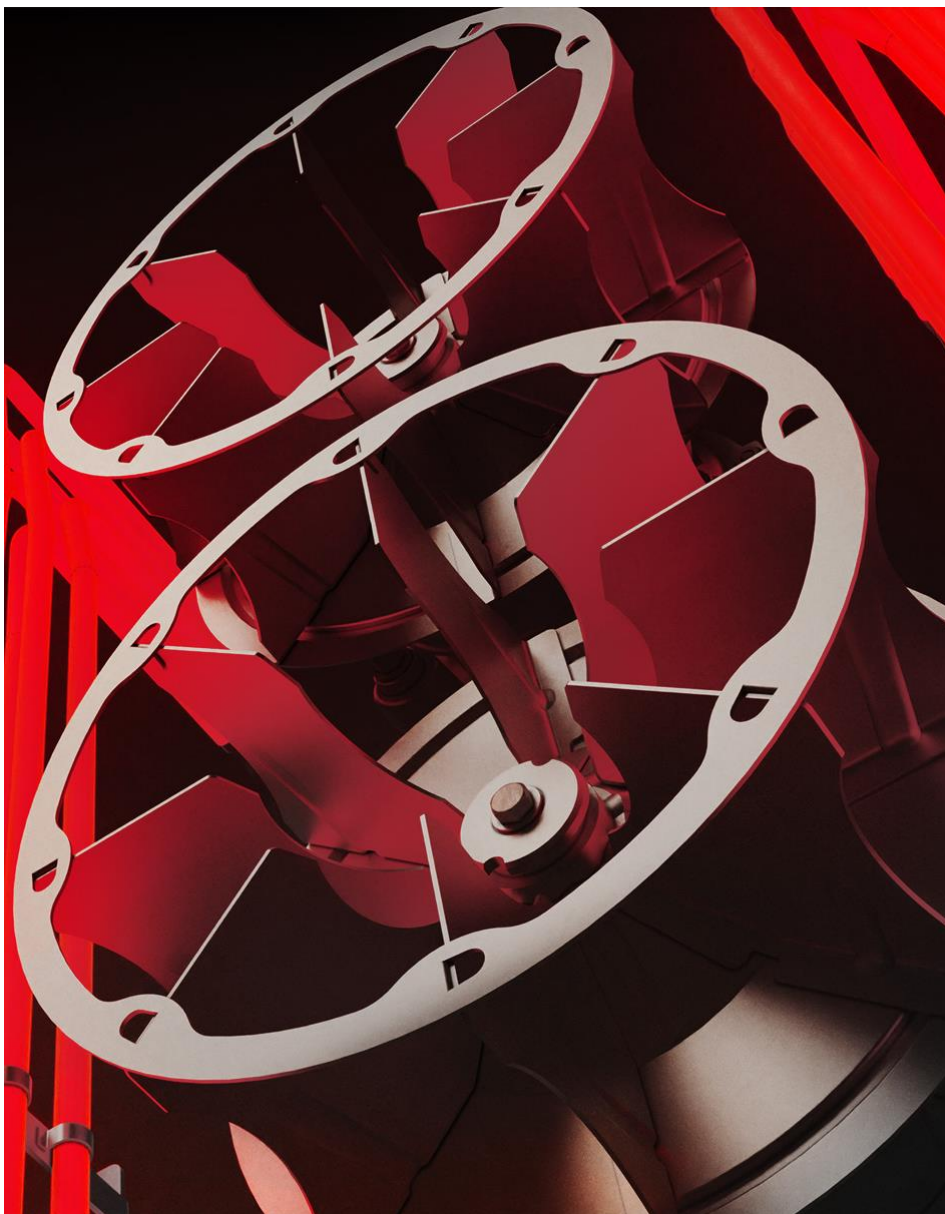
One of the solutions for foodservice professionals to adopt a sustainable attitude towards the planet, can be to replace their equipment using more advanced and efficient tools that allow you to reduce waste and ensure real savings. To this end, working with an ENERGY STAR® certified professional oven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

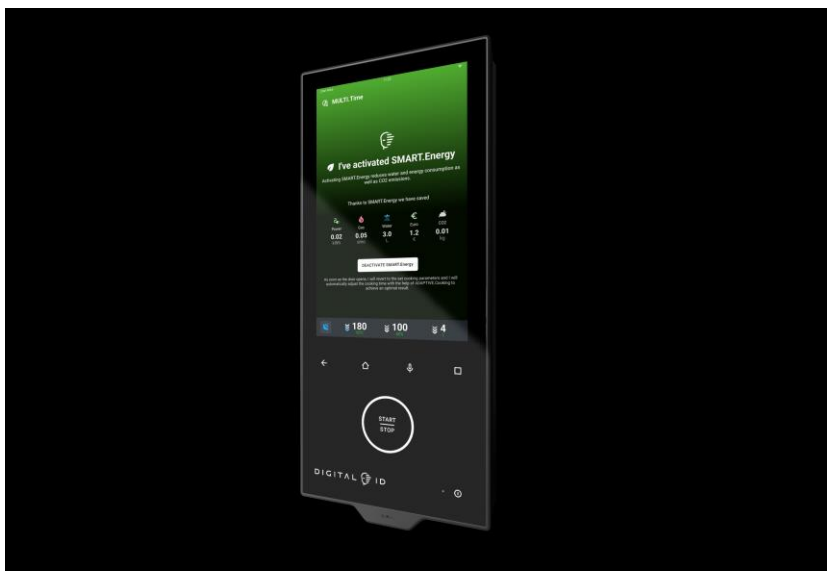
The motor is the beating heart of every professional oven. Every day our research and development team faces the challenge of making the motors of Unox ovens more and more efficient in order to reduce energy waste as much as possible, while maintaining excellent cooking performance. In fact, the Unox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

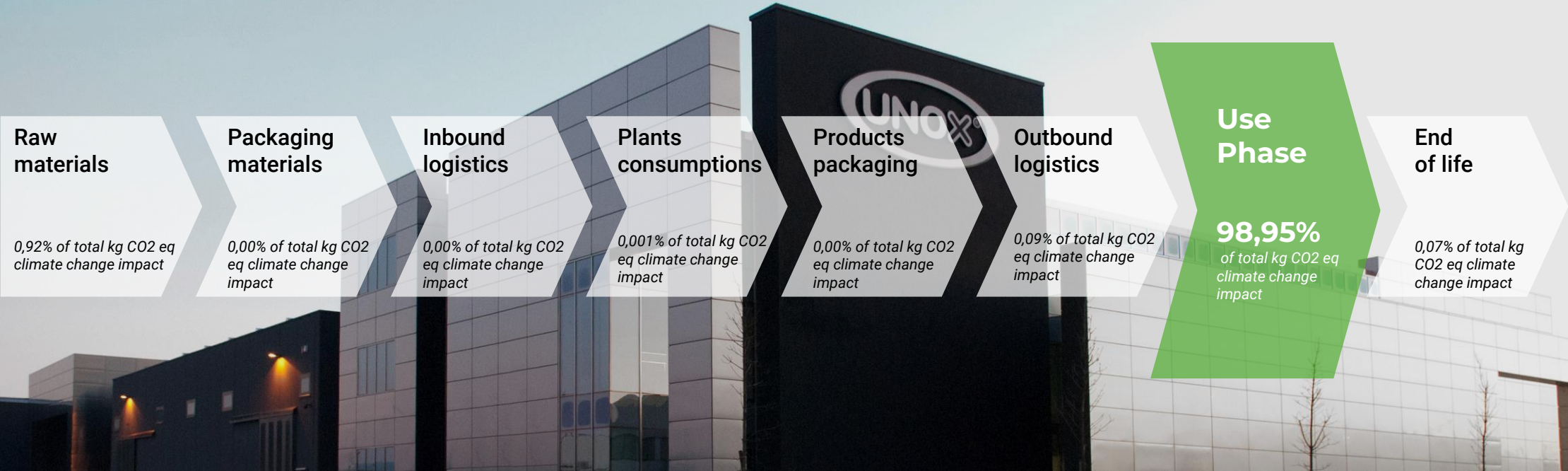
The ENERGY STAR® label is present on more than 75 different product categories including one relating to "professional ovens," which contains two sections: one relating to combi ovens and one relating to convection ovens. Before they can affix the ENERGY STAR® label to their products, manufacturers must 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 7 trays oven 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 km<sup>2</sup>), 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 The neighborhood of Manhattan in New York.

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**

The neighborhood of  
 Manhattan in New York



**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 7 trays oven, 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.

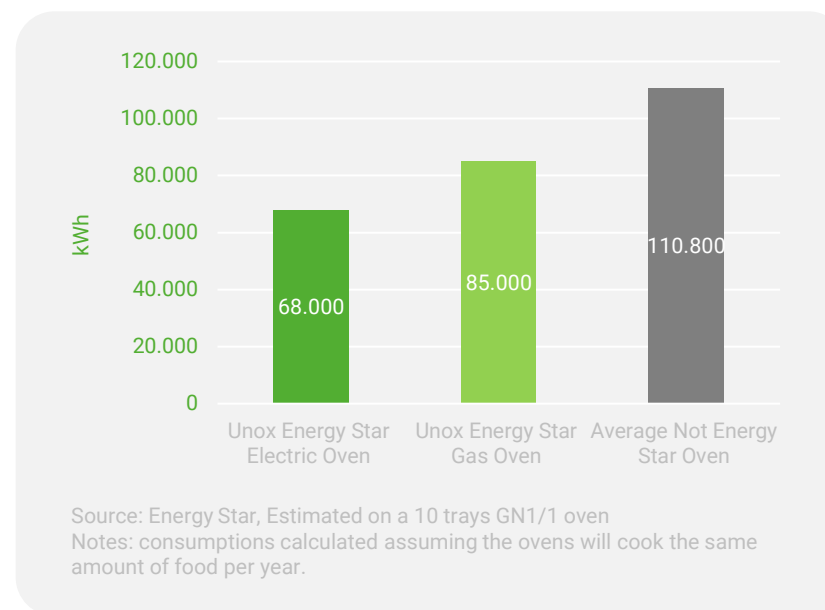
One of the solutions for foodservice professionals to reduce the cost in the bill and adopt a sustainable attitude towards the planet, can be to replace their equipment using more advanced and efficient tools that allow them to reduce waste and ensure real savings.

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].

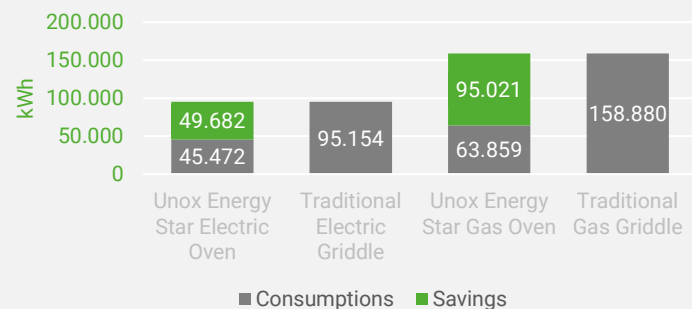
Idle consumptions are very important when looking at users behaviours. In a professional kitchen quite often, the oven is left empty at a set temperature for hours during the service (could be 180°C or 200°C) in order to have it ready to be used avoiding pre-heating time when customers are waiting.

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

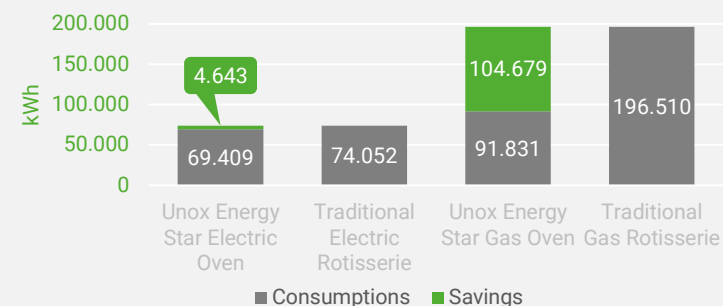
Unox Energy Star Ovens vs Griddle



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

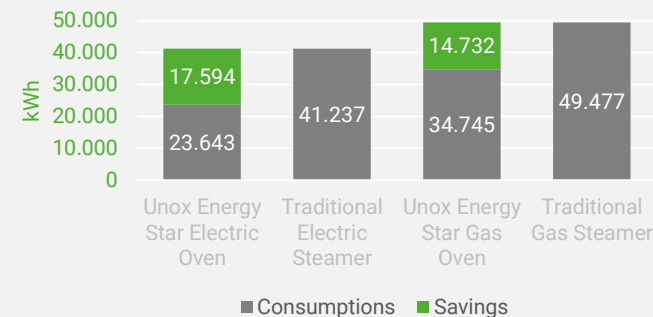
Unox Energy Star Ovens vs Rotisserie



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

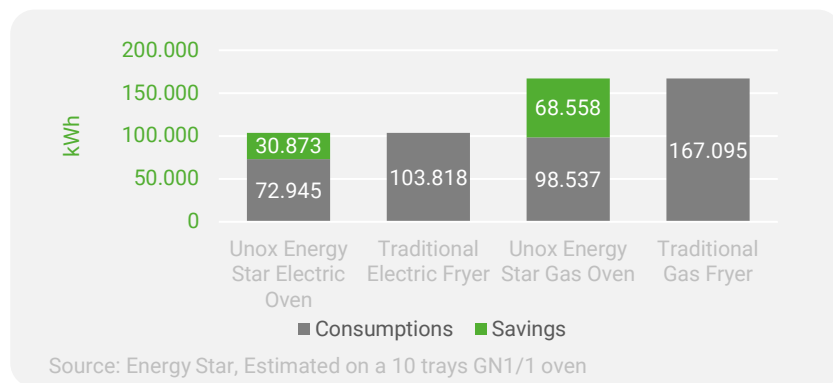


Source: Energy Star, Estimated on a 10 trays GN1/1 oven



## 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.

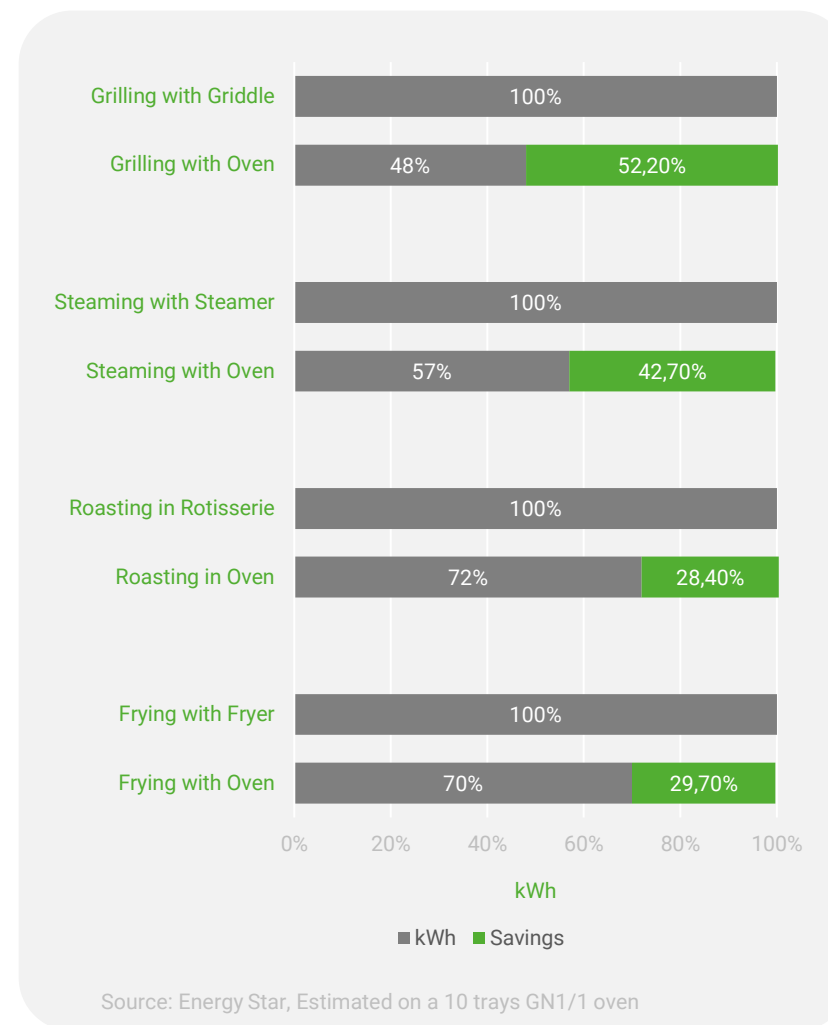
When compared with other cooking equipment, cooking in Combi Ovens can save from 28% to more than 50% of the energy.

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.

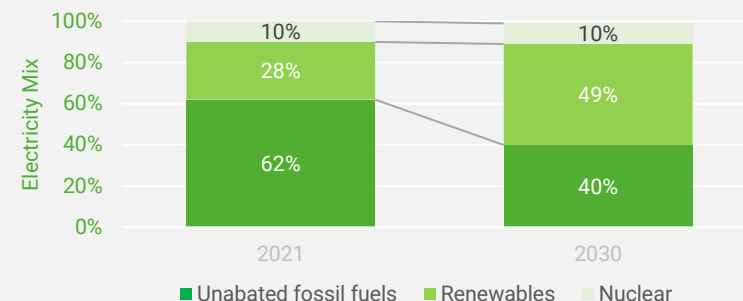
According with the World Energy Outlook 2022 low-emissions sources of electricity, led by renewables, are poised to overtake fossil fuels by 2030.

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.

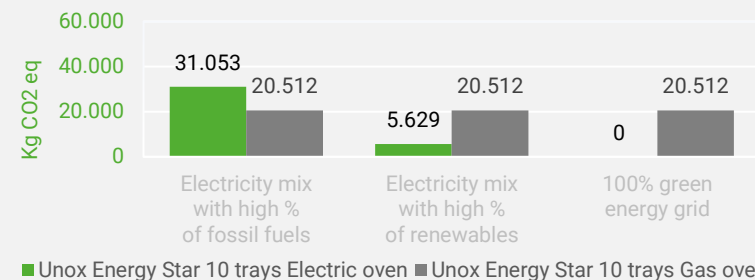
## Global electricity mix evolution



Source: World Energy Outlook 2022

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

Electric Oven vs Gas oven



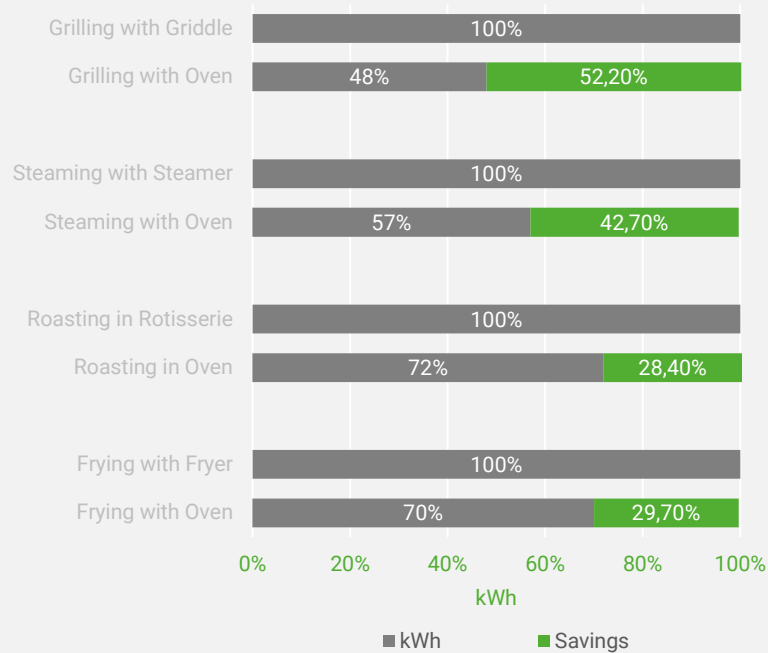
Source: Energy Star, Emission factors from Ecoinvent database Estimated on a 10 trays GN1/1 oven

# 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



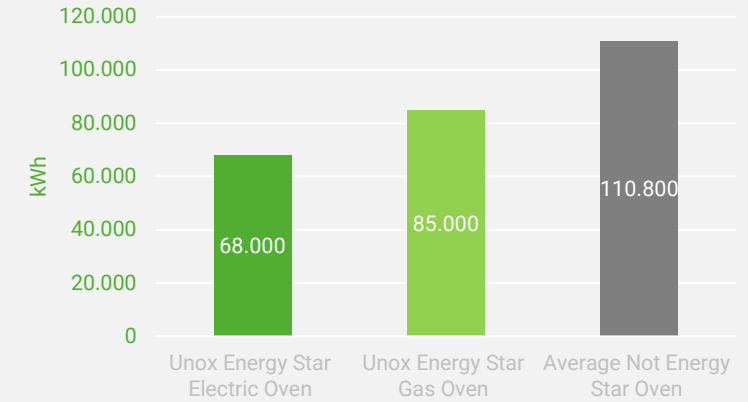
Source: Energy Star, Estimated on a 10 trays GN1/1 oven

1.  
Prefer Unox ovens over  
other cooking  
equipment.

2.  
Choose an Unox  
Energy Star® oven.

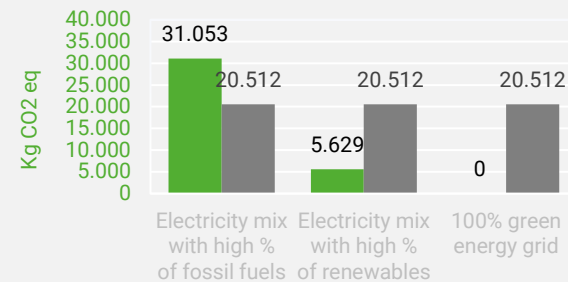
## Ovens Use Phase | Average consumptions generated in 10 years

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:

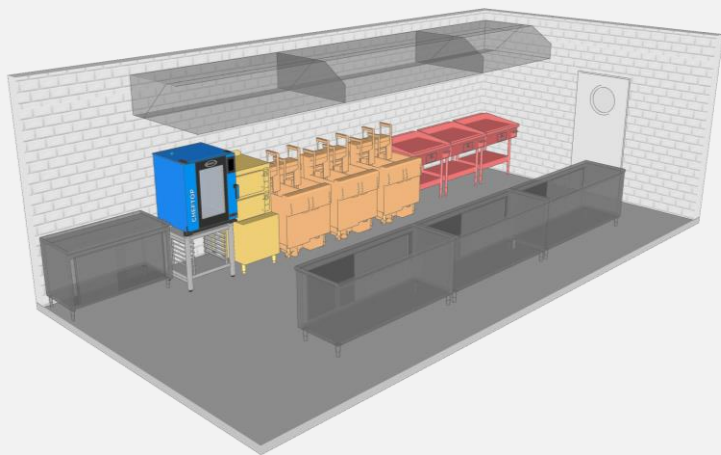
- Choose Unox ovens over traditional cooking equipment;
- Choose an Unox Energy Star® Oven;
- Go electric.

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

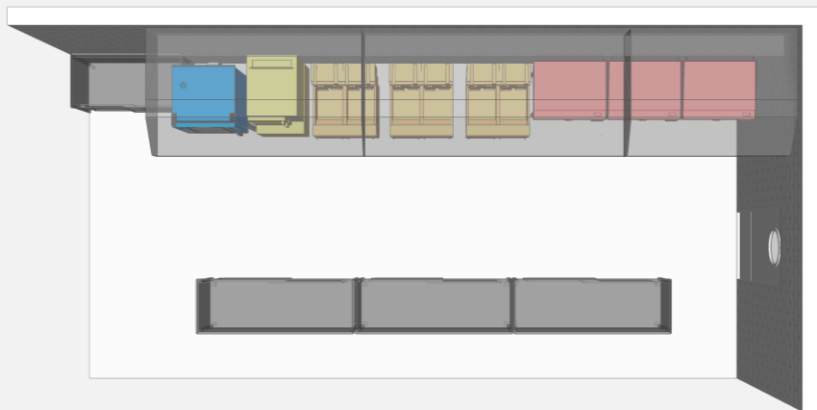


**Before:**  
3 Griddle  
3 Fryers  
1 Streamer  
1 Unox Oven

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

**After:**  
2 Griddle  
2 Fryers  
3 Unox Oven

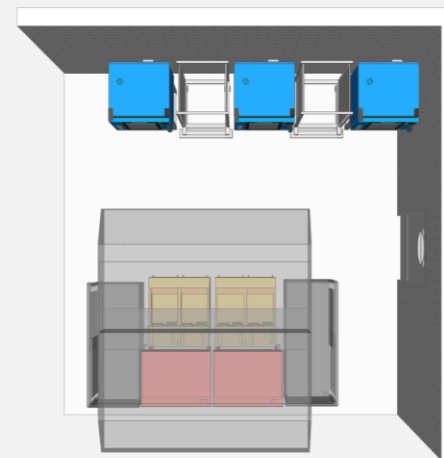




**Before:**  
3 Griddle  
3 Fryers  
1 Streamer  
1 Unox Oven

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

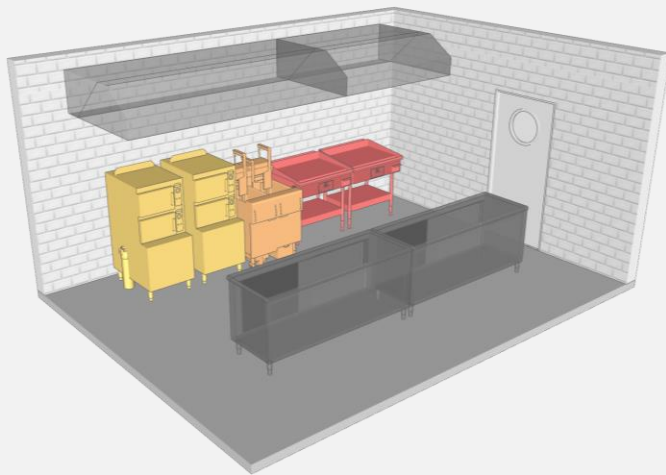
Kitchen re-designed with Unox Energy Star® ovens vs Kitchen with traditional cooking equipment



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



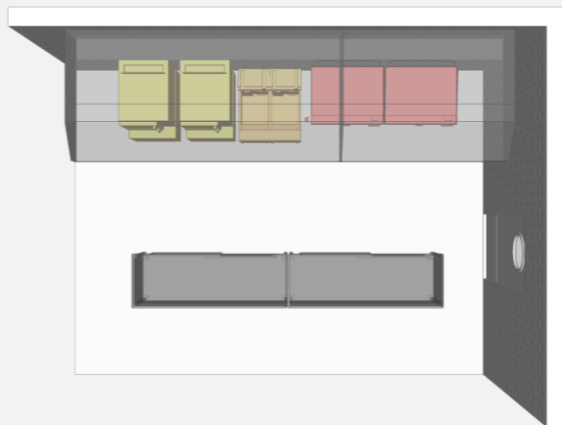
**Before:**  
2 Griddle  
1 Fryers  
2 Streamer

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

**After:**  
1 Fryers  
2 Unox Oven







**Before:**  
2 Griddle  
1 Fryers  
2 Streamer

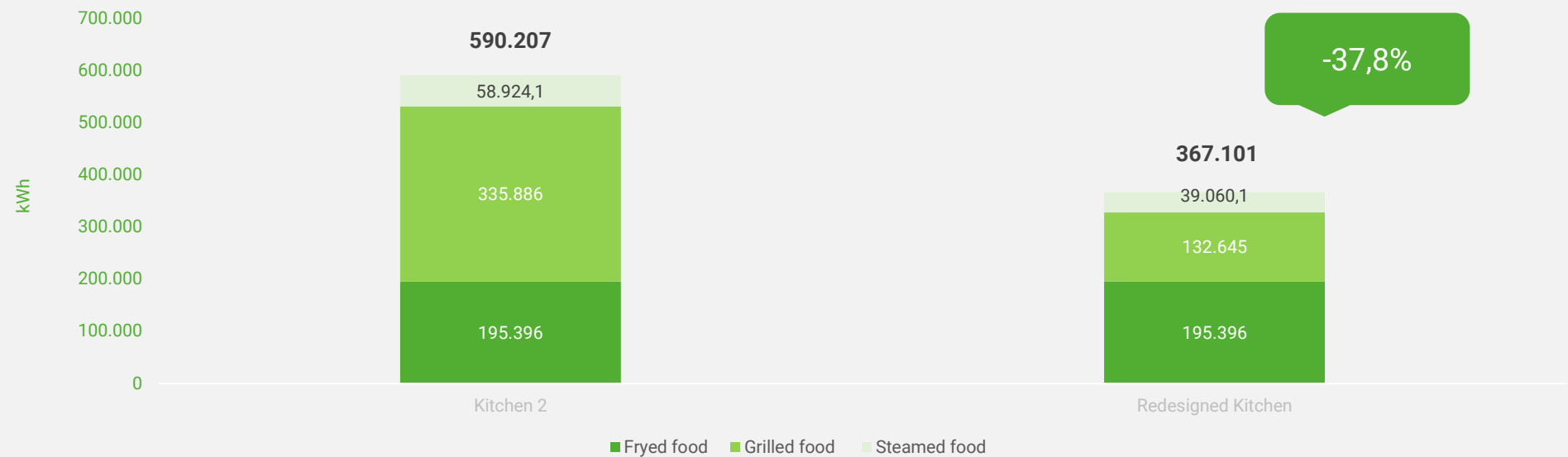
OUR IMPACT  
Same production capacity:  
**-46% of  
footprint**

**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.

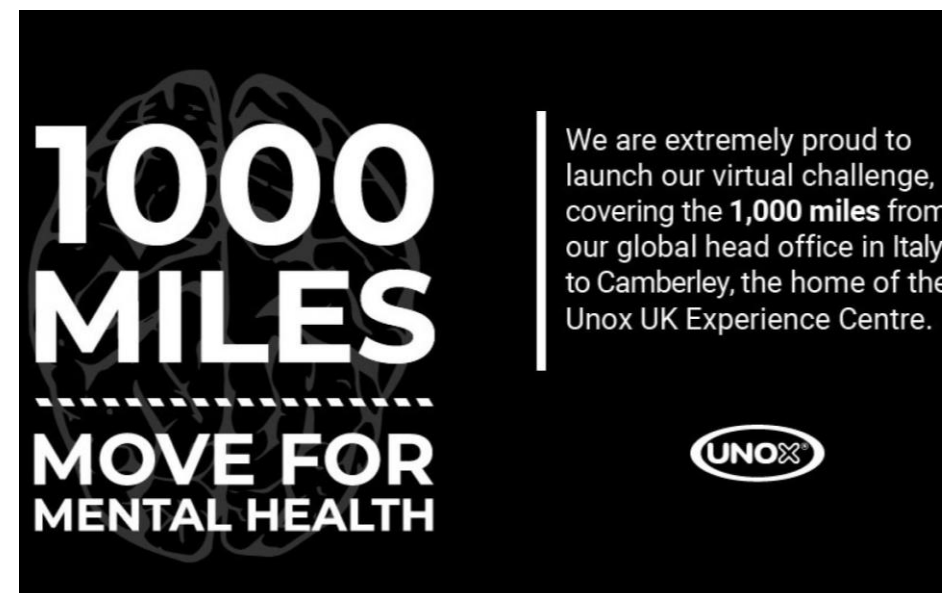
The Burnt Chef Project is a not-for-profit social enterprise that helps to raise awareness, provides support and delivers tailored educational programs to those across the industry. At Unox, we are committed to supporting our customers, colleagues and our team, by raising awareness of the challenges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

In 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.

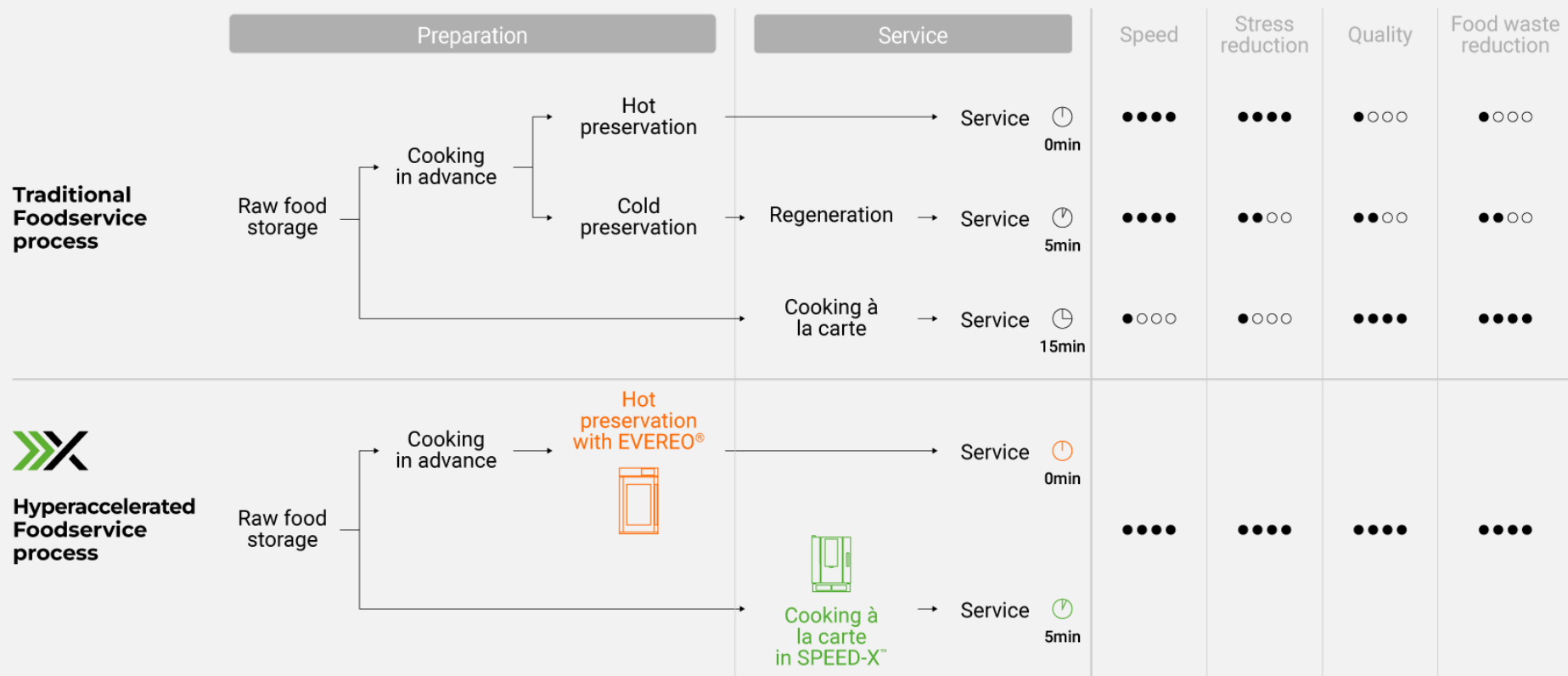
Our customers can now revolutionize the structure of their kitchen processes, this combo can hyperaccelerate service eliminating food waste and reducing the stress in the kitchen at the same time.

# 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

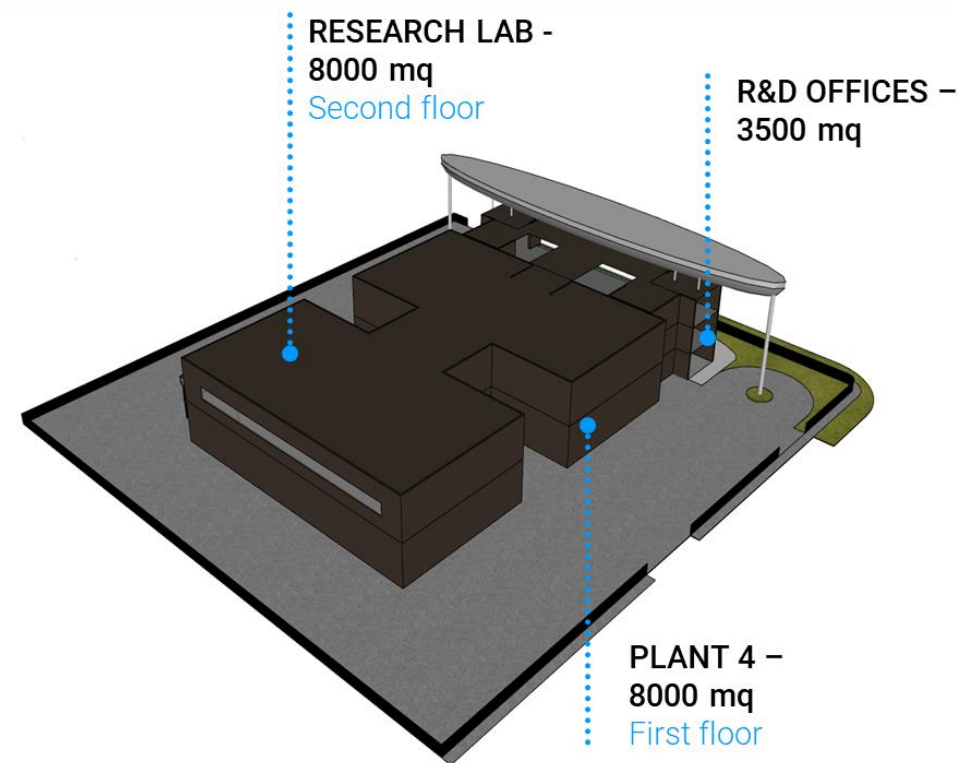
Unox Innovation Hub will be an area of about 20,000 square meters of which:

- 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.











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on this report**

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CHEFTOP

