

SUSTAINABILITY REPORT

2023

UniFor

CITTERIO

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Integrating the distinctive forces of UniFor and Citterio within the vision “Together as One” represents a joint commitment towards a sustainable and cutting-edge future in the realm of workspaces.

UniFor has always placed the architect at the core of its mission, acknowledging them as the primary interlocutor. This approach has fostered a deep collaboration dating back to 1969, resulting into standard and customized solutions tailored to the needs of contemporary environments. The culture of design and production forms the strategic framework of UniFor, developing furnishing systems designed to interpret the complexity of workplaces with simple yet effective solutions.

Since 1958, Citterio has embraced the challenge of anticipating the ever-changing market needs. Through its dedication to research, innovation, and flexible production, the company designs collections to promote well-being and optimal performance in work environments, consolidating its leadership in the production of highly efficient soundproof wall and box systems.

Bringing together these two entities, “Together as One” symbolizes a coherent fusion of innovation, sustainability, and design attention. The collaboration between Citterio and UniFor translates into a comprehensive and integrated offering, where the expertise of both companies merges to create cutting-edge solutions that redefine standards in modern workspace furnishings.

Dear Stakeholders,

Through this document, we wish to share with you the journey of innovation and sustainability undertaken by our two excellences, UniFor and Citterio.

Since its foundation, UniFor has transformed the desires of architects and clients into personalized and original solutions for workplaces. This dedication to creating timeless and elegant spaces merges with the vision of Citterio, a company that has confirmed its position as an innovative leader in office furniture and wall partition systems. Acoustic comfort, a key element in products such as pods, phone booths, and wall systems attests to the shared commitment to creating harmonious and efficient workspaces on a global scale.

Both organisations, guided by a strong focus on their collaborators, implement policies that prioritize the well-being of individuals. Sustainability is at the core of both companies’ actions, integrated into business processes, corporate culture, and social efforts. Following ESG guidelines, both adopt direct actions to digitize processes and pursue ambitious goals, such as the EPD® certification, thereby affirming their concrete commitment to a responsible and forward-thinking future.

This union of forces not only reflects a deep coherence in the mission of both companies but also symbolizes a shared commitment to creating work environments that embody the values of design, innovation, and sustainability.

Carlo Molteni
CEO of UniFor

This document is the second Sustainability Report of UniFor S.p.A. and Citterio S.p.A. (hereinafter “UniFor”, “Citterio”, “UniFor and Citterio”).

The document has been prepared in accordance with the GRI Standards under the ‘in accordance’ option in order to provide crucial information about the sustainable performance and activities of UniFor and Citterio. The Report provides key information for stakeholders, such as investors, customers, employees and other interested parties, in order to communicate the companies’ commitment and performance; it contains environmental, social, HR, human rights and anti-corruption information to ensure maximum understanding of the UniFor and Citterio activities, progress, results and impact.

For the preparation of the Sustainability Report, the general principles defined by the GRI Standard 2021 were followed. UniFor and Citterio are committed to providing reliability, clarity, transparency and balance between positive and negative aspects, timeliness and accuracy, in order to ensure a better understanding of their operations and results.

Performance indicators, metrics used to measure a company’s performance, provide quantitative or qualitative data to assess environmental, social and economic impact.

The KPIs (Key Performance Indicators) selected by UniFor and Citterio are those envisaged by the GRI Standards and were identified through a careful impact assessment analysis of the activities carried out. These KPIs were selected through a process of relevance of the topics themselves, which helps to determine which topics should be included and which, on the other hand, might be neglected or less emphasised. The Materiality Analysis is better described in the section “Stakeholders and the Materiality Analysis”, based on the requirements of the GRI 2021 Standard (GRI 3 - Material Topics).

The scope of the data and information reported in this document refers to the environmental, social and economic performance of the UniFor and Citterio.

The document was prepared with the technical and methodological support of Greenwich S.r.l.

54
YEARS OF HISTORY

323
EMPLOYEES

102.4M€
TURNOVER

1.300
HOURS OF TRAINING DELIVERED

84.6%
SUPPLIERS ITALY

92.5%
LOCAL SUPPLIERS (RAW MATERIALS)

98.8%
NON-HAZARDOUS WASTE PRODUCED

–10.5%
ENERGY INTENSITY

UniFor is not an office furniture company, it is not Italian-made excellence, it is not a design company. Or rather, it is all of these things, but above all it has been a cognitive agency since it was founded in 1969 - it conceives and designs solutions for the contemporary office, with a particular vocation for the architecture that renders it, at the same time, idiosyncratic and special.

UniFor, part of the Molteni Group, redefines standards with integrated solutions, and is prepared to embrace the international character and centrality of design as the founding architraves of development, transforming architects' visions into public and private spaces - then objects, then icons. From the observatory/workshop that is the Turate factory, designed by Angelo Mangiarotti, emerges an emblem of Italian craftsmanship, embodying both formal and informal knowledge that has established the Brianza district as a benchmark for historical and contemporary cognitive capital. This capital extends both to the cities and manufacturing facilities, shaping the economic landscape of the latter half of the 20th Century. Architects play a pivotal role, with their insights into form and space defining functions and imbuing them with significance.

Workspaces, museums, theatres, libraries and temporary installations are challenging contexts in which to invest the intellectual and human resources of a territory for the lofty challenges of technical, mechanical and symbolic innovation. UniFor, with its networks, is a world that is open to the world: the factory, an incubator of infinite experimentation that has translated the impetus of ideas and the intelligence of function into efficient and appealing, ergonomic and identity-based forms. It is a challenge of thought, before that of design and production, devoted to interpreting the spirit of the times in order to understand needs and wishes, practising virtuous policies of environmental, economic and social sustainability. In the name of essentiality, "Less is More" is still a paradigm.

“UniFor does not play the part of the architect, but translates their vision into reality.”
Ing. Piero Molteni

This phrase by engineer Piero Molteni is a mantra that best expresses the company's commitment to offering its customers a made-to-measure service rather than mere furnishing elements. The harmony of thought with the architect, which has been UniFor's commitment from the outset, translates into products designed to satisfy the individual demands of identity, flexibility, sharing and social interactions of each customer and therefore of each project. Like an expert tailor, UniFor listens, transforming suggestions and needs into flawless and perfect solutions in terms of aesthetics, function and attention to detail.





THE WORKSHOP FACTORY

At UniFor, design and architecture are two ingredients of a project commitment that strives to maintain a consistent cohesion between space and what it contains.

The factory designed in the 1970s by Angelo Mangiarotti still represents a coherence of intent and vision, a way of combining architecture and design and a public expression of a strategy and responsibility towards the local area. A factory in which the production department and offices are united rather than in separate locations, underlining a conceptual and design process that progresses from design to production in a seamless and mutual interaction.

Mangiarotti designed an architecture for UniFor in which creating architecture: a place capable of itself becoming a symbol of a unique approach to different dimensional scales.

A place of design and production, the Factory is for UniFor both industry and workshop, where technologically advanced manufacturing processes coexist with artisan know-how. It is from this fusion between roots, an obsessive search for quality and a drive for innovation that UniFor derives its unique precision.

From the factory, UniFor oversees the developments affecting working environments around the world, communicates with large corporations, with excellence in manufacturing and with architects, whose insights define functions and outline directions for spaces. The secret, which has now become a methodology, is empathy with the designer, the ability to understand his or her poetry, to transform ideas and to extract the essence of a formal idea and translate it into a real object.

Finally, the Factory is also a place where technical and construction conditions are studied and analysed, where the company's workshops are tasked with assessing feasibility, and where every piece of data in the first instance plays a part in the design process and then in the production development of the project.

THE MOLteni GROUP

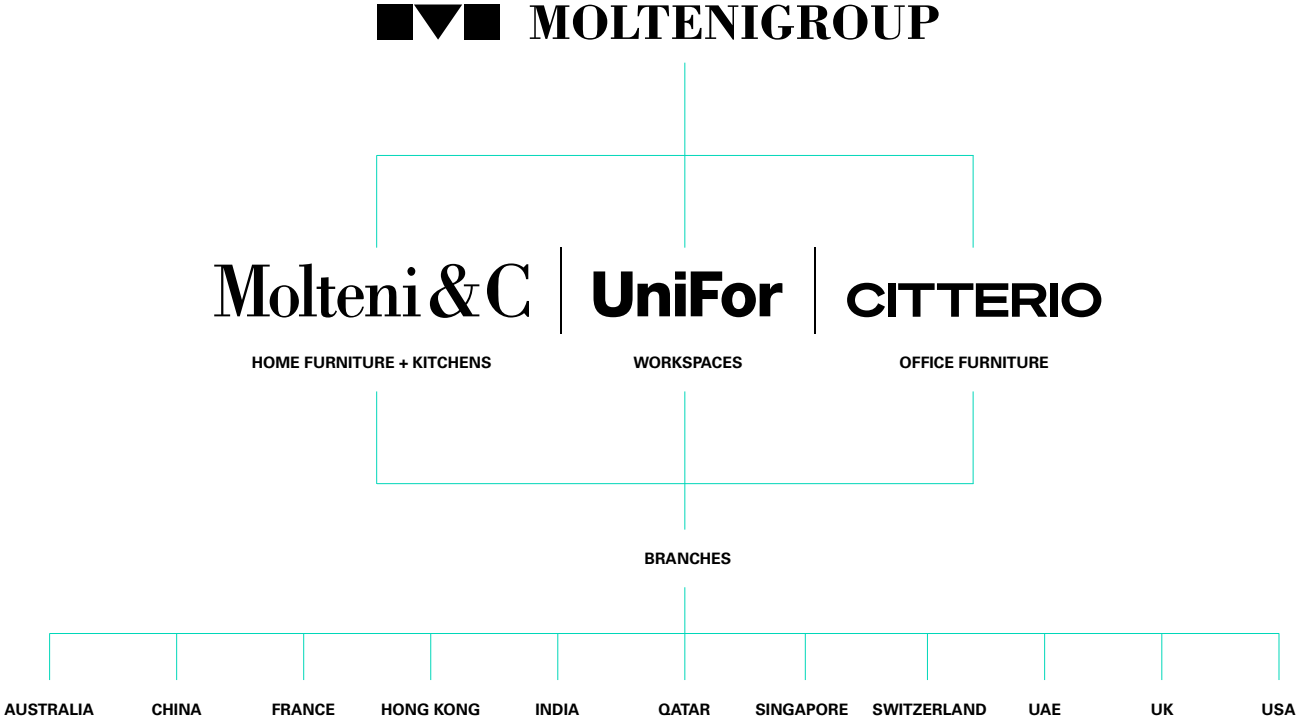
Molteni is the first independent industrial group in the high-end furniture sector with “made in Italy” production. The Group combines partnerships with the most prestigious international architectural firms and designers with continuous investment in research and technological innovation to give its products an intrinsic quality that stands the test of time.

The group comprises three brands: Molteni&C (indoor, outdoor, kitchens and bespoke furniture), UniFor (workplace solutions) and Citterio (partitions and office furniture).

Founded in 1934 as an artisan workshop, it transformed its very DNA in the 1950s and inaugurated the successful season of industrial design.

The Group has been pursuing the optimisation of the Gio Ponti archive since 2012, inaugurating the Molteni Museum in 2015 and completing its headquarters expansion project with Molteni Pavilion in 2022.

Today, the Molteni Group is present in 100 countries, with over 700 sales outlets, 90 flagship stores, 1140 employees, 5 production sites and 12 sales branches on 5 continents.





CITTERIO

CITTERIO

The Molteni Group integrated Citterio S.p.A. into its family in the 1980s, taking over the majority shares from the Citterio family. The integration of the company by the Molteni Group was subsequently finalised in 2022 with the acquisition of 100% of the shares.

Citterio has a history of lasting commitment dating back to 1958, the year of its foundation. Since then, the company has dedicated itself to creating improved working environments, developing office furniture solutions that adapt to the changing needs of an ever-evolving international market. From the very beginning, Citterio's focus on the concept of acoustic comfort has guided it towards excellence, leading it to become a leading manufacturer of high-performance acoustic wall and box systems today.

Citterio's ideas merge with materials, finishes and the study of technologies every day to create products and designs that reflect his dedication to ecology. Starting from the initial concept, the company minimises the use of virgin raw materials and integrates the principles of circularity into the manufacturing process. Sustainability is an integral part of who Citterio is and what it does, driving it towards a future where office furniture is synonymous with environmental responsibility and continuous innovation.

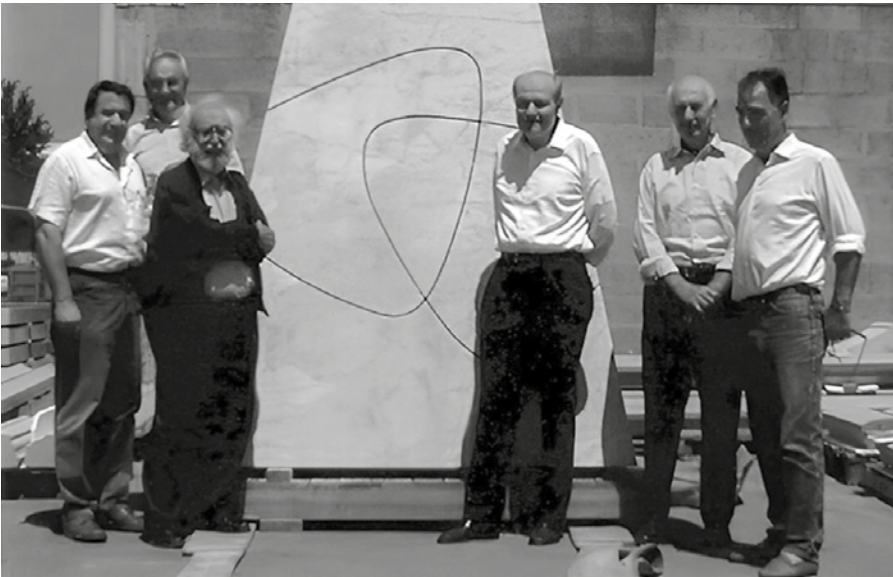
Citterio's production site in Sirone, located at the foot of the picturesque Lake Lecco, is where the company puts its core values into practice. Sustainability is at the core of the company's philosophy, and the company is constantly working to create workspaces that not only meet operational needs, but are also environments for sharing, growing and exchanging ideas. Citterio has made this philosophy intrinsic to its being a claim: CITTERIO | TECH BY NATURE.

Angelo Molteni founded the company Molteni&C in 1934 in Giussano, in the province of Monza and Brianza, which today is one of the world's leading companies in the field of high-quality furniture and furniture design.

In 1969, Molteni&C expanded its field of interest from household furniture to workplaces. Angelo Molteni, after taking over the Casaluci Rovellasca company, founded UniFor Emme3 in 1969. Later, in 1974, the company was simply renamed UniFor, an autonomous division that realises projects for the contemporary office space, operating in an integrated manner with the other companies of the Group, with which it shares resources, basic organisation and a system of related services.

The leadership of UniFor was entrusted to Piero Molteni, Angelo Molteni's second son. Under Piero's leadership, UniFor has continued to grow and consolidate its position as one of the leading manufacturers of high-quality office furniture and furnishings with a strong commitment to design and innovation.

Collaboration with world-renowned designers and architects has been a hallmark of the company, contributing to the creation of iconic products and the expansion of the UniFor brand in the office furniture sector.



UNIFOR

EMME3 SpA

1969
Angelo Molteni, after acquiring the company Casaluci in Rovellasca, founds UNIFOR EMME3. The leadership of the company is entrusted to engineer Piero Molteni, son of Angelo Molteni.

CITTERIO

1969
Citterio, founded in 1958, becomes part of the Molteni group.



1970
The Modulo 3 System, designed by Bob Noorda and Franco Mirenzi, is the first product in UniFor's catalogue.



1974
UniFor begins construction of its new headquarters in Turate (Como). The architectural project is entrusted to Angelo Mangiarotti.



1973
Michele Casaluci, Luca Meda, and Franco Mirenzi design the Misura system, which is subsequently refined over the years with a constant focus on contemporary needs.



1975
UniFor enters the world of Contract: IBM America orders 1300 Modulo3 desks for its headquarters in Mount Pleasant, New York.



1978
UniFor France, the first foreign subsidiary, is established. The following year, the central showroom at 6 Rue des Saints-Pères is opened. The architectural project will be entrusted to Afra and Tobia Scarpa.



1986
UniFor develops iSatelliti: a series of innovative products with height-adjustable surfaces, designed to integrate technology into the workspace.



1994
Jean Nouvel designs the Fondation Cartier in Paris, for which UniFor develops the Less series, an icon in the world of design.



2002
Parisian designer Andrée Putman designs the AP Wall with UniFor.



1986
With Progetto 25, Luca Meda aims to reintroduce the concept of the "wall" into the office environment. Among the first UniFor partition, Progetto 25 collects and distributes wiring as well as organising spaces.



1989
Aldo Rossi designs the iconic Parigi armchair for UniFor, first presented at 6 Rue des Saints-Pères showroom during Designers' Saturday.



1998
Move and Flipper, designed by Luciano Pagani and Angelo Perversi between 1993 and 1996, win the Compasso d'Oro ADI XVIII.



2003
Studio Cerri & Associati designs the Naòs System for UniFor, which wins the Compasso d'Oro award in 2004.



2005
UniFor provides the workstation for Bloomberg, that inaugurates its new headquarters in the heart of Manhattan.



2007
The Renzo Piano Building Workshop designs the new building for The New York Times, for which UniFor provides the furnishings



2012-2016
The Less series, designed by Jean Nouvel, is expanded with the addition of LessLess, and subsequently LessLess Color.



2010
Citterio introduces C-SS, a family of soundproof acoustic booths designed by Franco Mirenzi and Vittorio Parigi.



2019
UniFor celebrates its 50th anniversary with a prestigious multimedia installation at Palazzo di Brera, curated by Ron Gilad.



2020
UniFor realises, based on Hassell's design, the interior project for the QRC Suites in the HSBC building in Hong Kong.



2022
Molteni S.p.A. acquires 100% of Citterio S.p.A.

UniFor is never just a product but always encapsulates a vision of space, which contemplates the object as an output, outstripping it every time. Backed by its territorial, historical and family roots, UniFor still embodies that typical essential nature of the kinds of “firms” found in Italian manufacturing districts whose formal and informal knowledge has become their historical and contemporary cognitive asset.

An international outlook, reputation, quality communications, powerful relationships and a design that combines technical beauty and functionality are fundamental elements of UniFor’s value matrix.

UniFor develops and produces furnishing systems designed to interpret the complexity of the workplace with simple solutions. Standard products, tailor-made solutions and customised designs developed for highly complex environments.

Both an industry and a workshop, the company researches and experiments with original solutions through innovative proposals on a formal, technological and typological level, created through the use of carefully selected materials, advanced manufacturing processes and by practising ethical policies regarding environmental sustainability.

As a manufacturer of high-end furniture and design, UniFor conducts its business in accordance with core values that reflect its commitment and mission in the industry.

“MADE IN ITALY” TRADITION AND AUTHENTICITY

UniFor reflects the authenticity of the Italian tradition in design and craftsmanship. The company is committed to creating products that respect this heritage and embody the authentic taste of Italian tradition;

HIGH QUALITY DESIGN

UniFor is committed to offering high quality design products that combine aesthetics, functionality and comfort. The pursuit of design excellence is a fundamental part of the company’s philosophy;

INNOVATION

A core value for UniFor. The company is constantly looking for new ways to improve its products and respond to the changing needs of the world of work. The Group values partnerships with world-renowned designers and architects, recognising the importance of the creativity and experience of these professionals in creating innovative products;

CUSTOMER ORIENTED

UniFor puts customer satisfaction right at the heart of its operations. The company is able to understand requirements and offer customised solutions to create comfortable, efficient and high-quality working environments;

PERSONAL PROTECTION

UniFor places people at the centre of its mission and philosophy. The Group’s priority is to fully understand the needs of its users, whether they are customers looking for state-of-the-art solutions for their spaces, or employees working in-house;

SUSTAINABILITY

UniFor recognises the importance of identifying, measuring and managing the environmental and social impact of its activities. This is why the company has embarked on a virtuous path of sustainability with the definition of an ESG strategy for the future.





Each UniFor project stems from the specific character of a place, an architecture, a well-defined typology: the workspace, private life, studies, culture, retail, but also that of institutions and public buildings. These architectures, which cannot be separated from the furnishings that populate them, are constantly evolving in relation to socio-cultural and technological factors.

It is in this context that UniFor fits in, tackling the subject of design with consistency of analysis and method supported by the ability, matured over time, to address the peculiarities of different demands and to respond to the needs of different spaces. In fact, each market segment presents a unique complexity that adds up to the requirements of architects and customers.

Banks, insurance companies, corporations, institutions, shops, but also museums, theatres, and libraries are the places where UniFor furniture has welcomed boards of directors, meetings, exhibitions, and success stories, creating settings to accompany the needs and desires of the most valuable and irreplaceable of resources: human capital.

An international company with solid national roots, UniFor has been drawing direct lines between its Turate headquarters and major international centres since the 1970s. It has done this with landmark works and by opening showrooms all over the world, starting in 1975 with the purchase of the space at 6 rue des Saints-Pères in Paris. Rome and Milan followed, all designed by the skilful hands of Afra and Tobia Scarpa. The 1990s saw UniFor expand overseas, opening its own space in New York and extending its European network through the London office. It was a short step from there to the weaving of a global network: UniFor entered the Asian market with new spaces in Singapore, Hong Kong, Sydney, Melbourne, Brisbane and Perth.

These are iconic places, and not just the manifesto of a precise business strategy, but also of a culture, where, alongside the most efficient results of industrial production, attention to detail and that ever-present relationship between architecture and furnishings that is typical of the brand are underlined.

This is also the rationale behind the showroom opened in Viale Pasubio in Milan in November 2022: an exhibition space, a meeting place, a workshop of expertise, a setting to present the company's proven know-how in designing customised projects, as seen in the bespoke interiors designed by the Herzog & de Meuron architectural practice.



UniFor's history is made up of collaborations and exchanges. Not just "coincidences", but rather real encounters, those with architects and designers, made up of common intentions to develop furnishing products that combine aesthetics, functionality, comfort and uniqueness, and brought about by a similarity of views. At the heart of these dialogues lies the design and creative challenge, an exercise in planning and realisation under particular, unique conditions, always carried out with foresight and pragmatism.

Products stem from projects: hardly ever the result of abstract thinking about form, they are instead the result of a vision of the space that translates new approaches to use, envisaging individual and collective behaviours linked to working environments and beyond.

These are the stories of Less, created for the Fondation Cartier spaces, of Regua, designed for an exhibition at Basilica Palladiana in Vicenza, of Cartesio and Museo, designed for the Bonnenfanten Museum in Maastricht, or of PRINCIPLES, conceived for the Axel Springer headquarters in Berlin, objects that have managed to rise up from the single project, to go beyond their specific function and become part of seemingly distant spaces or other contexts.

The result is a super-abacus of products, built upon collaboration after collaboration, project after project, design after design, embracing the uniqueness of each designer, from Aldo Rossi to Afra and Tobia Scarpa, Jean Nouvel, Michele De Lucchi, Renzo Piano, Norman Forster, Rem Koolhaas, Andrée Putman, David Chipperfield, without swallowing them up, but making them part of an integrated design experience.

Objects from the past and present are placed side by side, through addition and layering, to form a whole where they can coexist as part of a single UniFor product family.

Over the years, UniFor has received numerous prizes and awards for its excellence in design and the furniture industry. Its history is intrinsically tied to the development of Italian design and the promotion of high-quality furniture. The company, in fact, targets a customer segment that seeks superior quality, creative, custom-made products designed to meet specific customer needs.



CERTIFICATIONS

UniFor and Citterio’s joint commitment to excellence also translates into a series of certifications that testify to the quality, sustainability and attention to environmental impact of our operations. Both companies, united in the common goal of achieving the highest standards, have embraced a certification path that reflects their concrete commitment to quality and global sustainability.

ISO 9001

The ISO 9001 standard covers the quality management system (QMS) and focuses on the provision of products and services that meet customer needs and regulatory expectations. The main aim of this standard is to establish a framework for a systematic approach to quality management, including processes for monitoring performance, controlling risks and continuously striving for improvement.

ISO 14001

This is an internationally accepted standard designed to address the delicate balance between maintaining profit and reducing environmental impact. It provides a framework for the development of environmental policies and objectives, the implementation of processes for monitoring environmental performance, and the appropriate management and mitigation of environmental risks.

FSC®

The FSC®—Forest Stewardship Council is a non-governmental, non-profit organization whose mission is to promote worldwide the correct and responsible management of forests and plantations that protects the natural environment, respects the rights of local populations and workers and is economically viable, in line with the principles of sustainable development.

EPD®

The Environmental Product Declaration is a voluntary certification scheme, which originated in Sweden but is of international significance, and is part of the EU’s environmental policies. Developed in application of the UNI ISO 14025:2006 standard, the EPD provides useful information for the design and evaluation of construction products and for making comparisons between different products when subjected to the same conditions, e.g. in the design, construction and management phases of a green building.

GREENGUARD

GreenGuard is an environmental product certification that started in the United States of America. The owner of the standard is the UL (Underwriters Laboratories) testing body, one of the most important in the world. The GreenGuard certification mark communicates that representative samples of a product have undergone rigorous scientific testing to meet stringent chemical emission requirements.

INDOOR AIR COMFORT GOLD

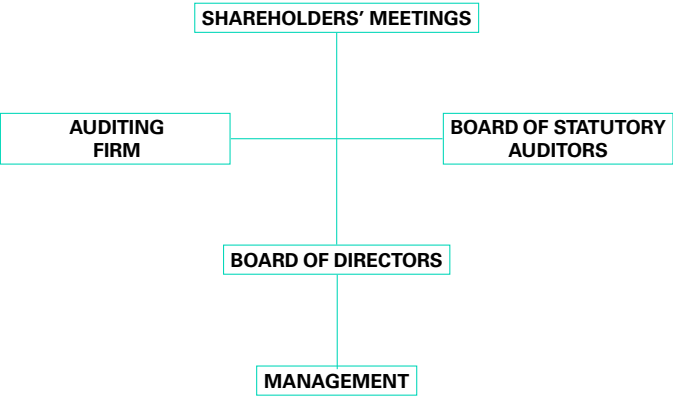
The product certification, developed by Eurofins S.p.A., “Indoor Air Comfort” (IAC), is a well-established tool for demonstrating a product’s compliance with the low VOC emission criteria established in Europe. The highest level “Indoor Air Comfort GOLD - certified product” provides further assurance that product emissions comply with the criteria of many voluntary specifications issued by leading quality green labels, similar EU specifications and the requirements for sustainable building certification. Therefore, the certified products are those with the best low emissions in their class, making them ideal for indoor air quality.



In conducting their business, UniFor and Citterio acts ethically, transparently and honestly in all the countries in which they operate, complying with applicable laws, the Code of Ethics and the Organisation, Management and Control Models.

Aware of how an adequate governance structure is essential to achieve short - and long-term strategic goals, UniFor and Citterio adopt the traditional system of administration and control, which guarantees a constant dialogue between management and shareholders.

The Corporate Governance system of both Companies is based on the central role of the Board of Directors, the transparency of management decisions, the effectiveness of the internal control system and on the strict regulations on potential conflicts of interest.



The governing bodies are the Board of Directors and the Board of Statutory Auditors. Currently, Board members are chosen directly by the Shareholders’ Meeting from among the Group’s founding members.

The Board of Directors is responsible for the general management of the company. Its members are elected by the shareholders and represent their interests. The Board of Directors appoints key executives, supervises the company’s activities and makes strategic decisions. Shareholders meet periodically (usually annually) to make important decisions, such as approving the financial statements, appointing the Board of Directors and approving strategic matters.

The Board of Directors, which is entrusted with the central role in the economic and strategic management of the business, as well as the definition and supervision of the strategic lines to be adopted, currently numbers four members.

Managing UniFor’s and Citterio’s impacts on the economy, environment and people is an essential part of assuring Corporate Social Responsibility (CSR). The two companies consider the effects of their activities on these three aspects in order to operate in an ethical, sustainable and socially responsible manner.

UniFor and Citterio contribute positively to the economy, creating value through employment generation, innovation, investment and the promotion of ethical business relations. They comply with economic laws and regulations to avoid negative impacts and legal sanctions and collaborate with local communities, supporting the economic development of the regions in which they operate. They implement sustainable practices to reduce environmental impact by taking a proactive approach to water management responsibility, greenhouse gas emission reduction and energy efficiency. UniFor and Citterio adopt policies for responsible waste management, fostering recycling to encourage the design of products that are easily recyclable and/or reusable, and promote waste reduction. They integrate sustainability criteria into product design to reduce environmental impact throughout the product life cycle.

UniFor and Citterio guarantee safe working conditions and respects human rights, including trade union rights and equal opportunities. They invest in the development of employees’ skills to improve their well-being and productivity.

UniFor and Citterio actively participate in working tables, organised by the trade associations (Federlegno, Assoufficio, Confindustria), in order to contribute to the elaboration and definition of standards and improved working practices for the specific sector.

The responsibility of the Board of Directors in the review and approval of sustainability information and material topics is a key practice of UniFor and Citterio. The Board of Directors is aware that material topics are matters that can have a significant impact on business, whether economic, environmental or social, and for this reason, a Sustainability Committee, comprising members of top management and operational figures, has been set up to manage and understand ESG risks and opportunities affecting the two companies’ business. Stakeholders, including employees, investors, customers and the community, are involved in the process of determining material topics. The Board considers and incorporates the expectations of stakeholders in its assessment.

Sustainability information is aligned with the overall corporate strategy, and its approval reflects the consistency between stated commitments and actual actions taken by UniFor and Citterio. It ensures transparent communication of sustainability information, explaining how challenges and opportunities are addressed.

2.2	GOVERNANCE AND VALUE CREATION COMPLIANCE, ETHICS AND TRANSPARENCY	2.2	GOVERNANCE AND VALUE CREATION COMPLIANCE, ETHICS AND TRANSPARENCY	042—043			
<p>UniFor's and Citterio's control system is fundamental for several key reasons that contribute to its success, sustainability strategy and help both companies to control, monitor and manage the use of company resources, including financial, human and physical capital. The Board of Directors, headed by Piero Molteni, periodically evaluates and supervises the internal control system in order to identify and manage corporate risks, and identify areas for improvement. The Board of Directors strives to define clear lines of responsibility and provide transparency in decision-making processes in UniFor's and Citterio 's operations, with the aim of increasing the trust of internal and external stakeholders.</p> <p>UniFor and Citterio adopted an Organisational Model, compliant with Legislative Decree 231/2001, in 2009 and 2011 respectively. At the same time, a specific body, called the Supervisory Body, was appointed to supervise the proper functioning, observance and updating of the Model.</p> <p>The Organisational Model 231 (the "231/01 OMM" or "Model 231") is an organisation, management and control system pursuant to Legislative Decree 231/01 - legislation that introduced administrative liability of entities into the Italian legal system. This model aims to hold companies liable for offences committed by employees or representatives in the interest or to the benefit of the company.</p> <p>The 231/01 OMM has been implemented on the basis of structural and organisational characteristics and is regularly updated.</p> <p>The process of activities functional to UniFor's and Citterio's study, elaboration and drafting of their Model was structured in four phases:</p> <div><div>1</div><div>identification of risk areas;</div></div> <div><div>2</div><div>survey of the existing situation;</div></div> <div><div>3</div><div>gap analysis and adoption plan (action plan);</div></div> <div><div>4</div><div>design of the organisation, management and control model.</div></div>		<p>The Model has been prepared by UniFor and Citterio on the basis of the identification of areas of possible risk in the activities, within which the possibility of offences being committed is considered highest, aiming to:</p> <p>set up a prevention and control system aimed at reducing the risk of commission of offences related to its activities; make all those who work in the name of and on behalf of the two companies, and in particular those engaged in "areas of activities at risk", aware that they may incur, in the event of violation of the provisions herein, an offence liable to penal and administrative sanctions, not only against themselves but also against UniFor and Citterio; inform all those who work with both companies that violation of the prescriptions contained in the Model will result in the application of appropriate sanctions or termination of the contractual relationship; confirm that UniFor and Citterio do not tolerate unlawful conduct of any kind and for any purpose whatsoever and that, in any case, such conduct (even if the two companies were apparently in a position to benefit from it) is in any case contrary to the principles inspiring UniFor's and Citterio's business activities.</p>		<p>The 231/01 OMM is subject to constant monitoring by UniFor's and Citterio's Supervisory Body, as defined and identified below, which, also by ascertaining violations, verifies its functionality, highlighting any shortcomings and pointing out opportunities for amendments.</p> <p>In particular, the Companies' Supervisory Body:</p> <div><div>•</div><div>periodically submits a report to the Board of Directors on the state of implementation and effectiveness of the Model at the Companies, indicating the tools used to disseminate it, any violations, the type and frequency of offences committed, and the conduct that led to the integration of the offences;</div></div> <div><div>•</div><div>takes care of, develops and promotes the constant updating of the Model by drawing up and formulating to the management body, through the submission of reports and/or written reports, proposals for amending and updating the Model aimed at correcting any dysfunctions or gaps, as may emerge from time to time; at adapting the Model to significant changes in the Companies' internal structure and/or in the ways in which the business activity is carried out, or at catching up with any regulatory changes;</div></div> <div><div>•</div><div>ensures the regular updating of the system for identifying, mapping and classifying sensitive and instrumental activities;</div></div> <div><div>•</div><div>checks the implementation and effectiveness of the Model within UniFor and Citterio after changes have been made ("follow-up").</div></div>			

CODE OF ETHICS

The Model constitutes a legally separate and autonomous document with respect to the Code of Ethics, adopted by UniFor and Citterio by resolution of the Board of Directors. This Code of Ethics is an integral part of the organisation, management and control system of prevention adopted by the two companies.

In particular, the Code of Ethics represents a tool that contains the set of rights, duties and responsibilities of UniFor and Citterio towards employees, customers, suppliers (in general, therefore, with reference to stakeholders towards the companies). The Code of Ethics thus aims to recommend, promote or prohibit certain behaviour, regardless of and even beyond the provisions of current legislation.

UniFor and Citterio intend to protect the value of fair competition by refraining from unlawful conduct and abuse of a dominant position. Consistently with the principles of loyalty and integrity, the companies are committed to introducing all actions to prevent and avoid any kind of unlawful behaviour. Specifically, the Supervisory Body did not detect any ascertained incidents of corruption during the reporting period of this document.

RISK MANAGEMENT

The context analysis and risk assessment are contextualised for each production unit of UniFor and Citterio. In the integrated management system manuals of each company, the contexts in which each company operates have therefore been updated, together with the potential risks they may face. Through risk assessment and risk management activities, the operational areas potentially exposed to risks and the most sensitive business profiles are identified. For these topics, the two companies are committed to constant and extensive monitoring in order to direct activities towards the right growth prospects and create efficiency. Risk analyses evolve on the basis of changes with which UniFor and Citterio must align, such as, for example, the introduction of new technologies, the incorporation of new equipment into work processes, the launch of new services, and the recording of incidents or accidents.

Specifically, the analyses take into account the following types of risk:

STRATEGIC RISKS

- Threats that may affect UniFor’s and Citterio’s ability to achieve their strategic objectives and maintain a competitive position in the market.

OPERATIONAL RISKS

- Internal problems related to processes, human resources, systems and infrastructure may compromise operational efficiency and the ability to deliver products or services consistently.

FINANCIAL RISKS

- Problems related to financial management, liquidity, debt and changes in economic conditions.

ENVIRONMENTAL RISKS

- Possibility that environmental impacts, both natural and man-made, may adversely affect business operations, reputation, regulatory compliance and long-term sustainability.

TECHNOLOGICAL RISKS

- Dependence on specific technologies or rapid technological changes that may affect the companies’ productivity and competitiveness.



COMPUTER SECURITY AND PRIVACY	
<p>In 2021, UniFor and Citterio conducted a thorough gap assessment analysis in terms of cybersecurity and data protection, which enabled the introduction of more control systems in order to:</p>	
<ul style="list-style-type: none">• ensure compliance with applicable laws and regulations;• reduce the likelihood of accidents, in view of the associated potential impacts:<ul style="list-style-type: none">• limiting or stoppage of activities based on the use of information systems;• inability to restore databases or malfunctioning or downtime of industrial plants, potentially affecting the safety of people and the environment;• achieve a proper balance between IT security needs and operational excellence;• increase awareness of cyber risks among corporate stakeholders (e.g. employees, suppliers, partners, customers, shareholders).	
<p>It should be noted that no complaints regarding breaches of customer privacy by parties outside the organisation or regulatory bodies were recorded in the 2023 report. Furthermore, no leakage, theft or loss of customer data was recorded.</p>	

WHISTLEBLOWING	
<p>With regard to the whistleblowing procedure, UniFor and Citterio have made a dedicated portal available, which can be used by employees and collaborators of the various companies to report any irregularities and/or violations, subject to maintaining the confidentiality of the whistleblower. The following can activate the reporting system (“whistleblowers”):</p>	
<ul style="list-style-type: none">• employees (any type of contract) of UniFor S.p.A. and Citterio S.p.A. and those in any case working on the basis of relationships that lead to their inclusion in the company organisation, including in a form other than a subordinate employment relationship;• members of corporate bodies;• third parties having business relations and relationships with the two companies (e.g. customers, suppliers, consultants).	
<p>More specifically, the report may concern actions or omissions, committed or attempted that are/were:</p>	
<ul style="list-style-type: none">• criminally relevant;• carried out in violation of the Codes of Conduct or other internal provisions punishable by disciplinary action;• likely to cause pecuniary damage to the administration to which it belongs or to another public body;• likely to harm UniFor’s and Citterio’s image;• likely to cause harm to the health or safety of employees, users and citizens or to cause harm to the environment; harm to users or employees or other persons carrying out their activities for the companies;• concerning attempted, alleged and actual acts of corruption.	
<p>In addition to the platform described above, in order to further facilitate the process, alternative reporting channels are also available. These include the sending of reports by e-mail to the official addresses of the appointed Supervisory Bodies, as well as the possibility of sending reports by traditional mail. These channels are also used for reports related to environmental and management issues, as they are considered highly effective and efficient methods that ensure the confidentiality of the whistleblower. Regardless of the selected procedure, each report is carefully examined and handled by the competent Supervisory Body, which undertakes to assess its authenticity and validity. The whistleblower is required to provide objective evidence that allows for accurate verification.</p>	

Ensuring a responsible course of action towards the environment and society is a key element of the company's mission and strategy. UniFor aims to promote sustainable projects aimed at innovation, resource conservation and the improvement of business processes by activating targeted and conscious ESG (Environmental, Social and Governance) practices.

The careful choice of cutting-edge technologies, the implementation of advanced processes and the careful selection of raw materials have a strategic impact on the functionality, aesthetics and durability of the product, improving its life cycle and reducing the impact of production on the environment and society.

For UniFor, the focus on the development of virtuous social and environmental policies begins with the care taken in the design of sites and workplaces, where the highest standards of hygiene, safety and comfort are guaranteed. It then expands to the adoption of practices and policies that emphasise the importance of diversity and equal opportunities, promoting an inclusive and respectful work environment.

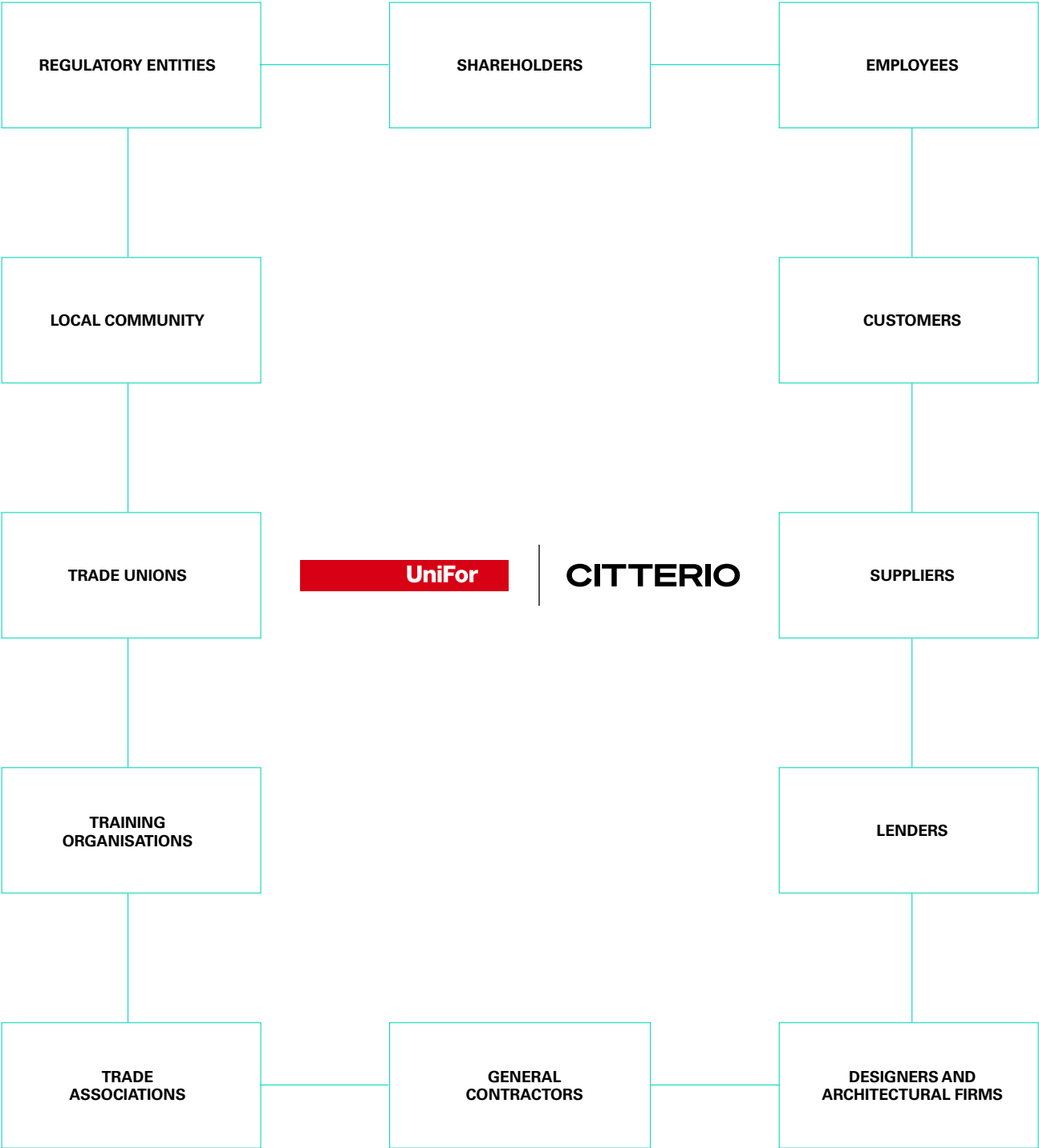
In order to ensure a structured management of sustainability aspects, UniFor has established a system of responsibilities defined both at the level of governing bodies and organisational structure.

As a natural continuation of its sustainable path, UniFor decided to draw up its first Sustainability Report to provide a structured account of its future goals and achievements with regard to ESG criteria.

The first step UniFor took in the ESG reporting process was the mapping of its stakeholders, as the company recognises that their identification is a critical success factor, especially with regard to the companies’ strategies and development. Considering social responsibility in its own way of doing business means for UniFor to be committed to creating value for all stakeholders, synergistically integrating the economic, social and environmental dimensions.

UniFor considers it of primary importance to build and maintain solid and lasting relationships with all its stakeholders, since a relationship based on constant dialogue and active involvement is essential for the creation of long-term value.

In order to involve stakeholders in its activities, enhancing their roles, and in order to monitor the possible direct and indirect impacts of the companies’ work on each stakeholder, UniFor carries out stakeholder engagement activities.



Stakeholder category	Engagement activity
Shareholders	Shareholders' Meeting. Board of Directors.
Lenders	Regular meetings and events.
Employees	Dialogue with human resources. Training meetings. Corporate welfare initiatives. Company intranet. Dissemination of the code of conduct. Accademia UniFor. Open dialogue with management.
Suppliers	Defining and sharing standards. Business meetings and company visits.
Customers	Business meetings and company visits. Customer service. Social media. Newsletter. Institutional website. Cultural and museum events.
Designers and architectural firms	Defining and sharing standards. Business meetings and company visits. Comparison and interpretation of ideas.
General contractors	Defining and sharing standards. Business meetings and company visits.
Regulatory entities	Company visits. Communication exchanges for authorisation processes.
Trade associations	Dialogue meetings.
Trade organisations	Training meetings. Definition and sharing of standards.
Trade unions	Meetings with trade union representatives.
Local community	Meetings with the local community. Sponsorships.

In particular, UniFor and Citterio have engaged, and will continue to engage, their stakeholders on ESG topics during the materiality analysis. In this regard, the companies involved first-level stakeholders belonging to different categories through an online questionnaire. Stakeholders were thus able to express their views on the individual ESG topics identified as relevant by UniFor's and Citterio's working party, and the impacts related to them, thus helping to prioritise material topics according to the significance assigned to each impact on the economy, the environment and people.

Materiality analysis is a fundamental tool to identify the most relevant sustainability issues considering the views of the companies and stakeholders, and is the basis for the preparation of the Sustainability Report as it allows the identification of ESG factors on which to focus strategies and actions. In actual fact, materiality analysis is used by UniFor and Citterio to identify strategic sustainability priorities and to define the content of the Sustainability Report in application of GRI reporting standards.

UniFor and Citterio aim to periodically update the materiality analysis, so that it is representative of any methodological updates, changes in the industry scenario, megatrends and emerging issues.

UniFor and Citterio conducted their materiality analysis 4 through the project phases described below:

1 CONTEXT ANALYSIS

The identification phase of potentially significant sustain-ability aspects for the sector as well as for UniFor and Citterio was based on the analysis of several information sources, including:

- External scenario analysis and research papers on sustainable development policies;
- Benchmarking of major competitors and ‘comparable’ companies in order to identify common and more relevant issues;
- Pre-existing company documentation;
- International sustainability standards and protocols (es. GRI, SASB, LEED, BREEAM, WELL)
- Specific stakeholder demands with regard to the companies’ sustainability commitment.

2 IDENTIFICATION OF IMPACTS

Positive and negative impacts, current and potential, were identified through a detailed assessment of ESG risks and opportu-nities related to UniFor’s and Citterio’s business activities and poten-tially relevant issues that emerged from the context analysis. Impacts were identified from an “inside-out” perspective, i.e. considering the impacts that the companies generate along their value chain on the economy, the environment and people, including impacts on human rights.

3 INVOLVEMENT OF TOP AND MIDDLE MANAGEMENT
IN IMPACT ASSESSMENT

Through the organisation and execution of a Materiality Workshop, UniFor and Citterio involved top management and front-line managers in order to integrate the assessment of the most sig-nificant aspects and priority material topics from the companies’ point of view into the materiality analysis. The figures involved as-sessed the individual topics and their related impacts by rating them on a scale from 1 (marginal topic) to 5 (strategic topic). A question-naire was used for the evaluation and 16 relevant topics were identi-fied. This activity helped raise awareness of sustainability issues and the potential impacts of business on the economy, the environment and people.

STAKEHOLDER ENGAGEMENT
FOR IMPACT ASSESSMENT

During the process of assessing relevant issues, a Stake-holder Engagement activity was conducted by the two companies, involving a diverse group of first-level stakeholders, through the sharing of an online questionnaire. Stakeholders were asked to rate the individual issues and their related impacts by giving a rating on a scale of 1 (marginal issue) to 5 (strategic issue), thus helping to pri-oritise material topics according to the significance assigned to each impact.

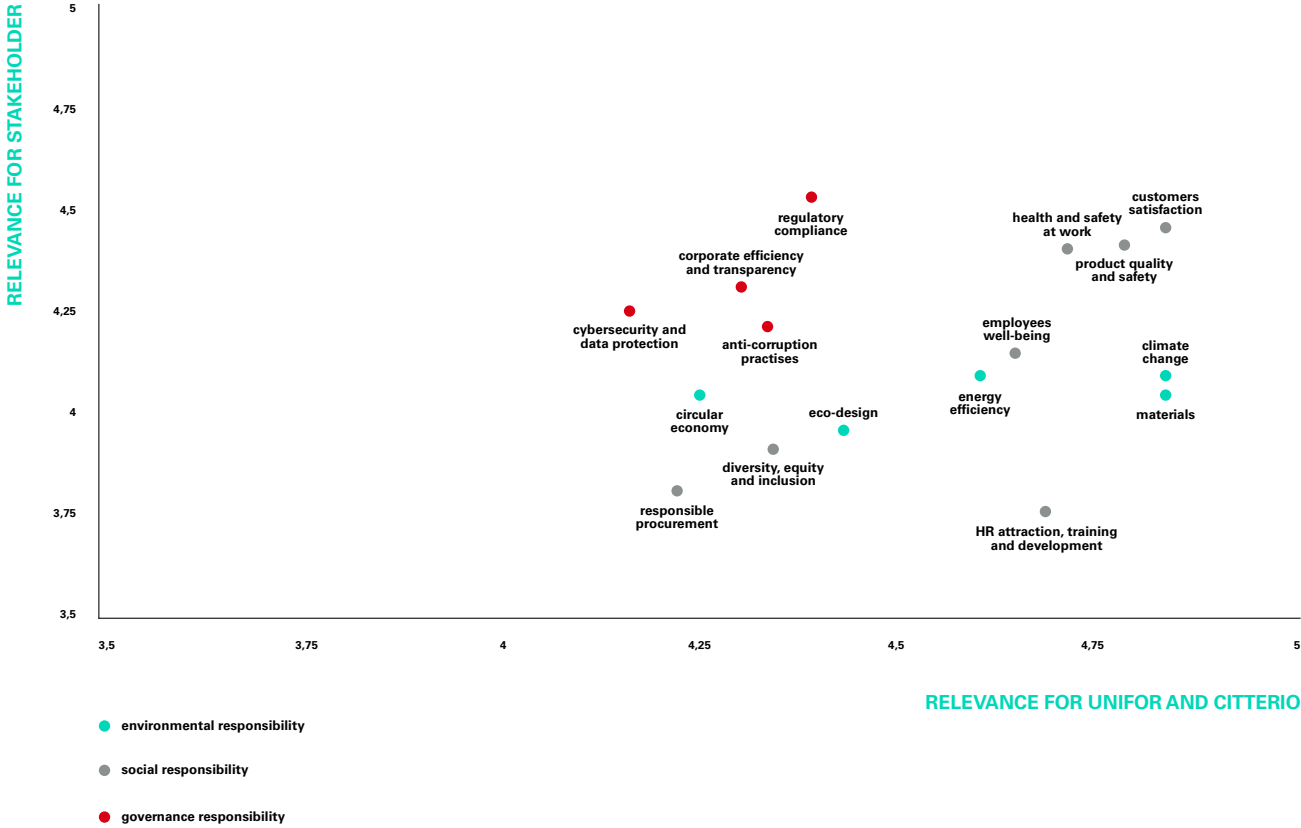
UniFor and Citterio very much wanted to conduct this en-gagement activity in order to make the process of defining material topics more meaningful and in line with best prac-tices and key sustainability frameworks.

5 DEFINITION AND APPROVAL
OF THE MATERIALITY MATRIX

As a final step in the materiality analysis process, UniFor and Citterio carried out a review of the results of the Stakeholder, Middle and Top Management assessment activities on materiality-re-lated impacts. This activity made it possible to assign a specific level of relevance and priority to each issue, representing the results of the analysis in the Materiality Matrix.

The “Annexes” section of this document also provides a detailed description of the material topics identified for the two companies.

THE MATERIALITY MATRIX



In 2022, UniFor and Citterio launched their Sustainable Development Project, which aimed to express the companies' future ambitions to contribute to the global Sustainable Development Goals (SDGs) through a strategy structured by concrete, responsible and sustainable actions.

In 2023 as well, the companies continue to work actively toward achieving their set goals, implementing tangible actions that reinforce their role as key players in driving positive change.

UniFor's and Citterio's Sustainability Project is characterised by an all-encompassing view of environmental, social and economic criteria applied to the macro-categories that make up the business structure:

- CORPORATE
- PRODUCT
- BUILDING

The sustainability path was outlined by UniFor and Citterio, consistent with the results of the materiality analysis, through an in-depth analysis of the companies' application and promotion of ESG criteria and considering the needs, demands and expectations of the various stakeholders.

UniFor and Citterio has thus decided to structure their sustainability strategy around four priority areas (the "Pillars") in order to pursue challenging yet concrete goals:

CLIMATE AND ENERGY TRANSITION

Assessment of the impact of climate change on business activities and consequent adaptation and mitigation policies. Development of a corporate strategic plan for measuring and reducing GHG (Green House Gas) emissions.

ECO-DESIGN AND THE CIRCULAR ECONOMY

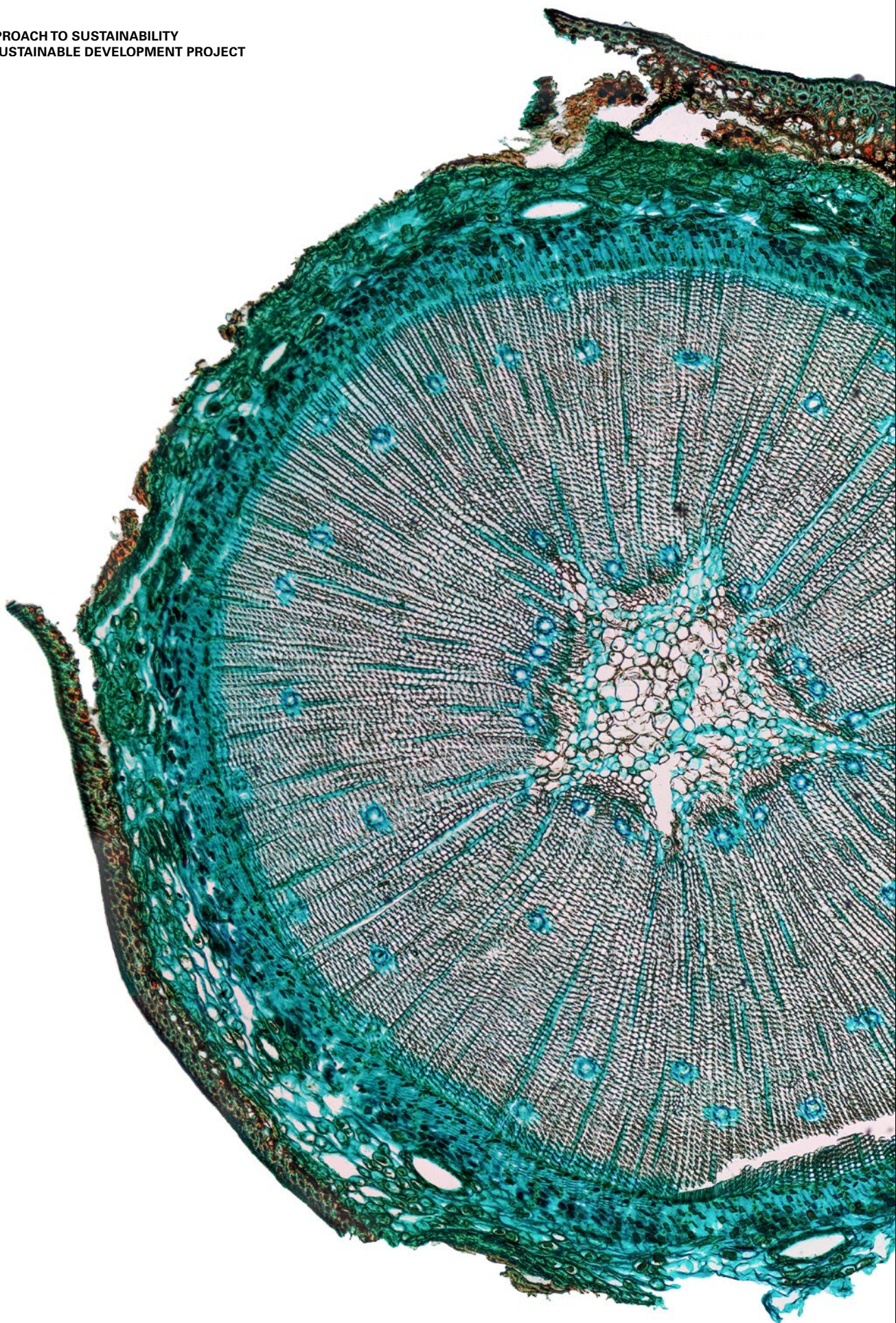
Incorporation of environmental impact assessment in the design and development of products from their conception, during their use and subsequent disposal/recycling, in order to improve their environmental performance throughout their life cycle.

RESPONSIBLE SUPPLY CHAIN





Responsible management of procurement processes along the supply chain. Implementation of programmes and actions aimed at offering sustainable products with a reduced or limited impact on the environment, including research and development activities to identify alternative materials with a lower environmental impact.

PEOPLE FIRST

Promoting a safe and welcoming working environment that fosters personal and professional growth. Development of initiatives and training courses aimed at enhancing the skills of employees and collaborators. Ensuring product quality and safety levels that meet regulatory requirements and ensure full customer satisfaction.



The sustainability strategy and objectives

Pillars	Objectives	Year	Status	Notes	SDGs
Climate and Energy Transition	Energy diagnosis and better management of energy consumption	2023	Achieved	Both production sites were analysed from an energy point of view (UniFor in 2014 and Citterio in 2023) in order to identify possible opportunities for energy efficiency.	
	Calculation of GHG emissions (Scope 1, 2 and 3)	2024	In progress	Completion is planned for Q1 2024, consolidating data from the production sites of both UniFor and Citterio.	
	Development of a GHG emissions reduction plan	2024	To be started	A baseline GHG emissions reduction plan will be drawn up in the course of 2024.	
	Increasing the supply from renewable energy sources	2024-25	To be started	In both UniFor and Citterio, the installation - extension of photovoltaic systems is planned.	
	ISO 50001 Certification - Energy Management System	2025	To be started	At both UniFor and Citterio, the implementation of an energy management system is planned.	
Eco-Design and the Circular Economy	LCA analysis and EPD certification for a first set of products	2023	Achieved	4 Citterio S.p.A. products certified	
	Increasing EPD-certified products and maintaining those already certified	2024	In progress	For both UniFor and Citterio, the LCA study process is ongoing for several products.	
	Decrease in hazardous waste generation	2022	Achieved	24% decrease compared to 2021.	
	Increasing the share of waste for recovery/recycling	2022-23	In progress	7% increase over 2021.	

Pillars	Objectives	Year	Status	Notes	SDGs
Responsible supply chain	Increased supply of certified, recycled and recyclable materials	2023-24	In progress	UniFor and Citterio are carrying out a detailed mapping of raw materials with certified and/or recycled content.	 
	Supplier Code of Conduct	2024	To be started	In 2024, the Code of Conduct will be formalised and shared with suppliers.	 
	ESG questionnaire for suppliers	2024-25	To be started	Based on the Code of Conduct, the current HSE questionnaire will be expanded with questions and requirements concerning ESG criteria.	 
People first	Training and development of human capital - UniFor Academy	2023	Achieved	In December 2023, the “Accademia UniFor” project kicked off.	  
	Health and safety management system (ISO 45001)	2024	In progress	UniFor is implementing the management system, whose certification is scheduled for Q2 2024. Citterio will start the implementation process during 2024.	  
	Increase in the number of products certified for low VOC emissions	2023-24	In progress	For both UniFor and Citterio, the test and certification process is ongoing for several products.	  
	Elaboration and sharing of a specific Diversity & Inclusion Policy	2024	In progress	A policy is to be drafted and implemented.	  



UniFor and Citterio are committed to implementing policies aimed at increasing the environmental sustainability of business activities and meeting all relevant legislative and regulatory requirements.

Both UniFor's and Citterio's production sites are duly authorised from an environmental point of view, and compliance with these authorisations is a fundamental part of the management's responsibility for each site.

Furthermore, demonstrating their commitment to environmental protection and continuous improvement, both production sites have implemented an ISO 14001-certified Environmental Management System, UniFor since 2010 and Citterio since 2014. This certification shows that both production sites have an adequate system to mitigate and manage the environmental impacts of their activities and a quest for continuous improvement with a view to responsibility and sustainability.

From time to time, UniFor and Citterio carry out internal inspections in order to continuously verify compliance with reference standards. The companies are audited by third-party certification bodies (for the purposes of ISO 14001 and FSC® Chain of Custody certification—UniFor licence code FSC-C005654 / Citterio licence code FSC-C141846).

UniFor's and Citterio's environmental policy aims to:

- **MAINTAIN COMPLIANCE WITH APPLICABLE REGULATIONS**
Comply with applicable laws, voluntary agreements and environmental standards.
- **ENSURE ENVIRONMENTAL RISK MANAGEMENT**
System of continuous monitoring of environmental impacts related to production activities.
- **DRIVE TOWARDS A REDUCED ENVIRONMENTAL IMPACT**
Commitment to minimise environmental impact through concrete actions that contribute to climate change mitigation, management and reduction of energy and water consumption, substitution of any hazardous substances, reduction of waste production and use of recycled materials.
- **TRANSPARENCY TO STAKEHOLDERS**
Through the Sustainability Report, UniFor and Citterio are committed to publicising their environmental performance.
- **CONTINUES INNOVATION**
Updating the management system, policies, practices and facilities that ensure proper and effective management of environmental impacts.





UniFor and Citterio attach a crucial role to the production of valuable products to reflect their image, satisfy customers and ensure the safety and well-being of the end user. The careful choice of materials, with a preference for those that are certified, recycled and recyclable at the end of their life, is essential in the companies' sustainable vision.

For UniFor and Citterio, suppliers of products, raw materials and services represent a key stakeholder in their value chain. This is why the organisations see their suppliers as strategic partners with whom they can forge long-term collaborations. Before starting a collaboration, UniFor and Citterio evaluate and qualify all their suppliers in order to verify alignment with the values that characterise the two companies, and whether there is compliance with economic-financial, legal compliance, quality and health requirements. Only upon successful completion of the envisaged checks will the cooperation be activated.

In addition to document verification in accordance with the Quality Manual, UniFor and Citterio carry out numerous checks on external processes, products and services. The aim is to ascertain compliance with requirements and the ability to satisfy the end customer. The frequency of performance audits of external suppliers is adapted to their ability to comply with established requirements.

In addition to quality requirements, a crucial aspect in the evaluation and selection of suppliers for UniFor and Citterio is the analysis of the environmental certifications they possess. This is verified by sharing a dedicated questionnaire, in which the supplier is asked to provide evidence of both certifications and compliance with current environmental, health and safety regulations.

As part of their sustainability strategy, the companies are moving towards collaborations with partners committed to combating climate change and adopting low-impact solutions.

Analysing the suppliers UniFor and Citterio dealt with during 2023, it can be seen that most of the value, 84.6%, went to suppliers based in Italy. Specifically, 92.5% of raw material purchases were from local suppliers. In line with some of the companies' key values, territoriality and Made in Italy, UniFor and Citterio prefer to choose local suppliers, in order to enhance quality and skills and support the economy of their Country. UniFor and Citterio consider local suppliers to be those operating in the region of Lombardy.



The main materials handled and purchased by UniFor and Citterio are:

ALUMINIUM AND STEEL
The two companies conducts market analyses to identify raw materials with a high recycled content that meet the required technical and aesthetic specifications. In addition, UniFor and Citterio with their suppliers are working to certify the amount of recycled material in the material supplied.

GLASS
UniFor and Citterio purchases glass from suppliers who have declarations in accordance with UNI EN ISO 14021 ("Self-declared Environmental Assertions") in order to meet environmental sustainability criteria.

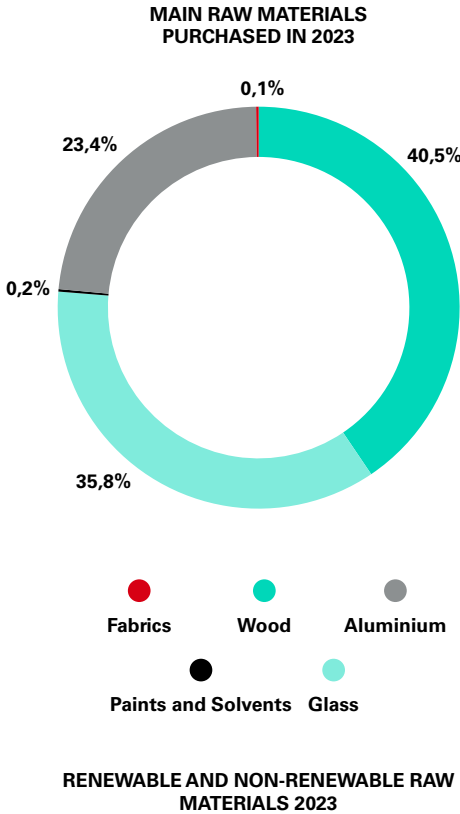
WOOD
UniFor and Citterio has a certified Chain of Custody to manage wooden based materials and may supply FSC® certified product on request: Unifor (ICILACOC-000296)—Citterio (TUEV-COC-001281). The Forest Stewardship Council® (FSC®) is a global, not-for-profit organization dedicated to the promotion of responsible forest management worldwide. FSC defines standards based on agreed principles for responsible forest stewardship that are supported by environmental, social, and economic stakeholders. To learn more, visit www.fsc.org. Furthermore, UniFor and Citterio are committed to purchasing and using wood panels that have formaldehyde emissions well below the limits set by current legislation.

PAINTS
UniFor and Citterio engage in research and development to replace solvent-based paints in the production process with water-based paints in order to reduce the impact of both production and the finished product in terms of Volatile Organic Compound (VOC) emissions. This strategy is already fully in place at Citterio, where only water-based paints will be used from the end of 2022.

GRI 301-1
Materials used by weight or volume

Materials used (t)	2021		2022		2023	
	Renewable sources	Non renewable sources	Renewable sources	Non renewable sources	Renewable sources	Non renewable sources
Alluminio		1.393,24		1.155,62		2.638,23
Vetro		1.827,45		2.374,09		1.732,07
Legno*	6.784,13		13.613,13		2.993,69	
Tessuti		28,48		65,11		8,92
Vernici e solventi		42,31		76,41		12,27
Totale	10.047,13		17.284,36		7.385,18	

*This item includes: MDF panels, chipboard, multilayer panels, wood veneer and solid wood.



CITTERIO CSS_VILLAGE
Made from partially recycled materials such as aluminium, PET and glass, it allows you to work in a sustainability-conscious environment. Thanks to its construction model, the life cycle of the elements is complete: components can be disassembled, reused and recycled throughout the life of the structure.



Managing energy consumption and reducing greenhouse gas emissions is an important priority for UniFor and Citterio, in response to the urgent global need to tackle climate change and reduce pollution.

ENERGY CONSUMPTION

UniFor and Citterio are actively committed to monitoring their energy consumption and to taking measures to reduce and make efficient use of energy in order to contribute to the achievement of climate change mitigation goals.

The companies’ electricity consumptions are mainly related to the operation of production lines, auxiliary systems (air-conditioners, boilers, vacuum substations) and lighting systems. Methane gas, on the other hand, is used to power the drying ovens for painted products and to heat rooms and domestic water. In addition, there is some use of diesel fuel for the operation of company vehicles.

In 2023, there was a significant decrease in natural gas consumption compared to 2022. Specifically, consumption dropped from 21,290 GJ in 2022 to 16,955 GJ in 2023, reflecting a 20.3% reduction and highlighting the companies’ efforts to optimize the use of this energy resource.

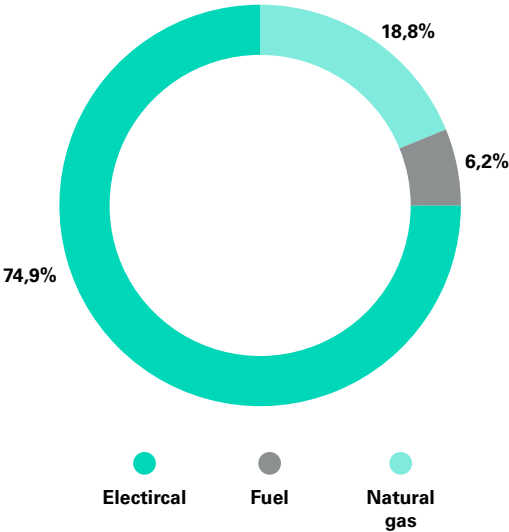
Additionally, the organization’s total energy consumption decreased compared to the previous year, from 94,718 GJ in 2022 to 90,127 GJ in 2023, representing a 4.8% reduction.

GRI 302-1
Internal energy consumption within the two companies

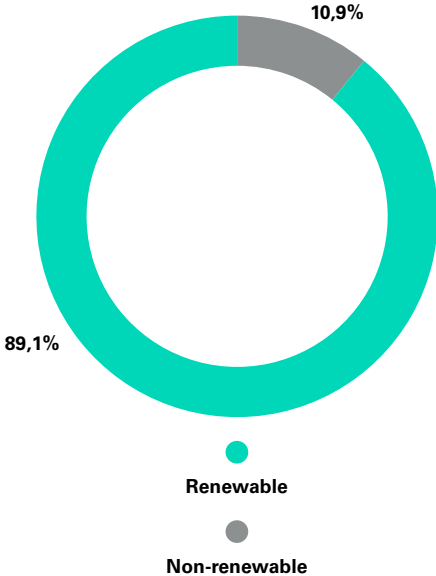
Energy consumption (GJ)	2021	2022	2023
Natural gas	23.288	21.290	16.955
Fuel (Diesel)	3.347	5.077	5.628
Total fuel consumption	26.635	26.367	22.583
Electricity purchased from non renewable sources	9.439	8.866	7.332
Electricity purchased from renewable sources	3.870	4.115	5.362
Energy produced from renewable sources*	54.850	54.850*	54.850
Total electricity	68.159	67.831	67.544
Total energy consumption	94.794	94.198	90.127

*The value considered also includes the energy generated through the waste-to-energy conversion of wood scraps by Citterio S.p.A. For the calculation, a calorific value of 10.84 MJ/kg was used, applied to a maximum amount of 5,060 tons of processed material. The data for 2021 and 2022 have been reviewed and updated following an in-depth evaluation and improved estimations.

ENERGY CONSUMPTION TYPES
2023



SOURCE OF ELECTRICITY
CONSUMED IN 2023



The energy efficiency measures implemented over the years by UniFor and Citterio, also identified through site-specific energy audits, can be summarised as follows:

- UNIFOR**
 - Installation of a photovoltaic system with a capacity of 70 kWh, active since October 2009. The company monitors production data and the energy produced is added to that taken from the grid. In addition, there is the future goal of expanding the current facility;
 - Development of the project to install a photovoltaic system on the roof of the plant, which will be implemented in 2024-2025;
 - Replacement of traditional lighting system with LED systems;
 - Replacement of diesel boilers with condensing equipment;
 - Upgrading the production machinery fleet with technologically advanced and more energy-efficient models;
 - Compressed air leakage analysis and distribution system efficiency.
- CITTERIO**
 - Upgrading the production machinery fleet with technologically advanced and more energy-efficient models;
 - Implementation of office block cladding;
 - Assignment of wood waste to produce heat;
 - Upgrading of air-conditioning systems with energy-efficient models;
 - Development of the project to install a photovoltaic system on the roof of the plant, which will be implemented in 2025.

ENERGY CONSUMPTION INTENSITY

Energy consumption intensity is a measure expressing the amount of energy used per unit of output, production or specific activity.

GRI 302-3
Intensity of energy consumption

Energy intensity	Unit	2021	2022	2023
Energy consumption	GJ	94.794	94.198	90.127
Hours worked	h	3670	3648	3.664
Intensity index		25,83	25,82	24,60

The trend of the indices reflects the energy consumption of the period. With the same number of working hours, there was a 4.3% decrease in total consumption in 2023 compared to 2022, dropping from 94,198 GJ in 2022 to 90,127 GJ in 2023.

GREENHOUSE GAS EMISSIONS (GHG)

Emissions refer to substances or gases released into the atmosphere from various sources, such as industrial processes, transport, energy production and other human activities. The calculation of greenhouse gas emissions involves the conversion of energy consumption into tonnes of carbon dioxide equivalent (tCO2e) using specific emission conversion factors. These calculations make it possible to quantify the environmental impact of energy consumption and monitor progress in reducing greenhouse gas emissions. Greenhouse gas emissions, calculated using the methodology of the international standard ISO 14064-1:2019, are presented in their division into three scopes:

- SCOPE 1**
Represent an organisation’s direct greenhouse gas emissions. These emissions are the result of activities controlled directly by the organisation itself, e.g. internal combustion processes, company vehicles and industrial processes managed directly by the organisation;
- SCOPE 2**
Represent an organisation’s indirect emissions from the purchase of electricity, heating or cooling from third parties. These emissions are associated with the production of energy by third parties, but are attributed to the organisation that buys and uses them;
- SCOPE 3**
Represent all other indirect emissions that result from the organisation’s activities but occur outside its direct control. These emissions can be very broad and include emissions related to corporate travel, the supply chain and the end use of products sold by the organisation.

Total emissions in 2023 (Scope 1 and Scope 2 Location-Based) amounted to 2,349 tons, representing a 10.5% decrease compared to 2022. Meanwhile, total emissions (Scope 1 and Scope 2 Market-Based) in 2023 were 2,687 tons, reflecting a 15.1% reduction compared to 2022. Scope 3 emissions, limited to the “purchased goods” category, amounted to 31,167 tons.

GHG EMISSIONS INTENSITY

GHG emission intensity refers to the amount of greenhouse gases emitted per unit of production or consumption. This measure is often used to assess the efficiency and environmental impact of an economic activity, production process or industrial sector.

GRI 305-4
GHG emissions intensity

GHG emissions intensity	Unit	2021	2022	2023
Total Scope 1 + Scope 2 (Location-Based)	tCO2e	2.655	2.623	2.349
Total Scope 1 + Scope 2 (Market-Based)	tCO2e	3.124	3.164	2.687
Hours worked	h	3.670	3.648	3.664
Location-based intensity index		0,724	0,719	0,641
Market-based intensity index		0,876	0,867	0,733

GRI 305-1, GRI 305-2, GRI 305-3
Direct (Scope 1) and indirect(Scope 2 and Scope 3) GHG emissions

GHG emissions — tCO2e		2021	2022	2023
Scope 1		1.617	1.608	1.340
Scope 2	Location-Based	1.038	1.015	1.008
	Market-Based	1.596	1.555	1.347
Scope 3		n.d.	n.d.	31.617
Totale	Scope 1, Scope 2 (Location-Based)	2.655	2.623	2.349
	Scope 1, Scope 2 (Market-Based)	3.214	3.164	2.687

N.B.
Currently, for Scope 3, only “Emissions from Purchased Goods” have been considered due to limited data availability. However, in 2024, the companies are committed to fully calculating GHG emissions, thereby expanding reporting and ensuring greater transparency and completeness in emissions management.

The importance attributed by UniFor and Citterio to environmental protection is also implemented in the commitment adopted to reduce the production of waste related to the performance of their activities and to the adoption of a circular approach, aimed at the recovery and reuse of materials.

All waste is treated by the companies in accordance with current regulations, and strict waste sorting practices are adopted at the production sites to allow for their recovery and recycling.

In addition to what is directly generated through the production process, UniFor and Citterio also pay particular attention to the environmental impact of their products, which are meticulously designed to be easily and completely disassembled at the end of their life cycle, so as to favour the recovery and recycling of their component materials.

WASTE PRODUCED

UniFor and Citterio generate a variety of waste through their internal production processes, including packaging, wood, paper/board and mixed materials. In 2023, the companies recorded an insignificant increase in global waste generated. The companies have started a program focused on the enhancement, sensitisation and engagement of employees for their correct management.

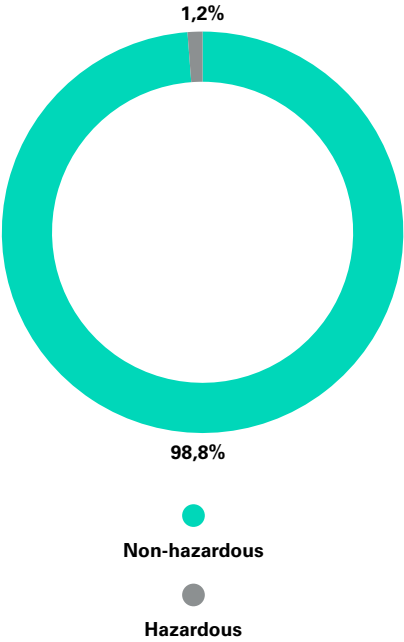
In 2023, 98.8% of the waste produced by UniFor and Citterio was non-hazardous and consisted mainly of sawdust, shavings, wood, chipboard and veneer.

GRI 306-3
Waste by composition, in tonnes (t)

Composition of waste (t)	2021		2022		2023	
	Hazardous	Non hazardous	Harzadous	Non hazardous	Hazardous	Non hazardous
Solid	6,84	1.318,97*	6,52	1.480,99*	16,42	1.687,05*
Liquid	19,61	188,29	15,74	225,1	7,97	352,79
Comprehensive harzadous and non-hazardous waste	26,45	1.507,26	22,26	1.706,09	24,39	2.039,23
Total waste	1.533,71		1.728,33		2.064,23	
Percentage hazardous and non-hazardous	1,72%	98,28%	1,27%	98,73%	1,18%	98,82%
Total						

*Including wood waste incinerated directly at the Citterio S.p.A. site.

TYPE OF WASTE PRODUCED IN 2023



Waste recovery and the application of circular economy practices and policies are closely related concepts that are of growing importance to UniFor and Citterio in a world increasingly oriented towards environmental sustainability and long-term economic well-being.

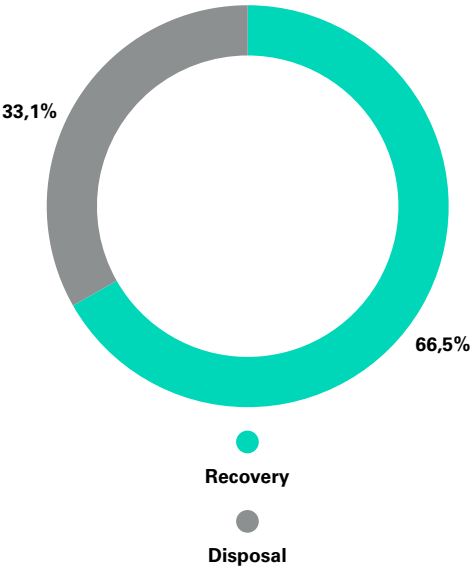
A concrete example of recovery and optimisation of production waste is implemented by Citterio, which transforms non-hazardous wood residues, such as sawdust, shavings and cutting residues into thermal energy to serve the heating of work areas and to serve production plants that require heat, such as drying ovens for painted products. This transformation and optimisation process reduces both the amount of waste disposed of and the consumption of methane gas. In addition, the companies, whenever possible, recover wood waste to produce the pallets that are an integral part of the finished product packaging that is sent to the customer.

It is important to emphasise that UniFor and Citterio also engages in research and development in order to make the production process more efficient and reduce the use of hazardous chemicals, such as by replacing solvent-based paints with water-based paints, thus leading to the production of less hazardous and more easily recoverable paint waste.

GRI 306-4
Waste diverted from disposal by means of recovery operations, in tonnes (t)

Recovery of non-hazardous waste	2021		2022		2023	
	In situ	Site external	In situ	Site external	In situ	Site external
Preparation for reuse	0	0	0	11,55	0	196,11
Recycled	0	1.022,24	0	1.084,60	0	1.165,07
Other recovery	0	0	0	0	0	0
Total	0	1.022,24	0	1.096,15	0	1.361,18
Recovery of hazardous waste	2021		2022		2023	
	In situ	Site external	In situ	Site external	In situ	Site external
Preparation for reuse	0	0	0	0	0	0
Recycled	0	0,61	0	0,52	0	5,87
Other recovery	0	0	0	0	0	0
Total	0	0,61	0	0,52	0	5,87

WASTE FOR RECOVERY IN 2023



GRI 306-5
Waste sent for disposal by means of disposal, in tonnes (t)

Recovery of non-hazardous waste	2021		2022		2023	
	In situ	Site external	In situ	Site external	In situ	Site external
Incineration (with energy recovery)	126,32	164,57	139,17	238,82	5.060	169,66
Incineration (without energy recovery)	0	0	0	0	0	0
Conferral to landfill	0	194,08	0	230,68	0	508,99
Other disposal	0	0	0	0	0	0
Total	0	358,65	139,17	469,50	5.060	678,65
Recovery of hazardous waste	2021		2022		2023	
	In situ	Site external	In situ	Site external	In situ	Site external
Incineration (with energy recovery)	0	0	0	0	0	0
Incineration (without energy recovery)	0	4,77	0	4,04	0	2,27
Conferral to landfill	0	21,15	0	17,67	0	16,25
Other disposal	0	0	0	0	0	0
Total	0	25,92	0	21,71	0	18,52

The wood-furniture sector is a particularly important sector of Italian manufacturing and makes a significant contribution at national level both in terms of employment and turnover, with Italy ranking among the world's leading manufacturers. In this context, UniFor and Citterio recognise the importance of integrating eco-design principles into their business model and increasing the collection, recovery and recycling of end-of-life products in order to decrease environmental impacts and resource use.

One of the focal points of the companies' sustainability strategy is the conduct of in-depth LCA (Life Cycle Assessment) analyses on the product and the implementation of dedicated tools and processes to make this methodology the basis for future design.

Life Cycle Assessment (LCA) is a structured, comprehensive and internationally standardised method for assessing the environmental impact of a product by taking into account its entire life cycle (from pre-production to disposal). This methodology makes it possible to:

- identify, quantify and assess the impacts of the various stages of the product life cycle on the environment and human health;
- assess the product's hidden flows, i.e. materials and energies that do not form the product directly, but are used indirectly in the various stages of its life cycle;
- improve the entire product life cycle, not just part of it, avoiding decisions that solve one environmental problem but cause another unforeseen one;
- avoid shifting problems from one stage of the life cycle to another, from one geographical region to another and from one environmental compartment to another.

In 2022, both UniFor and Citterio embarked on a virtuous path of awareness-raising, training, integration and development of the LCA methodology within the organisation's management and design processes. This commitment continued in 2023 with the creation of high-quality products, for which a life cycle assessment was conducted, resulting in the achievement of the EPD® (Environmental Product Declaration) certification.

The EPD® is a voluntary, credible, informative and versatile certification for environmental communication between manufacturers (business to business) and between distributors and consumers (business to consumer) that describes the environmental performance of a product.



RESOURCES
EXTRACTION



PROCESSING



MANUFACTURING



DISTRIBUTION



USE



END-OF-LIFE



Citterio | Village Glass Corner Pod 3x3 | EPD® certified in 2023
Sound absorbing textile panels interspersed with transparent glass panels are joined together by junctions to create micro-architectures where space and function come together.



Citterio | CSS Village GS 3,6x3,6m | EPD® certified in 2023
CSS_VILLAGE is a comprehensive and modular system of self-supporting acoustic boxes which offer outstanding levels of flexibility and acoustic well-being thanks to the multitude of possible configurations.



Citterio | Wood Wall | EPD® certified in 2023
Wood Wall is a wooden partition wall with which Citterio begins a renewed research on materials, enhancing the specific characteristics of each one: temperature, colour, scent, workability, use characteristics.



Citterio | C-SS 2,4x2,4m | EPD® certified in 2023
C-SS is the family of acoustic soundproof boxes intended for individual work and perfect for privacy during meetings.

Among the companies’ objectives for 2024, for which several project phases have already started in 2023, is the life cycle study of other high-end products that will be certified according to the EPD® certification scheme.



UniFor | Andrée Putman | AP Partition System
AP is a full-height partition system with an aluminium profile structure and continuous panels without vertical profiles.



UniFor | Renzo Piano | RP Partition System
Characterised by constructive rigour and formal lightness, the programme consists of aluminium profile structures and panels completely glazed or solid or in a mixed configuration, complemented by hinged and sliding glass or solid doors.



UniFor | iSatelliti S200
iSatelliti S200 system is made up of single and multiple workstations designed for constantly changing spaces, where different ways of working coexist.



UniFor | David Chipperfield | DCA Partition System
DCA consists of a self-supporting structure made of aluminium profiles, transparent panelling made of safety glass, and hinged or internally sliding double-glazed doors.

UniFor and Citterio are committed to promoting the responsible use of water resources, especially in the light of increasing drought-related emergencies around the world.

The companies exploit water resources, supplied exclusively from the aqueduct, almost entirely for hygienic and sanitary uses, and marginally for production process and fire-fighting purposes. Specifically, the production-related uses of water concern the painting phases, for abatement of process emissions, and coating, for dilution of the glues used. Although water consumption, given the purpose of the activity carried out is not considered particularly critical by the companies, both UniFor and Citterio have invested in technologies that allow, in the process stages described above, the flow of water in a closed cycle, so as to reduce consumption and make the production process more efficient from an environmental point of view.

The companies’ water withdrawals in 2023 amounted to 9,068 cubic metres, maintaining a constant consumption compared to the one in 2022. The stability in consumption is the result of continuous investments in advanced technologies for the internal recycling of industrial water, as well as awareness initiatives directed at employees.

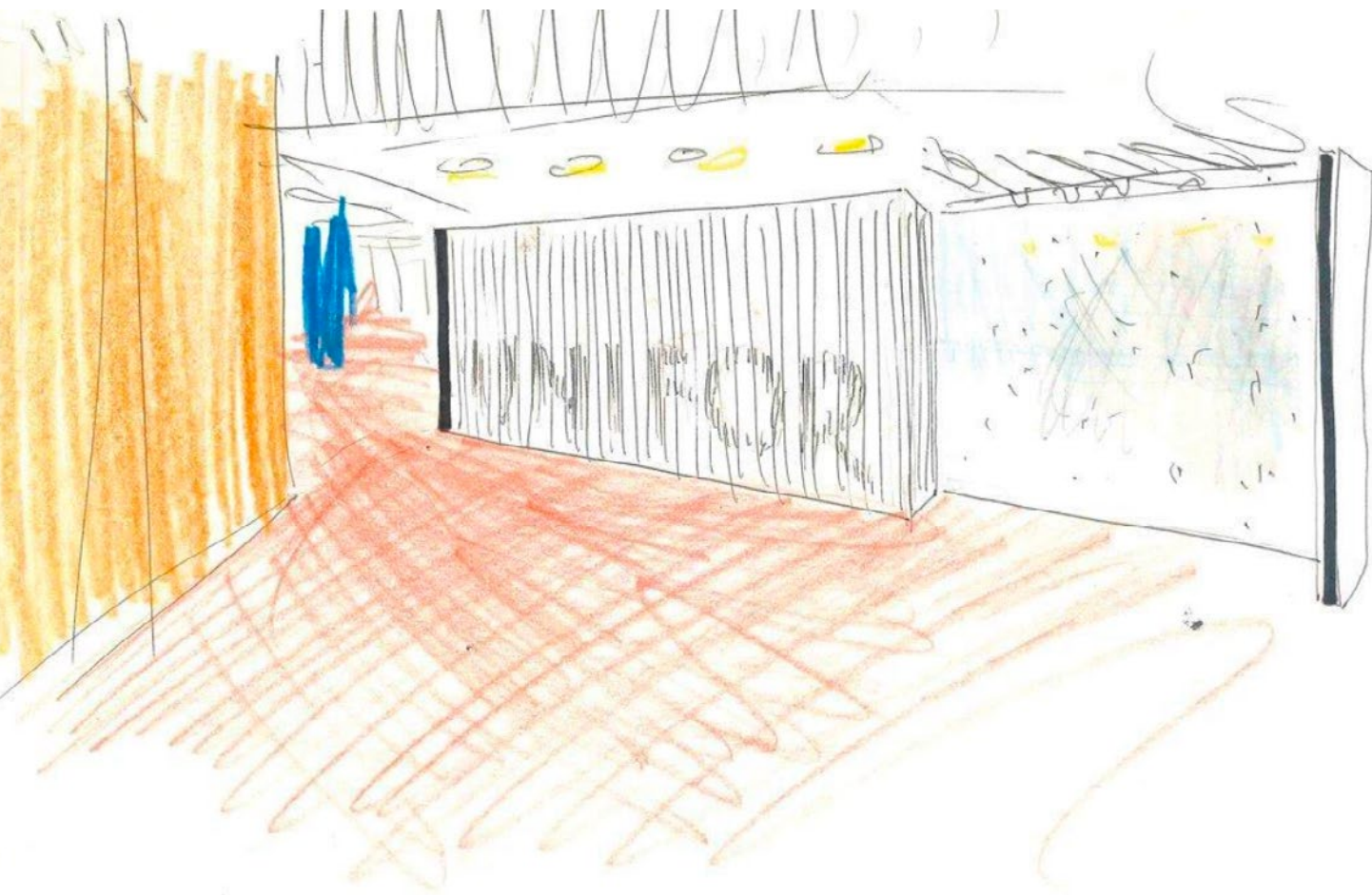
Consumption monitoring is actively performed as an integral part of the ISO 14001 Environmental Management System and through analysis and billing.

GRI 303-3
Water withdrawal by source

Water withdrawals	U.M.	2021	2022	2023
Of which third party (aqueduct)	mc	10.668	9.052	9.068
Of which groundwater	mc	0	0	0
Total water withdrawal	mc	10.668	9.052	9.068

WATER STRESS

Water stress is generally associated with water scarcity or pressure on the water resource in a given geographical area. The World Resources Institute’s Aqueduct Water Risk Atlas <https://www.wri.org/aqueduct> was used as a tool to assess water stress areas. The territories in which the UniFor and Citterio production sites are located, Turate (CO) and Sirone (LC) respectively, are classified as low-medium water stress areas (Low-Medium 10-20%).



UniFor and Citterio hold within them a long history of names, authors and talents; communities made up of people both within and outside the companies, without which no design sign takes shape.

A close bond of loyalty and belonging binds the two companies and their people. UniFor and Citterio have always forged relationships based on trust and direct involvement, capable of generating value and fostering an enriching participatory dialogue between suppliers, workers and the local community.

A fundamental asset for the continuous evolution of the brands is internal training. Thanks to their ongoing project of specialisation, UniFor and Citterio cultivate internally passionate talents with multidisciplinary expertise, with a high level of technical competence focusing on innovation and research, aspiring to achieve excellence.

In addition to internal training, there is also attention to the outside world and to the new generations: UniFor and Citterio open up and welcome young students to be accompanied on a learning path, preparatory to entering the world of design. The technical know-how, which distinguishes the companies and their teams, is shared with young designers, thanks to the collaboration with universities and training institutes. In this way they can approach a skill where practice and theory merge.

UniFor and Citterio have formalised in their Code of Ethics the commitment to protect and enhance the fundamental role of human resources within the organisation. This commitment includes the goal of expanding people’s skills and ensuring working conditions that are safe and respectful of individual dignity. In addition, the companies are working on the implementation of a specific policy dedicated to the management and development of human resources, as well as the promotion of health and safety in the workplace. The main objective is to pursue continuous improvement in the promotion of these aspects.

UniFor and Citterio recognise that the enhancement of human capital is a process aimed at maximising the potential, skills and performance of employees. This is a fundamental principle for the success and growth of the companies themselves; people are the greatest asset, a fundamental element for UniFor and Citterio. Their skills, motivation, relationships and collective contributions directly influence the company’s success and culture. Efforts to attract, develop and enhance human capital are essential to achieve the goals and maintain corporate competitiveness.

Ensuring a safe and inclusive working environment that promotes the well-being and personal and professional development of people is a key element of UniFor’s and Citterio’s overall success.

As of December 31, 2023, the companies had a total of 323 employees, consolidating steady growth over time. The workforce is composed of 16.7% women and 83.3% men, showing a slight increase in female representation compared to the previous year. Additionally, 95.7% of employees hold permanent contracts, reaffirming the Group’s commitment to ensuring job stability, while 98.1% of the staff work full-time, an unchanged figure that underscores continuity in workforce management.

In 2023, UniFor and Citterio continued to avoid the use of intermittent or on-call work, maintaining a stable employment structure without flexible contractual arrangements. As of December 31, 2023, the number of non-employed workers was 6, representing approximately 1.9% of the total workforce, a slight decrease from the previous year and aligned with the goal of building a predominantly internal and dedicated team.

GRI 2-7
Employees by contract type

Number employees	2021			2022			2023		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Permanent contract*	43	247	290	47	268	315	51	258	309
Fixed-term contract*	0	10	10	2	13	15	3	11	14
Total at end of period	43	257	300	49	281	330	54	269	323

GRI 2-7
Employees by form of employment

Number employees	2021			2022			2023		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Full-time	39	254	293	44	280	324	48	269	317
Part-time	4	3	7	5	1	6	6	0	6
Non-guaranteed hours	0	0	0	0	0	0	0	0	0
Total at end of period	43	257	300	49	281	330	54	269	323

GRI 401-1
New employee hires and employee turnover

Hirings	2021			2022			2023		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Up to 29 years	2	9	11	3	14	17	2	8	10
From 30 to 50 years	3	5	8	6	24	30	10	20	30
Over 50 years	2	5	7	0	8	8	0	3	3
Total	7	19	26	9	46	55	12	31	43
Positive turnover %	16,3%	2,7%	2,3%	18,4%	16,4%	16,7%	22,2%	11,5%	13,3%
Terminations	2021			2022			2023		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Up to 29 years	1	0	1	0	3	3	1	0	1
From 30 to 50 years	5	2	7	1	4	5	3	8	11
Over 50 years	0	13	13	3	19	22	2	15	17
Total	6	15	21	4	26	30	6	23	29
Positive turnover %	14%	5,8%	7%	8,2%	9,3%	10%	11,1%	8,6%	9%

The companies’ human resources department is in charge of disseminating the application of the company’s policies on the management and enhancement of human capital, with the aim of ensuring the achievement of the companies’ objectives. UniFor’s and Citterio’s personnel management is guided by a number of indispensable general principles:

The companies have always been committed to building lasting working relationships with employees and collaborators, based on mutual trust and esteem, while contributing to strengthening the company’s strong ties with the local area and community. Recognising the value of collective bargaining, UniFor and Citterio guarantee their employees and collaborators remuneration that complies with the provisions of the “Wood, Cork, Furniture and Furnishings” national collective bargaining agreement in force and applied in the company. In relation to working hours, compliance with the regulatory limits and those of the collective bargaining agreement in force and applied is guaranteed.

EQUITY IN SEARCH AND SELECTION

Each selection process encourages the candidature of all individuals with the required qualifications and/or professional experience and is carried out solely on the basis of merit. The same principle underlies the assessment of opportunities that may arise within each individual company (transfers between organisational units) or within the companies (intra-group transfers).

ENHANCEMENT AND DEVELOPMENT

UniFor and Citterio are committed to maximising the potential of each employee by providing customised training and development programmes. Investing in the skills and well-being of employees contributes to their professional and personal development.

CONTINUOUS TRAINING

Promoting continuous training in order to enable employees to remain aligned with the evolving challenges of the market. The companies offer learning opportunities tailored to meet individual and corporate needs.

HEALTH AND SAFETY

The health and safety of employees is a top priority. UniFor and Citterio implement preventive measures and provide training to ensure a safe working environment.

DIVERSITY AND INCLUSION

UniFor and Citterio support an inclusive working environment where diversity is seen as an asset. They do not allow discrimination based on gender, ethnicity, religion, sexual orientation or other personal characteristics. Diversity enriches the corporate culture and stimulates the companies’ ability to innovate and grow.

COMMUNICATION

The objective of the activity is to disseminate information, data and opinions concerning company matters to all employees and to receive feedback from them in order to facilitate a mutual understanding between management and staff, as well as to fully integrate employees within the companies’ context.

OPEN DIALOGUE

Develop a culture of dialogue between trade union representatives and the companies, aimed at reducing differences of opinion, improving mutual understanding and creating a balance in interpersonal relations in order to avoid unwanted tensions. Communication with staff aims to promote transparency and create a climate of trust within UniFor and Citterio by encouraging open dialogue between management and employees.

Training plays an important role in empowering people and supporting cultural and organisational growth. It is an effective means of improving people's skills and knowledge, through courses, workshops, seminars, or even informally through on-the-job training. Training is not just about developing new skills, but can also help consolidate existing ones in order to help shape corporate culture and support organisational growth. Health and safety training, for example, is essential to protect the health and well-being of employees and helps promote a safety culture within the organisation.

In 2023, UniFor and Citterio significantly increased their commitment to training, delivering a total of 1,300 hours, representing a 16.5% increase compared to the 1,116 hours provided in the previous year. Of these, 10.5% of the training hours were allocated to female employees, while 89.5% were allocated to male employees, highlighting a growth in hours dedicated to women, which reached a total of 137 hours.

The main training delivered in 2023 includes:

HEALTH AND SAFETY
General and specific training courses for new employees, specific training for forklift drivers, and refresher courses for the various figures in the Prevention and Protection Service were regularly carried out.

CYBER RISK
Specific training was provided to screen-using resources to increase awareness of cyber threats, ensure the protection of sensitive data, share cyber security best practices and learn how to handle incidents.

ENVIRONMENTAL CERTIFICATIONS AND REQUIREMENTS
In 2022 and 2023, UniFor and Citterio involved top and middle management in courses dedicated to LEED, BREAM, EPD®, LCA and ESG environmental certifications, in line with the corporate strategy.

COMPUTER SKILLS
The two companies regularly provide training and refresher courses dedicated to the development of IT soft skills.

MOBILITY MANAGEMENT
Periodically, UniFor and Citterio raise awareness among their employees on the adoption of good practices for home-work journeys in order to reduce the environmental impact of transport.

GRI 404-01
Average hours of training by gender

Training	2021	2022	2023
Total number of employees	300	330	323
Total number of female employees	43	49	54
Total number of male employees	257	281	269
Total number of training hours provided to female employees	113	100	137
Total number of training hours provided to male employees	747	511	1.163
Total hours of training delivered	1075	1116	1.300
Average hours of training per employee	3,6	3,4	4
Average hours of training for female employees	2,6	2	2,5
Average hours of training for male employees	2,9	1,8	4,3

GRI 404-01
Average hours of training per task

Training	2021	2022	2023
Total number of employees	300	330	323
Total number of managers	10	11	13
Total number of executives	22	23	19
Total number of white-collar employees	118	131	138
Total number of manual labourers	150	165	149
Total number of training hours provided to Managers	0	0	12
Total number of training hours provided to Executives	0	0	21
Total number of training hours provided to administrative employees	177	402	837
Total number of training hours provided to Labourers	683	395	430
Total hours of training delivered	1075	1116	1.300
Average hours of training for Managers	0	0	0,9
Average hours of training for Executives	0	0	1,1
Average hours of training for Office workers	1,5	3,1	3,1
Average hours of training for Blue-collar workers	4,6	2,4	5,6

Accademia | UniFor

ACCADEMIA UNIFOR

Always at the forefront of promoting excellence and innovation, UniFor has enthusiastically announced the opening of its Accademia for People in the organisation. A project that stems from the will of the Owners, who strongly believe in the need to invest in People from their first day in the Company.

This initiative aims to cultivate internal talent by offering employees a stimulating environment and first-class learning resources. But the Accademia does not limit itself to technical training, it also encourages the development of soft skills, such as leadership, effective communication, time management and knowledge of different areas of the company's work through the Meet My Department section. UniFor recognises that business success is not only determined by technical skills, but also by the ability to adapt, innovate and collaborate effectively.

This project aims to accompany the life of People in the company, through the sharing of values, history and projects that reflect UniFor's identity.

The name Accademia stems from the company's desire to maintain the indispensable value of Made in Italy, everywhere.

The Accademia Project was shared directly on the company intranet to which all employees have access, which, in addition to this new project, includes:

MARKETING TOOLS

- Key company materials and products and information on projects implemented. An extensive archive where you can discover and explore logos, catalogues, images, data sheets, designs, presentations and other resources dedicated to corporate storytelling;

EMPLOYEE KIT

- Dedicated to the documents of the day at UniFor, including courses and initiatives.

SOME CULTURE AND EDUCATION ACTIVITIES

UniFor confirms its leading role in the development and production of furniture systems, not only in the office furniture sector, but also for cultural venues and multimedia spaces. UniFor develops systems of technical bookcases, storage modules and community tables, starting with serial products but always favouring “made-to-measure” solutions to best meet the needs of customers.

UniFor
Bibliothèque du Palais de Chaillot
Paris, 2007

Located in the left wing of the Palais de Chaillot, in Paris, the Cité de l'Architecture et du Patrimoine covers 23 thousand square metres for institutions, schools, exhibition spaces and a library with documentation centre, entirely dedicated to the themes of architectural design and the city. With an endowment of 45,000 volumes, 450 periodicals and 110 reference stations, the library is spread throughout the complex, occupying a large double-height atrium and the vaulted gallery. Strictly enveloped in white and beautiful frescoed ceilings, the room is completely furnished with modular elements that organise the space with refined simplicity. Aggregated in-line workstations and long tables lit with direct light at the top and equipped with articulated support arms for monitors define the consultation and study spaces with elegance and functionality, while the storage and display of books is entrusted to the bookcase system. The careful selection of materials and finishes harmonises perfectly with the environment.





UniFor
Giorgio Feltrinelli
Foundation
Milan, 2016

The Feltrinelli Porta Volta complex plays a decisive role in the broader urban regeneration process that has affected this strategic area of Milan in recent years. The twin buildings of the Giorgio Feltrinelli Foundation and the Microsoft Italia offices offer a rhythmic, linear layout characterised by a cusped roof perfectly integrated into the façade. Elementary geometries, modular repetition of structural components and transparency are the compositional elements that identify the architectural artefact. The Foundation's headquarters are spread over five floors with a reception, bookshop and cafeteria on the first level, a multifunctional and conference room on the second floor, offices and meeting rooms on the third and fourth, a reading room in the spire of the fifth, while the basement houses the archive. For this major project, UniFor supplied the furniture and partition systems of the top three floors with standard products and elements made specifically for this project to a design by Studio Herzog & de Meuron in collaboration with Coima Image. In particular, the two floors for offices are divided by full-height walls adapted to the specific requirements of the project, with a natural aluminium structure fixed to the ceiling and glazed panels concealed in the floor.

OCCUPATIONAL HEALTH AND SAFETY POLICY

UniFor and Citterio's commitment to the prevention and protection of workers' health and safety is an aspect considered essential for responsible business management

The two companies, particularly within their own production sites, regardless of the nature and purpose of the activities carried out, implement the prevention measures provided for by the local regulations in force, pursuing the continuous improvement of occupational health and safety conditions. The control and monitoring of health and safety aspects is ensured through inspections and audits, both conducted internally and by specialised external companies.

UniFor and Citterio implement a careful empowerment of management with regard to occupational health and safety aspects, defining and formalising roles and responsibilities. In addition, UniFor and Citterio recognise the important value that a health and safety management system, certified according to UNI EN ISO 45001, has for controlling these specific aspects, which is why UniFor started in 2023 to implement the management system, with the aim of achieving certification during 2024.

UniFor's and Citterio's daily commitment is to:

- promote a safety culture, encouraging risk awareness and compliance with safety regulations;
- eliminate or minimise risks through the implementation of knowledge gained through technical progress, giving priority to intervention at source;
- adopt equipment, machinery and facilities that meet the essential safety requirements to ensure a safe working environment;
- replace hazardous products with those that are less hazardous or non-hazardous;
- minimise the number of workers who are, or may be, exposed to the risks;
- ensure that all workers receive information, education, awareness and training on occupational safety and health; not limit the matter to compliance with laws and regulations, but rather plan specific health and safety objectives. This includes the periodic verification and review of targets in order to continuously improve hygiene and safety conditions;
- observe technical standards, directives or proposals of international bodies to improve safety conditions.

HAZARD IDENTIFICATION, RISK ASSESSMENT, AND INCIDENT INVESTIGATION

The companies ensure that all risk assessments are updated regularly and that measures are taken to mitigate identified risks. Safety is a priority and, within the production sites, is treated with the utmost seriousness in order to protect the health and well-being of employees.

UniFor's and Citterio's procedures for mitigating risks and identifying possible hazards at work include:

- close monitoring of trends in accidents, near misses and work-related illnesses. The aim is to prevent and identify trends and areas where improvements need to be made in occupational safety and health management;
- the implementation of measures necessary to deal with possible emergency situations and minimise the impacts resulting from such situations. This includes planning evacuation procedures, drawing up an emergency plan, carrying out periodic practical evacuation tests, installing appropriate fire-fighting and emergency management equipment, and identifying and training personnel (fire and first aid officers) to deal with and manage emergency situations effectively;
- measures taken to eliminate workplace hazards as far as possible and reduce risks to the health and safety of employees;
- the involvement of all corporate functions in the promotion of proactive behaviour that supports quality and safety in the workplace. This involvement requires a constant commitment to creating a safe and high quality working environment.

UniFor and Citterio have implemented processes to ensure that safety measures are checked and complied with in order to reduce structural and work-related risks. Internal audits, monitoring by supervisors, managers and employee reports help to verify that the measures implemented are working and being complied with. Internal communication is based on a system that includes feedback to monitor non-conformities, evaluate and resolve them. The companies promote a culture of safety at work through information, education and training of their workers.





WORKER PARTICIPATION, CONSULTATION,
AND COMMUNICATION ON OCCUPATIONAL
HEALTH AND SAFETY

In compliance with Legislative Decree 81/2008, the Consolidated Occupational Health and Safety Act, UniFor and Citterio have appointed an external figure as Prevention and Protection Service Manager (RSPP) to manage health and safety issues in the workplace. This figure plays a key role in the organisation because, flanked by an in-house Prevention and Protection Officer (ASPP), he or she works on a regular basis within the company to ensure a safe working environment that complies with current regulations.

Another fundamental aspect of the RSPP's role is the collaboration with the Workers' Safety Representative (RLS). This constant interaction ensures that employees' concerns and needs are taken into account, creating a working environment where safety is a shared priority.

In addition, the Prevention and Protection Service Manager actively collaborates with company directors to ensure that company policies and practices are aligned with occupational health and safety regulations.

WORKER TRAINING ON OCCUPATIONAL
HEALTH AND SAFETY

UniFor and Citterio are committed to providing comprehensive occupational health and safety training to their employees. For new employees, there is a training period with coaching by experienced operators and theoretical lessons by qualified supervisors.

Following risk assessments, with respect to occupational health and safety issues, all personnel receive adequate training and instruction in order to mitigate the risks identified according to their tasks.

The main training plans include, for example, training on the correct use of personal protective equipment (PPE), the correct handling of loads, the risk of noise, firefighting and first aid. At the end of the courses, after verifying the workers' level of learning, a certificate of attendance is issued to prove that the workers have successfully completed the training course and acquired the necessary skills.

Throughout 2023, a total of 1,081 hours of training on workplace health and safety were provided, marking a 30.2% increase compared to the 830 hours in 2022. The number of trained employees also grew, rising from 156 in 2022 to 201 in 2023.

ACCIDENTS AND EMPLOYEE HEALTH
AND SAFETY INDICATORS

UniFor and Citterio have developed a series of measures for recording and managing accidents in order to improve workplace safety and reduce accidents.

The provision of specific forms for recording accidents and near misses simplifies the data collection process and ensures that relevant information is recorded accurately. In addition to recording events, the companies identify corrective actions to be taken to prevent future accidents and to improve overall safety in the workplace.

In the event of an accident at work, the HSE department is promptly informed in order to activate the specific management procedure. An inspection is then carried out at the accident site to understand the causes and identify the corrective measures to be implemented.

Suitably trained emergency and first aid personnel are present at all production sites.

GRI 403-09
Accidents at work

GRI 403-01
Occupational diseases

Number of accidents at work that can be recorded	2021	2022	2023
Accidents at work with serious consequences	0	0	0
Fatal accidents at work	0	0	0
Work-related injuries	9	4	5
Commuting accidents	3	2	0
Hours worked	493.476	508.251	560.036
Cases of occupational disease	0	0	0
Severity index	0,17	0,12	0,17
Rate of occupational injuries	18,24	7,87	8,93
Rate of occupational injuries with serious consequences	0	0	0
Death rate as a result of accidents at work	0	0	0
Occupational disease rate	0	0	0

UniFor and Citterio recognise the need to maintain and increase the inclusive practices currently applied, as creating a diverse environment, in terms of perspectives, cultures, backgrounds, gender, age, ensures a better capacity for innovation and is a success factor for the business.

The companies are committed to respecting the standards and principles enshrined in the Universal Declaration of Human Rights, as well as the guide published by the International Labour Organisation (ILO). Furthermore, as recalled in the Code of Ethics, UniFor and Citterio undertake to ensure that in their respective workplaces there is no form of discrimination based on age, gender, sexual orientation, ethnicity, language, nationality, political and trade union opinions.

UniFor and Citterio promote the development of the potential of each person to foster their professional growth through:

- respect for the personality and dignity of each individual from the selection phase;
- the prevention of discrimination, harassment and abuse of any kind;
- appropriate training according to the position held;
- a clear and precise definition of roles, responsibilities, delegations and access to information needed to make decisions in the interest of the company;
- clear, precise and truthful internal communication regarding company policies and strategies;
- safe, healthy workplaces.

GRI 405-1
Diversity among employees

Employees	2021			2022			2023		
	Female	Male	Total	Female	Male	Total	Female	Male	Totale
Up to 29 years of age	2	19	21	4	30	34	6	35	41
From 30 to 50 years	23	110	133	26	121	147	34	125	159
Over 50 years	18	128	146	19	130	149	14	109	123
Total	43	257	300	49	281	330	54	269	323
Percentage	14,3%	85,7%	100%	14,8%	85,2%	100%	16,7%	83,3%	100%

UniFor and Citterio recognise that the extreme quality and compliance with safety and health requirements of their products are of crucial importance in ensuring customer satisfaction and regulatory compliance.

For several years now, both UniFor and Citterio have been implementing a quality management system that complies with and is certified according to UNI EN ISO 9001:2015, in order to optimise company processes, improve effectiveness and efficiency in product manufacture and service delivery, carefully monitor quality during all production phases and promptly detect any imperfections and defects. The management of any non-conformities is also based on what is stated in the procedures of the quality management system.

During the reporting period of this Report, the two companies received no complaints/non-conformities related to the quality and safety of the products sold.

GRI 416-2
Incidents of non-compliance concerning the health and safety impacts of products and services.

Episodes	2021 Non-conformities	2022 Non-conformities	2023 Non-conformities
No. of cases with a fine or penalty	0	0	0
No. of cases with notice	0	0	0
No. of cases with self-regulation code	0	0	0
Total	0	0	0

- As manufacturers of high-quality furniture and furnishings, UniFor and Citterio are aware that most of people's daily chemical exposure occurs through the air they breathe in homes, offices, schools and other indoor environments. These airborne chemicals are commonly called volatile organic compounds (VOCs), which are used in the production and maintenance of building materials, interior furnishings, cleaning products and personal care products. For this reason, both UniFor and Citterio invest in research and development to limit and neutralise the emission of VOCs from the finished product, through:
- MATERIALS WITH LOW OR ZERO VOC CONTENT**

UniFor and Citterio source wooden based raw materials that complies with the requirements of CARB2 (California Air Resource Board) certification and national reference standards for formaldehyde emission limits. In addition, the companies are pushing their research towards paints with low or no VOC content, and in this respect Citterio will only use water-based paints instead of solvent-based paints in its production cycle from 2023.
 - ENVIRONMENTAL CERTIFICATIONS**

Both UniFor and Citterio have certified some products through environmental programmes and labels that promote VOC reduction. For example, certifications such as GreenGuard and Indoor Air Comfort Gold (IACG).
 - ECO-DESIGN**

The product's design itself can contribute to reducing VOCs. For this reason, UniFor and Citterio have implemented life cycle assessment processes for their products and their environmental impacts since 2022, a commitment that continues consistently in 2023.
 - LEGISLATION AND REGULATIONS**

UniFor and Citterio comply with specific regulations limiting the VOC content of products.



GREENGUARD CERTIFICATION

GreenGuard is an environmental product certification that started in the United States of America. The owner of the standard is the UL (Underwriters Laboratories) testing body, one of the most important in the world.

The GreenGuard certification mark communicates that representative samples of a product have undergone rigorous scientific testing to meet stringent chemical emission requirements.

UniFor has therefore strengthened its commitment to the health and well-being of users over the years by introducing a product line certified to the GreenGuard standard for indoor air quality. This certification underlines the company's willingness to seek innovative solutions to reduce emissions of volatile organic compounds (VOCs) and other pollutants potentially present in its products.

UniFor's goal is that not only do the products carry the brand's distinctive elegance and aesthetics, but also a design that leads to a healthier indoor environment.

GRI 416-1
Assessment of the health and safety impacts
of product and service categories - UniFor

Category of products	2021			2022			2023		
	Assessed	Total	%	Assessed	Total	%	Assessed	Total	%
Operating workstations	7	20	35%	7	20	35%	7	21	33,3%
Executive desks	6	9	66,7%	6	9	66,7%	6	10	60%
Meeting tables	8	15	53,3%	8	15	53,3%	8	17	47,1%
Workstations collaborative	6	10	60%	6	10	60%	6	10	60%
Containers and drawer units	5	19	26,3%	5	19	26,3%	5	20	25%
Partitions	4	5	80%	4	5	80%	4	5	80%
Library furniture	1	2	50%	1	2	50%	1	2	50%
Meetings	0	2	0%	0	2	0%	0	4	0%



Misura ST P9, PL
Panels System



Neutra



Plan



Walls System, P25,
Syncro, RP, AP



Mood



Flipper



MDL System



iSatelliti



Easy



Naòs System



Less



INDOOR AIR COMFORT GOLD (IACG) CERTIFICATION

The product certification, developed by Eurofins S.p.A., “Indoor Air Comfort” (IAC), is a well-established tool for demonstrating a product’s compliance with the low VOC emission criteria established in Europe, on two levels:

- The standard level “Certified Indoor Air Comfort Product” shows the conformity of the product’s emissions with the criteria of all legal specifications issued by the authorities of the European Union and its member states.
- The highest level “Indoor Air Comfort GOLD- certified product” provides further assurance that product emissions comply with the criteria of many voluntary specifications issued by leading quality green labels, similar EU specifications and the requirements for sustainable building certification. Therefore, the certified products are those with the best low emissions in their class, making them ideal for indoor air quality.

Citterio has certified several products over the years according to the IACG standard, guaranteeing low VOC emissions and constant controls on its products.

GRI 416-1
Assessment of the health and safety impacts
of product and service categories - Citterio

Category of products	2021			2022			2023		
	Assessed	Total	%	Assessed	Total	%	Assessed	Total	%
Partitions	4	4	100%	1	4	25%	2	4	50%
Furniture	6	8	75%	0	8	0%	0	8	0%
Sound Systems	0	6	0%	3	6	50%	0	6	0%

UniFor and Citterio believe that contributing to the well-being of the community and dedicating part of its resources to actions of solidarity, is not a mere corporate fulfilment or a professional duty, but rather a moral requirement; a requirement that is considered an essential part of a healthy company, able, that is, to grow, but at the same time to support and develop the territory in which it operates and to make those who work in it proud.

Both UniFor and Citterio have always made contributions to support local charitable initiatives, in particular by honouring local non-profit organisations with their products, various sponsorships, and cultural and museum events.



UniFor is pleased to support the TOG Foundation for the opening of the new “Carlo De Benedetti TOG Centre”, a centre of excellence for the rehabilitation of children and young people with neurological pathologies, inaugurated on 21 October 2023 in Milan. UniFor, with Molteni&C, took part in the realisation of the project by supplying furniture products designed to meet the specific needs of the space: specialist clinics, rehabilitation areas, workshop spaces, offices and informal areas.



UniFor supports, as technical sponsor, the exhibition “Gabriele Basilico. Le mie città”. Ten years after the death of Gabriele Basilico, the city of Milan pays tribute to the photographer with a major exhibition at Palazzo Reale and Triennale Milano. UniFor was called upon to create the exhibition layout within the spaces of the Palazzo Reale.

The Molteni Group took part in the 30th edition of the FAI Spring Days, a national event dedicated to the rediscovery and enhancement of Italy’s historical, artistic and cultural heritage. Ron Gilad’s architecture inside the Molteni Compound, which houses the collection of original products and projects that have made the history of design and Italian excellence, was opened for visits by volunteers from the Delegation and the Giovani FAI Group of Monza.



On the occasion of NOMAD Capri 2023, UniFor is the technical sponsor of “Bronzi”, Michele De Lucchi’s exhibition on his recent artistic research: three bas-reliefs from the “Architetture ideografiche” series and three sculptures from the “Pagliai” series highlighting a new protagonist, bronze.



UniFor supports Poldi Pezzoli Museum as technical sponsor. The Milanese museum once again exhibited one of its greatest masterpieces to the public, finally “recovered”: Andrea Mantegna’s Madonna and Child, restored by the Opificio delle Pietre Dure in Florence. The installation, realised by UniFor, based on a project by Luca Rolla and Alberto Bertini, presents two rooms: the first, introductory, with explanatory panels; the second bare, with only Mantegna’s work.

Below is the table showing the GRI performance indicators. Each indicator is provided with a reference to the section of the Non-Financial Statement where the indicator can be found or to other publicly available sources to which reference can be made.

STATEMENT OF USE

UniFor and Citterio have prepared this non-financial disclosure with the GRI Standards for the period 1 January 2023—31 December 2023.

GRI 1: Foundation 2021
GRI Sector Standard(s) Applicable: N/A

GRI Standard	Privacy policy	Pages/chapters	Omission
GENERAL INFORMATION			
GRI 2 GENERAL INFORMATION	THE ORGANISATION AND ITS REPORTING PRACTICES		
	2-1 Organisational details	5, 7–12	
	2-2 Entities included in the organisation's sustainability reporting	5	
	2-3 Reporting period, frequency and contact person	5	
	2-4 Restatement of information		There was no review of the information. This is the Group's first Sustainability Report.
	2-5 External assurance		This Sustainability Report is not subject to external assurance.
	ACTIVITIES AND WORKERS		
	2-6 Activities, value chain and other business relations	7–13, 22–28	
	2-7 Employees	78, 79	
	2-8 Workers who are not employees		Incomplete information
	GOVERNANCE		
	2-9 Governance structure and composition	31–33	
	2-10 Nomination and selection of the highest governance body	32	
	2-11 Chair of the highest governance body	32	
	2-12 Role of the highest governance body in overseeing the management of impacts	34	
	2-13 Delegation of responsibility for managing impacts	34	
	2-14 Role of the highest governance body in sustainability reporting	34	
	2-15 Conflicts of interest	35	
	2-16 Communication of critical concerns	35–40	
	2-17 Collective knowledge of the highest governance body	32, 34, 43	

GRI Standard	Privacy policy	Pages/chapters	Omission
	2-18 Evaluation of the performance of the highest governance body		Information not available
	2-19 Remuneration policies		Confidentiality constraint
	2-20 Process to determine remuneration		Confidentiality constraint
	2-21 Annual total compensation ratio		Confidentiality constraint
	STRATEGY, POLICIES AND PRACTICES		
	2-22 Statement on sustainable development strategy	3, 4, 43	
	2-23 Policy commitments	34, 38, 43, 45	
	2-24 Embedding policy commitments	34, 36–40, 43, 48–52	
	2-25 Processes to remediate negative impacts	43–52	
	2-26 Mechanisms for seeking advice and raising concerns	40	
	2-27 Compliance with laws and regulations	36–40	
	2-28 Membership of associations	34	
	STAKEHOLDER ENGAGEMENT		
	2-29 Approach to stakeholder engagement	44–47	
	2-30 Collective bargain agreements	81	
	2-16 Critical issues communication	35–40	
	2-17 Collective Knowledge of the Governing Body	32, 34, 43	
MATERIAL TOPICS			
GRI 3 MATERIAL TOPICS	3-1 Process to determine material topics	44–47	
	3-2 List of material topics	48, 103	

TOPIC — SPECIFIC STANDARDS

GRI Standard	Privacy policy	Pages/chapters	Omission
GRI 200 ECONOMIC			
	ECONOMIC PERFORMANCE		
GRI 3 MATERIAL TOPICS	3-3 Management of material topics	2.3 Value creation and distribution	
GRI 201 ECONOMIC PERFORMANCE	201-1 Direct economic value generated and distributed	41	
	PROCUREMENT PRACTICES		
GRI 3 MATERIAL TOPICS	3-3 Management of material topics	4.2 Value creation and distribution	
GRI 204 PROCUREMENT PRACTICES	204-1 Proportion of spending on local suppliers	57	
	ANTI-CORRUPTION		
GRI 3 MATERIAL TOPICS	3-3 Management of material topics	2.2 Suppliers and valuable materials	
GRI 205 ANTI-CORRUPTION	205-1 Operations evaluated for corruption-related risks	38	
	205-2 Communication and training on corruption-prevention policies and procedures	38	
	205-3 Episodes of corruption registered and action in response	38	
	ANTI-COMPETITIVE BEHAVIOUR		
GRI 3 MATERIAL TOPICS	3-3 Management of material topics	2.2 Compliance, ethics and transparency	
GRI 206 ANTI-COMPETITIVE BEHAVIOUR	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practice	38	

GRI Standard	Privacy policy		Pages/chapters	Omission
GRI 300 ENVIRONMENTAL				
	MATERIALS			
GRI 3 MATERIAL TOPICS	3-3 Management of material topics	4.2 Suppliers and valuable materials		
GRI 301 MATERIALS	301-1 Materials used by weight or volume	58, 59		
	ENERGY			
GRI 3 MATERIAL TOPICS	3-3 Management of material topics	4.2 Energy consumption and emissions		
GRI 302 ENERGY	302 Energy consumed within the organisation	61		
	302-3 Energy intensity	63		
	WATER AND EFFLUENTS			
GRI 3 MATERIAL TOPICS	3-3 Management of material topics	4.6 Water use and management		
GRI 303 WATER AND EFFLUENTS	303-1 Interactions with water as a shared resource	75		
	303-2 Management of water discharge-related impacts	75		
	302-3 Water withdrawal	75		
	EMISSIONS			
GRI 3 MATERIAL TOPICS	3-3 Management of material topics	4.3 Energy consumption and emissions		
GRI 305 EMISSIONS	305-1 Direct GHG emissions (Scope 1)	64		
	305-2 Direct GHG emissions (Scope 2)	64		
	305-3 Direct GHG emissions (Scope 3)	64		
	305-4 GHG emissions intensity	65		

GRI Standard	Privacy policy		Pages/chapters	Omission
	WASTE			
GRI 3 Material topics	3-3 Management of material topics	4.4 Waste and the circular economy		
GRI 306 WASTE	306-1 Waste generation and significant waste-related impacts	66		
	306-2 Management of significant waste-related impacts	66		
	306-3 Waste generated	66		
	306-4 Waste diverted from disposal	67		
	306-5 Waste directed to disposal	68		
	ENVIRONMENTAL COMPLIANCE			
GRI 3 MATERIAL TOPICS	3-3 Management of material topics	4.1 Our Environmental Policy		
GRI 307 ENVIRONMENTAL COMPLIANCE	307-1 Non-compliance with environmental laws and regulations	54, 55		
	SUPPLIER ENVIRONMENTAL ASSESSMENT			
GRI 3 MATERIAL TOPICS	3-3 Management of material topics	4.2 Suppliers and valuable materials		
GRI 308 SUPPLIER ENVIRONMENTAL ASSESSMENT	308-1 New suppliers that were screened using environmental criteria	56		

GRI Standard	Privacy policy	Pages/chapters	Omission
GRI 400 SOCIAL			
	SOCIAL		
GRI 3 MATERIAL TOPICS	3-3 Management of material topics	6.1 Management and enhancement of human resources	
GRI 401 EMPLOYMENT	401-1 New hires and turnover	80	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	81	
OCCUPATIONAL HEALTH AND SAFETY			
GRI 3 MATERIAL TOPICS	3-3 Management of material topics	6.3 Occupational health and safety	
GRI 403 HEALTH AND SAFETY	403-1 Occupational health and safety management system	89	
	403-2 Hazard identification, risk assessment, and incident investigation	90	
	403-3 Occupational health services	90, 91	
	403-4 Worker participation, consultation, and communication on occupational health and safety	91	
	403-5 Worker training in occupational health and safety	92, 93	
	403-6 Promotion of worker health	89–93	
	403-7 Prevention and mitigation of occupational health and safety impacts within business relationships	90, 95–99	
	403-8 Workers covered by an occupational health and safety management system	89	
	403-9 Work-related injuries	93	
	403-10 Work-related ill health	93	

	TRAINING AND EDUCATION		
GRI 3 MATERIAL TOPICS	3-3 Management of material topics	6.2 Training and the Academy	
GRI 404 TRAINING AND EDUCATION	404-1 Average hours employee per year per training	82, 83	
DIVERSITY AND EQUAL OPPORTUNITY			
GRI 3 MATERIAL TOPICS	3-3 Management of material topics	6.4 Diversity, equity and inclusion	
GRI 405 DIVERSITY AND EQUAL OPPORTUNITY	405-1 Diversity of governance bodies	94	
NON-DISCRIMINATION			
GRI 3 MATERIAL TOPICS	3-3 Management of material topics	6.4 Diversity, equity and inclusion	
GRI 406 NON-DISCRIMINATION	406-1 Episodes of corrective discrimination were registered and measures	94	
LOCAL COMMUNITIES			
GRI 3 MATERIAL TOPICS	3-3 Management of material topics	6.6 Commitment to the community and Territory	
GRI 413 LOCAL COMMUNITIES	413-1 Activities involving local communities, impact assessment and development programmes	100–102	
CUSTOMER HEALTH AND SAFETY			
GRI 3 MATERIAL TOPICS	3-3 Management of material topics	6.5 Product quality and safety for Customers	
GRI 416 CUSTOMER HEALTH AND SAFETY	416-1 Assessment of the health and safety impacts of product and service categories	80	
CUSTOMER PRIVACY			
GRI 3 MATERIAL TOPICS	3-3 Management of material topics	2.2 Compliance, ethics and transparency	
GRI 418 CUSTOMER PRIVACY	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	39	

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