



unica

Annual Report 2021

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Word from the Board of Directors



A word from the Board of Directors

2021 was also dominated by the serious consequences of the COVID-19 virus, which led to major disruption of society. The effects on the operating results of Unica were limited, but nonetheless demanded considerable adaptability from the workforce. The Board of Directors wishes to express its huge appreciation for their efforts in adapting the work process to minimise the consequences for clients and colleagues.

Their dedication was a key contributing factor to Unica's success in extending its growth in revenue into 2021. The € 663 million in revenue generated in 2021 represented a rise of more than 24% (2020: € 539 million). The large-scale acquisitions by Unica over the past eighteen months meant that the acquired growth in 2021 contributed to the growth in revenue, as well as the solid organic growth achieved in 2021, as compared with previous financial years. Even more positive was the improvement in return. Due to a combination of economies of scale, lower operating costs and improved margins, EBITDA in 2021 rose to € 56 million (2020: € 41 million), an increase of more than 36%. The return percentage rose to 8.5%, as compared with 7.7% in 2020. Over the past five years, the return has grown twice as fast as revenue, placing Unica in an ever healthier return position.

Based on an ambitious Mergers & Acquisitions agenda, Unica has focused on strengthening its regional presence and specialisations. In May, Unica acquired Pranger-Rosier, a leading installation business in the Northern Netherlands with offices in Dokkum, Leeuwarden and Sneek. This, the largest acquisition in the history of Unica, gives the company access to a new client base in the Northern Netherlands and reinforces the company's position in technical management and maintenance, that today is provided by a national network of offices at 17 locations. Later in May, Unica also acquired Gerco and Applicom. The solutions offered by these market leaders in passive fire protection are installed in more than 30,000 buildings, and are hallmarked by a high level of digitalisation. Unica already had considerable knowledge of active fire safety, and thanks to this acquisition is now able to supply integrated total solutions for fire-safe buildings. Within the specialisation ICT, too, Unica strengthened its position in 2021 with the acquisition of In2Scope. As a result, Unica is able to more easily realise full-scale implementations of Microsoft Dynamics, a suite of software solutions for integrated optimisation and analysis of business processes.

The Unica Innovation Center, as a separate division, is a major driving force for the strategic focus on innovation. The team is also available to clients who increasingly call upon the expertise offered by the Unica Innovation Center. By organising an annual Innovation Challenge, suppliers are encouraged to improve service in the chain. Innovation programmes are also undertaken within Unica's regular business operations. One example is the 'Battery Power Supply', an integrated fire safety solution that combines a wide range of products and services.

For Unica, the employees are the company's calling card for its clients. The continued dedication of the workforce is reflected in the results of the employee survey. Above all the rise in the eNPS is an indicator that many employees are positive about their employer, and are happy to recommend Unica as an employer to family, friends and acquaintances. Being a good employer entails a degree of responsibility for health and safety. Despite COVID-19, absenteeism due to sickness rates continued to fall in 2021 (5.1% in 2021 versus 5.2% in 2020). This is the result of an improvement programme in which the focus was shifted from absenteeism to prevention and employability. Supervision by a new health and safety at work service made an important contribution, as did the implementation of the 'Your DAY' programme, concentrating on vitality and balance, which is already bearing fruit.

By way of confirmation of the importance of safety, Unica reached the second step of the Safety Culture Ladder in 2021. This instrument is a tool that encourages businesses and their suppliers to improve awareness of safe working practice. Part of the certification is the Safe Unica App, which was developed in 2021 as a means of simplifying the reporting of (near) accidents and incidents. Unica also occupies a prominent position in the Governance Code for Safety in the Construction Industry (GCVB), a sector code that was established in 2014 together with market-leading construction partners and their clients.

The future proofness of Unica as a company goes hand in hand with sustainable development. Against that background, every year Unica reports in its annual report on the key social results from elements of the Global Reporting Initiative (GRI) guideline. The already solid foundations for sustainable and social entrepreneurship were included in the strategy for 2021 as an integrated spearhead, with a view to long-term value creation. On that basis, Unica will be in a position to further enhance its impact, and continue to deliver a relevant contribution to society over the coming years. Within that process, efforts within the company's own operations will receive attention, but also the way in which those efforts can be translated into chain cooperation and service provision.

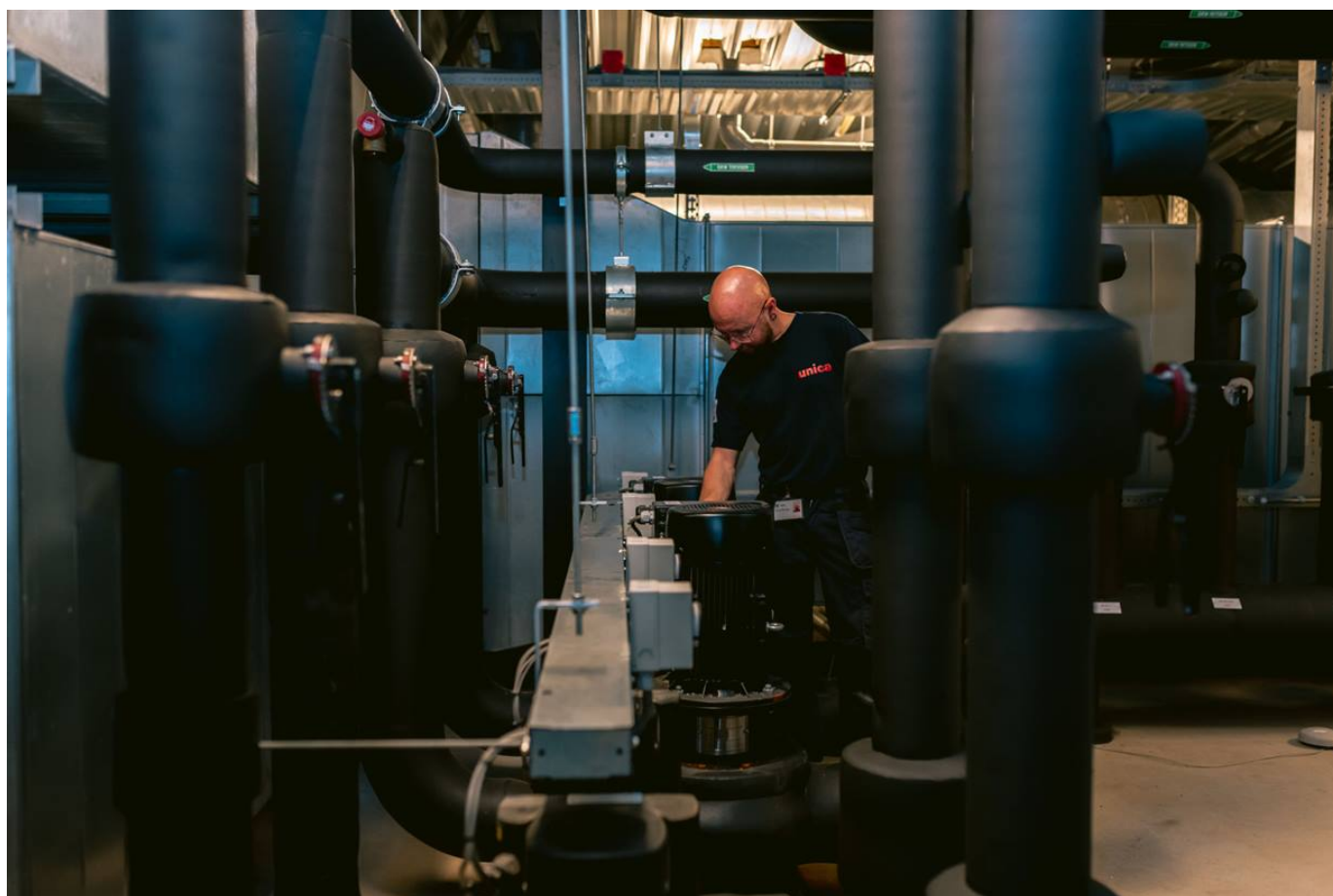
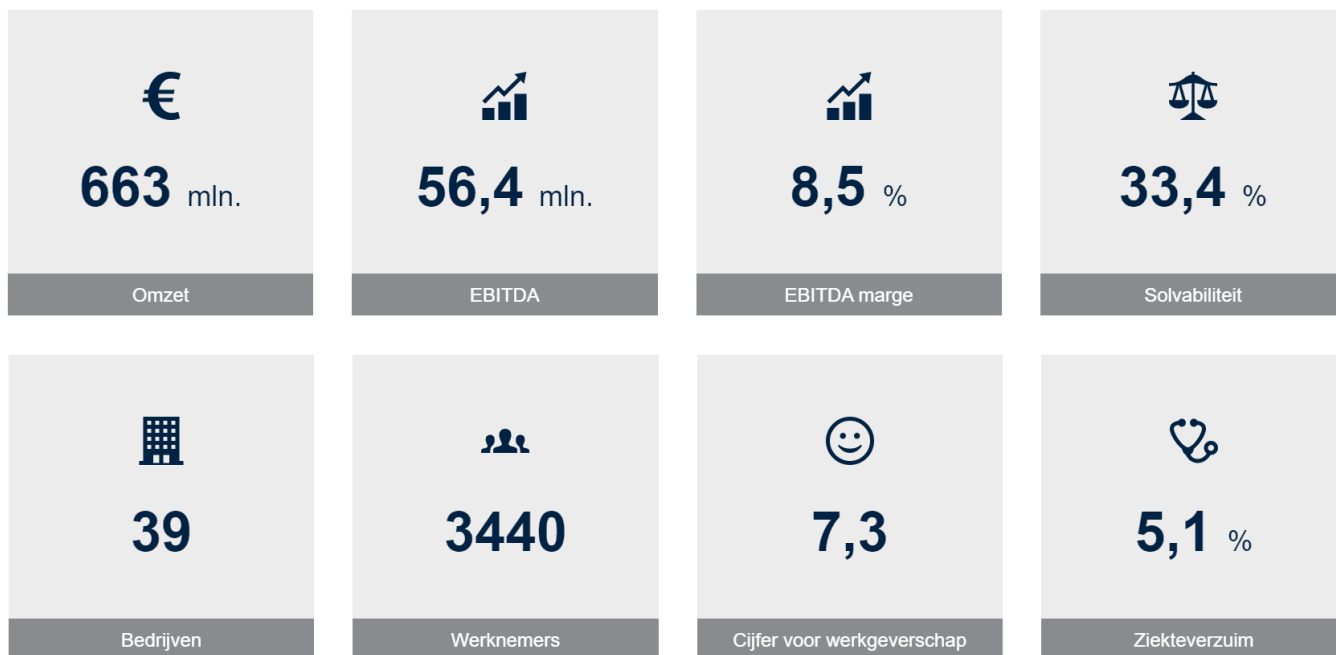
With its deep-rooted knowledge of the energy market, sustainability concepts and financing models, Unica is active at the heart of the energy transition, that is starting to accelerate rapidly. The affordability of sustainable solutions is constantly improving under the influence of market volatility, legislation and regulations, and geopolitical developments. As a consequence, the switch from traditional fossil solutions is becoming increasingly attractive. The climate ambitions and the large scale of the sustainability challenges facing clients, and the technical solutions that make meeting those challenges possible, can all be realised by Unica. Smart building applications to make buildings more sustainable, more comfortable, safer and more (cost) efficient make an important contribution. The fundamental ICT knowledge available within Unica in this field is deployed on behalf of clients in the implementation process.

Major social challenges, like the energy transition and digitalisation, call for more engineering specialists, but there are huge shortages. Further improving the attractiveness of the company on the labour market is a key priority within Unica's strategic policy. The character of a family-run business that is still clearly present in the company's DNA at every location, helps underline this attractiveness, but at the same time social entrepreneurship, diversity and inclusion play an important role. Unica is constantly on the lookout for lateral entrants from other sectors, as well as offering employment to people who are distanced from the labour market. The Performance Ladder Social Entrepreneurship (*Prestatieladder Socialer Ondernemen PSO*) for which Unica was certified in 2021, is evidence of the serious manner in which Unica embraces its social responsibility. Gender equality and inclusivity are spearheads for the diversity platform Unique, and in 2021 received a real boost with a mentor programme and (digital) meetings for female talent within Unica.

The prospects for technical service in general continue to be extremely favourable. With its network of companies, all of which are leaders in their own specialisation, Unica is perfectly positioned to guide its clients through innovative and sustainable transformation processes. Integrated solutions make a real difference when it comes to complex challenges like the energy transition. As a result, cooperation across the board remains essential. The entrepreneurial spirit represented by the more than 35 companies that make up the Unica network remains a success factor that helps the company demonstrate its successful approach in the region and in specialist domains. As a group of companies, Unica still has huge growth potential. The company's multidisciplinary strength guarantees a solid position for offering an even broader range of services to society and delivering real added value over the coming years.



Key figures



Five years Unica Groep

Amounts in € 1,000	2021	2020	2019	2018	2017
Profit and loss account					
Invoiced revenue	645.381	566.904	496.879	476.532	397.580
Production revenue	663.155	538.946	483.426	493.821	402.798
Operating result for depreciation (EBITDA)	56.434	41.234	38.265	35.230	29.369
Operating result before amortisations of intangible fixed assets (EBITA)	52.533	37.545	35.129	32.481	26.565
Operating result after amortisation of intangible fixed assets (EBIT)	39.428	31.434	30.077	27.666	24.660
Earnings before taxes (EBT)	38.662	30.922	29.982	27.338	24.758
Net profit	26.813	21.485	21.249	19.405	17.635
Cash flow	43.819	31.286	29.438	26.969	22.344
Balance sheet					
Intangible fixed assets	130.105	54.257	36.661	33.881	35.587
Tangible fixed assets	10.388	9.953	11.249	9.427	9.164
Financial fixed assets	347	107	153	215	331
Total fixed assets	140.840	64.316	48.063	43.523	45.082
Stocks	5.608	3.262	1.966	2.361	1.509
Receivables	94.688	91.867	121.063	82.185	74.570
Cash and cash equivalents	53.905	57.964	14.289	36.490	16.380
Total current assets	154.201	153.094	137.318	121.036	92.459
Total assets	295.041	217.410	185.381	164.559	137.541
Share capital	10.000	10.000	10.000	10.000	10.000
Reserves	88.680	61.866	79.910	58.661	39.256
Legal entity's share in group equity	98.680	71.866	89.910	68.661	49.256
Third-party share in group equity	668	551	107	318	239
Provisions	13.775	5.988	3.985	4.886	4.643
Long-term liabilities	50.000	0	0	0	0
Current liabilities	131.918	139.005	91.379	90.694	83.403
Total liabilities	295.041	217.410	185.381	164.559	137.541
Liquidity and solvency ratios					
Current ratio	1,17	1,10	1,50	1,37	1,11
Solvency	33,4%	33,1%	48,5%	43,9%	35,8%
Return ratios [*]					
EBT margin	5,8%	5,7%	6,2%	5,5%	6,1%
EBITA margin	7,9%	7,0%	7,3%	6,6%	6,6%
EBITDA margin	8,5%	7,7%	7,9%	7,1%	7,3%
Return on shareholders' equity	27,2%	29,9%	23,6%	28,3%	35,8%
Investments					
Investments in tangible fixed assets	3.313	1.770	4.724	3.145	3.914
Investments in intangible fixed assets	88.953	23.707	7.833	2.663	30.969
Number of employees at end of financial year (FTE)	3.287	2.843	2.590	2.365	2.201
Absenteeism due to sickness	5,1%	5,2%	5,3%	5,4%	4,8%

[*\) Return ratios calculated on the basis of production revenue](#)

Please refer to the [glossary](#) for definitions of the financial instruments.

Profile



Profile

Profile Unica Groep

As a trendsetter in sustainable innovation and all-round technical service provider, Unica solves all challenges in the field of technology in the built environment. Examples of the fields in which Unica provides services are installation engineering, energy, IT, the Internet of Things (IoT) and smart buildings. Unica translates the wishes and needs of its clients into tailored functional solutions that help create a sustainable, digital, healthy and comfortable living and working environment. With an effective network of nine market-leading business clusters and a workforce of more than 3,500, Unica is one of the largest technical service providers in the Netherlands.

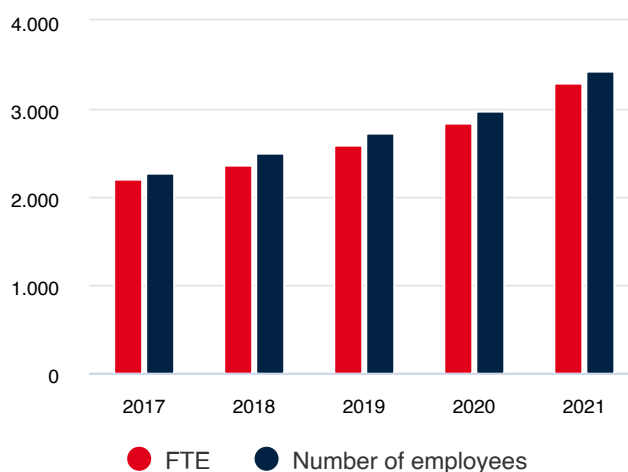
Unica is a trade name of the Unica Groep of companies, a private limited company under Dutch law with registered offices in Hoevelaken, the Netherlands. As holding company, Unica Groep BV owns a majority of the shares in the following operating companies:

- Unica Groep BV
- Unica Access & Security BV
- Unica Building Automation BV
- Unica Datacenters BV
- Unica Deutschland GmbH
- Unica Energy Solutions BV
- Unica Fire Safety BV
- Unica ICT Solutions BV
- Unica Industry Solutions BV
- Unica Installatietechnik BV
- Unica Special Security Projects BV
- Applicom Nederland BV
- Boele Fire Protection BV
- Brainpact BV
- Equu BV
- Fire Safety Holding BV
- Fire Safety Projects BV
- Gerco Brandpreventie BV
- Helhout Holding
- Hellemans Consultancy BV
- Installatiebedrijf Otte BV
- Nomi BV
- Numan & Kant BV
- PCT International BV
- Pranger Rosier Holding BV
- Pranger Rosier Vastgoed BV
- Pranger-Rosier Installaties BV
- Pro-Fa Automation BV
- Pro-Fa Holding BV
- Red Profs BV
- Regel Partners BV
- Synto BV
- Van Kempen Koudetechniek BV
- Van Kempen Service BV

All the operating companies work to deliver technological solutions and engineering services for the built environment, and operate in almost every segment of the market. The more than 35 companies that make up the Unica Groep are organised in nine business clusters each with a specific area of focus or specialisation. With an overall emphasis on the whole of the Netherlands, a number of business clusters operate regionally. For example, the cluster for new building and renovation projects is made up of four regional project companies while the cluster for technical management and maintenance is organised according to a network of geographical working areas, and consists of 17 branches.

For detailed information about our network of companies, the solutions we provide and the market segments we serve, go to www.unica.nl.

Growth of Unica employees



Organisation structure



Corporate governance

Since 2017, investment company Triton has been majority shareholder in Unica. Alongside Triton, the Van Vliet family, the founders of the company, remain closely involved in Unica as major shareholder.

The Board of Directors, with two members, determines policy at Unica. The Supervisory Board, with three members, supervises the Board of Directors. The Executive Committee (ExCo), which includes representatives of all business clusters and shared services and the Board of Directors, is responsible for coordination of the organisation. There are also regular constructive consultation meetings with the Works Council.

Shareholders

With its current shareholders, Unica is able to combine its glorious history as a family-owned Dutch company with the professional support of the Triton team. The expertise and experience of Triton are deployed in a number of areas with a view to further improving operations, while carefully guarding the standards and values that match the family-owned character of the company. Cooperation with the shareholders was once again extremely favourable in 2021, and those shareholders demonstrate considerable confidence in the strategy of Unica. From the point of view of its shareholder base, the Unica growth ambition can rely on excellent support.

Board of Directors

John Quist (61) has been CEO of Unica since 2014. The holder of the CFO position on the Board of Directors at Unica changed in 2021. Since 1 July, Ron van Laar (50) has been appointed CFO, as successor to Bert Moser (61) who stepped down as Director after 33 years of loyal service. Ron previously occupied a number of financial management positions in a variety of different companies, and in his new role will work to further implement Unica's growth strategy over the coming years, alongside John Quist. Ron has considerable experience of facilitating the growth of companies, including many businesses with an engineering background, and will make excellent use of that knowledge at Unica.

Throughout his career, Bert Moser played an important role in the success and stability of Unica, and represented the DNA of the family-run business that Unica still continues to be in many respects. He will continue to use his knowledge and experience as a consultant to the Supervisory Board.

When it came to making a change to the Board of Directors, a serious effort was made to find a female CFO, but we were unable to attract female candidates that offered the best match for the profile. In any future changes to the composition of the Board, Unica will continue to strive for a more balanced representation between men and women.

Supervisory Board

The Supervisory Board remained unchanged in 2021. The Supervisory Board in its current form was installed in 2017, and comprises Michiel Jaski (chairman), Luc Hendriks and Henk ten Hove. Michiel Jaski and Luc Hendriks were reappointed in 2021, for a further period of four years. The report from the Board on 2021 can be found [here](#).



Works Council

Employee representation at Unica is organised via the Works Council. When it comes to implementing policy, the management of Unica consults both formally and informally with the Works Council. In 2021, the Works Council consisted of 15 members, representing the various offices and companies of the Unica Groep. Thanks to constructive cooperation with the Board of Directors and others, the Works Council was able to approve and provide well-informed advice on policy developments within the company. The 2021 Works Council report can be found [here](#).

Unica ICT Solutions BV, Van Kempen Koudetechniek BV, Pranger-Rosier Installaties BV and Gerco Brandpreventie BV have their own Works Council. Applicom Nederland BV has its own employee representation.

Acquisitions

During the reporting period, no major changes took place in the share structure of the Unica Groep, with the exception of the expansion of the group of companies through a series of acquisitions. In 2021, operating companies Pranger-Rosier Holding BV (comprising Pranger-Rosier Installaties BV, Otte Installaties and Equu BV) and Fire Safety Holding BV (comprising Applicom Nederland BV, Fire Safety Projects BV, Gerco Brandpreventie BV and Red Profs BV) became part of the Unica Groep.





Ron van Laar,
new CFO at Unica

‘Growth, digitalisation and sustainability while retaining our core values’

Ron van Laar has been the new Chief Financial Officer (CFO) at Unica since July. Six months after taking up the new position, Ron is still surprised at how warmly he was welcomed to the company. “Unica has more than 3,500 employees, but the company culture is open and people-focused, like in a family-run business. With my own eyes, I witnessed the smooth sense of cooperation and the long-term relationships, and I felt perfectly at home right away.”

Unica has a solid financial basis and a sustainable growth strategy. What can a new CFO add to Unica? “The real skill lies in recognising: if it’s not broken, don’t fix it. At the same time, there are always opportunities for optimisation and improvement. The demand for technical building solutions, in sustainable and healthy buildings, is set to continue to grow. Applications are becoming increasingly advanced. Thanks to our network of specialist companies - all of them masters in their own field - Unica is able to offer a full range of expertise under one roof.”

“

‘Our growth strategy is aimed at expanding and strengthening our business clusters through autonomous growth and acquisitions’

Sustainable business practice has a personal appeal for Ron. “The fact that we are pioneers in a socially relevant field of work motivates me personally! Unica can be expected to continue to invest its energy in this field: both for our customers and for our own operations.” Digitalisation is also important. “We face the serious challenge of recruiting new employees and remaining an attractive employer for our current personnel. Digitalisation can help us and make our work easier, so that we are in a position to deliver solid customer propositions. At the same time, we recognise that computers cannot replace experience. Our employees are and remain our greatest asset.”

[Read the full interview at jaarverslag.unica.nl.](https://jaarverslag.unica.nl)

Management

Board of Directors



John Quist (CEO)

John Quist (1960) has been CEO at Unica since 2014. Before taking up this position, Quist was Managing Director at VolkerWessels Telecom for five years. Previously he held management positions at KPN and Eircom. Quist studied Econometrics at the University of Groningen, Marketing at the University of Tilburg and Product Innovation at Harvard University. He is also a member of the Supervisory Board of Lely, and a member of the Advisory Board of Alliander Corporate Ventures.



Ron van Laar (CFO)

Ron van Laar (1971) has been CFO at Unica since the summer of 2021. Previously he was CFO at Dynniq (2016-2021) and at the Dutch engineering manufacturing company Mirror Controls International (MCi) (2013-2015). Between 2007 and 2012, he was employed as CFO and COO at HealthCity/Basic-Fit. He started his career in 1998 at Telfort, where he occupied a series of financial management positions. He studied Business Studies at Nyenrode Business University, followed by Commercial Economics at VU Amsterdam. Several years later, he qualified as Registered Controller.

Supervisory Board



Michiel Jaski (Chairman)

Michiel Jaski (1959) has a wealth of experience in heading industry-leading companies in the Netherlands and abroad. His most recent appointment was with the German real estate company OfficeFirst, where he was CEO. Previously Jaski spent four years as CEO of Grontmij, which under his leadership was acquired by the Swedish firm Sweco. Before that, for ten years, Jaski was member of the Board of Management at Arcadis, where he was responsible for various business units in Europe, the United States and a number of smaller offices in the Middle East and Asia. He also held a number of different management positions at Shell and Philips. As well as being chairman of the Supervisory Board at Unica, since 2017, Jaski has been a Supervisory Board member at Royal Reesink, chairman of the Board of Supervisory Directors at Faber Halbertsma Groep and chairman of the Board of Supervisory Directors at Rhooon, Pendrecht and Cortgene. He is also chairman of the Advisory Board at the De Hoge Veluwe National Park and Royal Burgers Zoo. Jaski obtained an M.Sc. in Hydrology from the University of Wageningen and an MBA (with distinction) from INSEAD in France.



Luc Hendriks (member)

Luc Hendriks (1963) is Senior Industry Expert at investment company Triton, where he has been employed since 2007. Before that, Hendriks worked for eight years as Executive Director at Brambles in Belgium, where he was responsible for a number of European and US companies. He previously spent ten years in a variety of commercial and management positions on behalf of General Electric in the Netherlands, Germany and the United States. Since 2017, Hendriks has been Supervisory Board member at Unica. He is also chairman of the Board of Management at AVS Verkehrssicherung and Board member of WZS Group. Hendriks has a master's degree in Mechanical Engineering from the University of Technology in Eindhoven.



Henk ten Hove (member)

Henk ten Hove (1952) was chairman of the Management Board at Wavin between 2010 and 2013, and a member of the Board from 1999. Prior to that he had held a number of other management positions at Wavin in the Netherlands and abroad. Since 2014, Ten Hove has been a Supervisory Board member at Unica. He is also chairman of the Supervisory Board at small cap fund Alfen and the quoted fund Stern, as well as being chairman of the Stichting Aandelen Remeha foundation, the single shareholder of the BDR Thermea group. Ten Hove studied Economics & Management at the University of Amsterdam.

Executive Committee

Organisational management is coordinated by the Executive Committee, in which alongside the Board of Directors, all cluster directors and shared services directors have a seat. Beyond the Board members the Executive Committee comprises:

- Sanneke Sarels van Rijn - *HR director*
- Ed Staal - *Marketing & Commercial director*
- Dik Geelen - *Procurement & Supply Chain director*
- Martin Misseyer - *Information Management director*
- Caroline Bruins - *General Counsel*
- Eric de Kruif - *group controller*
- William Swinkels - *managing director of Unica Building Projects and Unica Datacenters*
- Herbert Rabelink - *managing director Unica Building Services*
- Tom Verschoor - *director of Unica Fire Safety*
- Hans van Driel - *director of Unica Access & Security*
- Antoine Brunink - *director of Unica Building Intelligence*
- Jan Willem Keur - *director of Unica Energy Solutions*
- Gerard Tijink - *director of Unica ICT Solutions*
- Arjen Bos - *director of Unica Industry Solutions*



Supervisory Board report



Report of the Supervisory Board

As in 2020, 2021 once again placed huge demands on the adaptability of Unica. Although more was known about COVID-19, the degree of social disruption was still considerable. For Unica, this once again demanded real attention for the physical health and wellbeing of the workforce. Throughout that process, the huge willingness to change among the almost 3,500 company employees in the course of the year proved a real boon to the management of Unica. For many of the employees, going that extra mile for each other is self-evident. As a consequence, broadly speaking, they were able to continue operations despite constantly changing measures to tackle COVID-19. The dedication and flexibility of the entire workforce deserves a real compliment.

The efforts of the workforce in combination with the wide variety of services provided by Unica meant that the company once again achieved considerable growth in 2021. The € 663 million generated revenue represented growth of more than 20% as compared with the previous financial year (€ 539 million). The improved profit margin stood out as a highpoint. An EBITA of € 52 million was recorded in 2021, resulting in an EBITA margin of 7.8%. Last year, the EBITA margin had fallen slightly to 7.0% as a consequence of various effects of the COVID-19 crisis, but 2021 saw the upward trend return. Almost all clusters contributed both to the growth and the improved profit situation, further evidence of the deep-rooted healthy spirit of entrepreneurship in the organisation.

Acquisitions

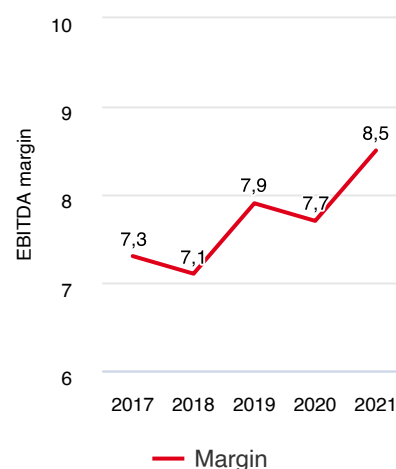
Whereas the rise in revenue in previous years was mainly due to autonomous growth, acquisitions represented a more prominent share in 2021. The acquisition of Van Kempen Koudetechniek in December 2020 was reflected in the results for this financial year, but the acquisitions that were completed in 2021 also made a solid contribution to the development of Unica.

In May 2021, Unica completed the largest acquisition in the company's history to date. The market leading technical system supplier Pranger-Rosier, above all active in the Northern Netherlands and with offices in Dokkum, Leeuwarden and Sneek, became part of the Unica Groep. This acquisition has reinforced the company's regional position in an area where previously Unica's activities were limited to offices in Groningen and Emmen. Pranger-Rosier has also contributed an attractive customer portfolio with prominent clients across the Northern Netherlands. The activities of Pranger-Rosier tie in seamlessly with those of Unica Building Services. As a consequence of this acquisition, the cluster with a total of 17 locations now offers almost full nationwide coverage.

Also in May 2021, two other companies, Gerco and Applicom, were acquired. These leading players in the market for passive fire protection in the Netherlands have been responsible for the installation of fire safety solutions in more than 30,000 buildings. Unica Fire Safety now offers a broad portfolio of products and services in the field of active fire safety. The acquisition has further strengthened this portfolio, enabling the cluster to offer integrated total solutions for fire-safe buildings. The high level of digitalisation in the service provision of the newly acquired businesses has also delivered an innovative boost to the fire safety activities of Unica as a whole.

The specialist domain of ICT technology was further reinforced in 2021 with the acquisition of In2Scope, Maasdijk-based specialists in the field of Microsoft Dynamics. In2Scope is involved in the implementation of Dynamics solutions in the field of Finance & Operations. The company has been integrated in the Unica ICT Solutions cluster, which already had considerable in-house expertise in Dynamics. This new addition will simplify integrated implementations of Microsoft Dynamics for clients. Unica ICT Solutions is a fast growing ICT service provider, already with a staff of more than 250 ICT professionals.

Return Unica



— Margin

Solid foundations

In addition to acquisitions, organic growth remains a spearhead in the strategy of Unica. The entrepreneurial spirit deeply rooted within the organisation and reflected in Unica's decentralised management model means that all the businesses that make up the Unica Groep are also able to achieve solid independent growth. All of the more than 35 companies that belong to the Unica network contribute to the solid results and still represent broad further growth potential. The favourable developments on the market, among others driven by the energy transition, changes in the demographic situation in the country and the trend towards smarter buildings, offer more than sufficient opportunities for further growth over the coming years.

Based on those solid foundations, Unica also sees plenty of opportunities to be of added value for its clients. Specifically by offering a range of integrated services for the built environment, Unica companies are an attractive cooperation partner for its clients, that eradicates the need for calling in a different party in each individual field. On an operational and commercial level, Unica continues to invest in one-stop shop offers so that clients can select from the range of services they require, all according to the same service model. The smart use of technology and digital applications is an essential element of that process.

The war in Ukraine that started in early 2022 is understandably the cause of considerable geopolitical concern. At the moment of writing, the direct impact on the solid foundations and activities of Unica is negligible; we would like to express our deepest sympathy to the people of Ukraine, for their indescribable suffering.

Reliable and dedicated.

Nevertheless, Unica can only fulfil its growth ambitions as long as the company has access to sufficient qualified employees. Against the background of a difficult labour market, in particular for technical staff, retaining existing and attracting new employees is a high priority. Providing an attractive and challenging working environment is of crucial importance. Within both the Supervisory Board and the management of Unica, attention is clearly focused on being a reliable and dedicated employer, in order to further underpin the attractiveness of Unica as a place of employment.

New CFO

Contact and consultation with the Board of Directors always take place in an atmosphere of good harmony. The composition of the Board of Directors changed in the spring of 2021, with the appointment of Ron van Laar as new CFO. The qualities and energy he contributes are a perfect match with the company culture at Unica, and he is expected to deliver a solid contribution to the further implementation of company strategy. He has broad experience in the facilitation of company growth, and with his engineering profile, he is in a perfect position to put that experience to work for Unica. The two-man Board of Directors now consists of Ron van Laar and John Quist, as CEO.

Ron was appointed new CFO as a successor to Bert Moser, who after 33 years of service stepped down as a Director of Unica. Throughout the years, Bert made a major contribution to the development of the company. We would like to take this opportunity to express our heartfelt gratitude for his efforts. We are delighted that Bert will continue to contribute this extensive knowledge of the company as an advisor to the Supervisory Board.

Supervisory Board

In addition to the regular meetings, the Supervisory Board frequently organised short digital consultation sessions with the Directors. As well as discussing the usual subjects such as results and market development, HRM, ICT, compliance and Mergers & Acquisitions, much consideration was given in the past year to updating the Unica strategy, a project that was concluded at the end of 2021 and that now forms the framework for the company's development over the coming years. The two consultation meetings attended by a delegation from the Works Council were much appreciated by the Supervisory Board.



The Radboudumc in Nijmegen

Signing of the financial statements

The Board of Directors discussed the financial statements for 2021 with Deloitte Accountants and the financial statements were signed by the Supervisory Board. The shareholders were asked to adopt the financial statements and to accept the proposal for the appropriation of profits. The shareholders were also recommended that the Board of Directors should be discharged from liability for its management, and that the Supervisory Board should be discharged from liability for their supervision.

Unica enjoys a positive outlook and based on the services the company provides, is in a position to deliver a meaningful contribution to solving many complex challenges facing society. Together with my fellow members of the Supervisory Board, Luc Hendriks and Henk ten Hove, I look forward to contributing to the success of Unica in my capacity as chairman of the Supervisory Board.

Hoevelaken, 31 March 2022

Michiel Jaski

Chairman of the Supervisory Board





Hans Nijssen,
director of Gerco and Applicom

‘Together with Unica, we offer our customers fire safe buildings’

When you mention the word fire safety, many people immediately think of ‘active’ solutions for fire detection and suppression, such as sprinklers, water mist systems and fire alarm and evacuation alarm systems. As a rule, ‘passive’ fire safety solutions such as fire doors, window frames, grids and other construction materials that help prevent fire spread through a building are less well known.

“But certainly no less important,” suggested Hans Nijssen, director of Gerco and Applicom. The two sister companies were acquired by Unica in 2021 and absorbed into the Unica Fire Safety cluster. “By combining active and passive fire safety, we can now offer our customers an integrated total solution for fire safe buildings.”

“

‘We understand each other, speak the same language and both bring something to the table’

Gerco and Applicom are the Dutch market leaders in the niche market for passive fire safety. “We understand everything our customers need to do to be and to remain ‘compliant’. We also have a large field service that means we are able to install many fire safety solutions ourselves,” explained Hans. Another unique selling point for Gerco and Applicom is the high level of digitalisation at the companies. “We have developed a whole package of tools to digitalise our service provision. Everything is fully automated,” continued Hans. By using QR codes and an app developed in-house, our service engineers always have access to the relevant information for the solutions they are working on while out in the field.

So why a takeover? “We recognised that a growing number of our customers are looking for an integrated total solution for fire safe buildings. Unica is a major player in active fire safety and we are solid in passive fire safety. In that sense, Unica offers us huge strategic value. We understand each other, speak the same language and both bring something to the table.”

Read the full interview at jaarverslag.unica.nl.

Management report



Management report

COVID-19 in 2021

Following the previously inconceivable developments in a year in which the COVID-19 crisis first raised its head, 2021 was once again hallmarked by the serious impact of the COVID-19 virus on society. In particular during the early part of the year, when the country was subject to a night-time curfew for more than three months, society was seriously disrupted. Once again at the end of the year, we were unexpectedly confronted with a tightening up of the preventive measures, which meant a severe restriction of much of our social life. The expected positive impact of the vaccination programme sadly failed to fully materialise. On the positive side, the summer period was characterised by several months of greater freedoms, so that many people were at least able to enjoy a well-earned holiday.

Although the impact of the COVID-19 crisis on the operating results at Unica has remained limited, the situation still demanded huge adaptability from our employees in the field, our office staff and our management. The Board of Directors is full of praise for the way in which the entire workforce has time and again demonstrated its willingness to comply with government measures and to translate those measures into changes to their working practice, with a view to minimising the consequences for clients and colleagues.

Policy at Unica remains strictly in line with the guidelines from the RIVM, where necessary adapting day-to-day operations to the current situation. This process is the responsibility of the Crisis Management Team (CMT), that immediately following the announcement of changes to government advice assembles for central consultation and coordination, before translating the COVID-19 measures for our operations. Communication about the consequences of the changes to government measures for policy within Unica is then shared as quickly as possible with all employees.

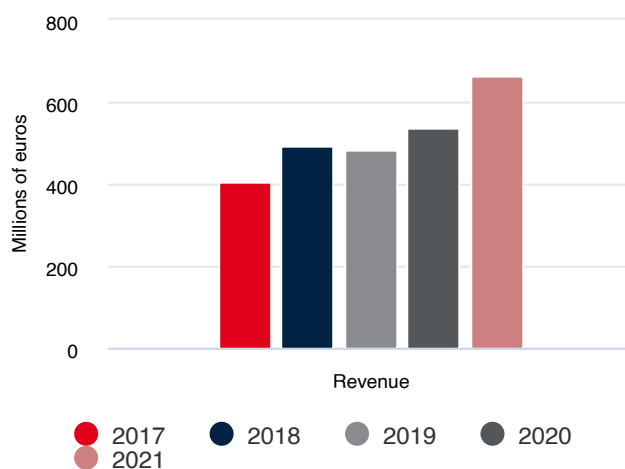
Thanks to the efforts of all employees, the impact of the COVID-19 measures on the level of service provided by Unica remained relatively limited. If all social distancing and hygiene instructions are taken into account, work can go ahead in almost every case. The decentralised operating structure, the range of specialisations provided by Unica in its network of companies and the stability and variety of the customer base, with a clear focus on sectors less susceptible to fluctuations in economic developments, have resulted in a broadly crisis-proof organisation at Unica, that was once again reflected in the financial results this year.

Economic value

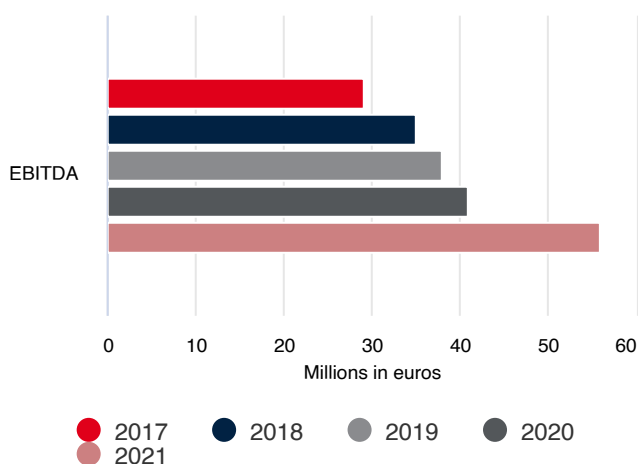
The substantial growth in revenue recorded over the past few years was once again continued into 2021. Thanks to more than 24% growth in revenue, Unica recorded a total revenue for 2021 of € 663 million, as compared with € 539 million for the financial year 2020. The large-scale acquisitions by Unica over the past eighteen months resulted in a huge contribution from acquired growth to the increase in revenue in 2021. The solid organic growth achieved in 2021 was comparable to that of previous financial years.

Although revenue growth is an essential catalyst, the strategic focus at Unica remains further improving the rate of return. In 2021, EBITDA grew to € 56 million (2020: € 41 million), an increase of more than 36%. The improved return was the consequence of a combination of economies of scale due to revenue growth, improved management of operating costs and the result from better margins. The growth in return scored by Unica in 2021 is in line with the trend from the past few years, in which the growth percentage for 2020 represented a minor interruption to the trend, as a consequence of the COVID-19 crisis.

Revenue Unica



EBITDA development Unica



The EBITDA margin rose to 8.5%, as compared with 7.7% in 2020. In 2016, Unica recorded a return of € 21 million on revenue of € 356 million, representing a margin at the time of 5.8%. With an increase of 172%, as compared with 2016, the rate of return rose almost twice as fast as revenue, which itself rose by 88%, as compared with five years ago. The margin increase to more than 8% places Unica in an ever healthier return position, appropriate for a company of our size.

Performance per cluster

Unica is made up of a network of more than 35 independent companies, organised in nine business clusters. Each cluster has its own specialisation or focus area and its own growth strategy. Although the size of the business clusters varies in absolute terms, each cluster continues to achieve positive results that contribute to the position of the Unica Groep. As a consequence, Unica is not dependent on a single strongly performing cluster. Thanks to its network structure, the company is able to offer both specialist services and take multidisciplinary orders, with a contribution from a variety of specialisations.

Building Projects

Unica Building Projects is responsible for managing the installation of all technical systems in a building, from A to Z, in renovation, transformation and new construction projects. The solid base established over the past few years by this cluster is reflected in the results. After seeing revenue rise modestly, Unica Building Projects continued to solidly improve its return rate in 2021. The cluster is able to add ever greater value to its clients, by integrating other disciplines from the Unica network in fulfilling its orders.

Building Services

The management and maintenance work undertaken by the Unica Building Services cluster on the full range of building installations guarantee a comfortable, sustainable, healthy and safe work environment for its clients. With branches all across the Netherlands and a nationwide service organisation, this cluster is the most visible component of the Unica network. In 2021, the cluster broke through the 250 million euro revenue barrier, partly thanks to the acquisition of Pranger-Rosier. Adding the three Pranger-Rosier branches to its network helped Unica Building Services expand its activities in the Northern Netherlands. The nationwide network of branches now consists of 17 locations. Unica Building Services saw its margin improve steadily in 2021, after fully focusing its service provision on problem-free operations in line with the COVID-19 protocols. The cluster has an excellent future outlook based on large, multiyear maintenance contracts that will continue to be implemented over the coming years.

Fire Safety

As specialists in fire safety solutions, Unica Fire Safety offers consultancy and service aimed at protecting buildings against fire risks. The acquisition of Gerco and Applicom enhanced the cluster's expertise in the field of passive fire safety, on top of the solid knowledge base in the field of active fire safety offered by the other companies in the cluster. Unica Fire Safety can now deliver a complete and integrated package of services in the field of fire safety solutions. The cluster achieved solid revenue growth, partly thanks to the acquisition activities. As in previous years, the rate of return remains strong.



Access & Security

The level of service provided by the Unica Access & Security cluster is an excellent example of a specialisation in which Unica has acquired in-depth knowledge. This cluster continues to achieve stable growth in revenue and return. The addition of Nsecure to the cluster in 2017 was a textbook example of Unica's acquisition strategy. The fundamental expertise offered by Nsecure in the field of access and control applications, in combination with other Unica companies, offers plenty of opportunities for expanding this specialisation into new domains, a process that will be further elaborated in 2022, with a new proposition for the middle segment.

Building Intelligence

The Unica Building Intelligence cluster ensures uniform control of all building functions through the integration of all technical installations, with intelligent building automation. There is a huge market potential for smart building applications of this kind, and Unica Building Intelligence is one of the largest providers of these services in the Netherlands. All the companies that make up this cluster achieve solid performance, and have contributed to the stable growth in revenue and return generated by the cluster as a whole.

Energy Solutions

As a centre of knowledge for many aspects of the energy transition, the Unica Energy Solutions cluster supplies the expertise our clients need to achieve their sustainability targets. Services including energy consultancy, energy management, energy purchase and sustainable, future-oriented solutions for the built environment are essential for achieving climate goals. The cluster has maintained stable development in both revenue and return, and is a key strategic starting point for the implementation of sustainability measures by other clusters.

ICT Solutions

As all-round ICT service providers, the Unica ICT Solutions cluster is responsible for the delivery, implementation as well as management and maintenance of ICT facilities for its clients. ICT services have been part of the Unica portfolio for more than a decade and have gradually acquired a more prominent position in the provision of service to the group's clients. The acquisition of In2Scope has added a new dimension to the business applications portfolio, so that Unica ICT Solutions can now offer ICT applications to support business operations in more strategic areas. Revenue and return remained stable in 2021, despite the growing pressure on prices from key suppliers.



Industry Solutions

The Unica Industry Solutions cluster has all the skills it needs in-house to operate in the primary process, delivering the full range of turn-key industrial solutions for a broad variety of industrial sectors including the food industry, chemicals, pharmaceutical, logistics, manufacturing and mechanical engineering. In 2021, the cluster achieved considerable growth in both revenue and return. The industrial market is a growth sector in which Unica is acquiring a more solid market position through targeted acquisitions. Over the past five years, the cluster has grown five-fold.

Datacenters

The Unica Datacenters cluster, that is responsible for the realisation and maintenance of intelligent and technologically-complex data centres, saw its revenue rise in 2021. The level of growth was less than forecast, due to changes in the project plans of the cluster's clients. The starting date for many projects depends on a variety of factors, which can sometimes lead to delays. With the planned starting date for a number of large orders in the near future, the forecasts for further growth over the coming years are certainly favourable.

Commercial

Unica strives to establish a good mix in its order portfolio between multiyear maintenance contracts and specific project assignments. The dependency on specific projects has been steadily reduced over the past few years, in favour of clients who require the services of Unica over a longer period, thereby guaranteeing recurring business.

The contract signed by Unica in 2021 with the Dutch Central Government Real Estate Agency is an excellent example. Unica will be responsible for the inspection and maintenance of the climate control systems and heat generation systems for more than 1,250 buildings for the Defence organisation in the Northern and Southern Netherlands. The contract also includes meeting the circularity targets and sustainability ambitions for the Defence organisation buildings managed by the Central Government Real Estate Agency. [This contract](#) which starts in 2022, has a maximum term of eight years, and is the largest maintenance order in Unica's history.



Johan Willem Frisokazerne te Assen
(Rijksvastgoedbedrijf)

Unica is of course proud of all new contracts, but consolidated long-term cooperation with loyal customers also receives constant attention. In 2021, the ongoing relationship with Thales was continued, with a [new project and maintenance contract](#). Collaboration with Scania, which goes back several decades, took on [a new dimension](#) in 2021, with an innovative project for the recovery of residual heat from the painting of plastic cab and chassis components at the Scania production hall in Meppel.

A growing number of organisations have recognised our expertise in the specialist domains in which Unica operates. For example, Team Terminal became one of the first users of the Your Identity Management (YIM) platform, developed by Nsecure. Team Terminal, a large oil company in Rotterdam's Europoort area, plans to fully facilitate its access management process for visitors, staff and contractors [via the YIM platform](#). The ICT knowledge of Unica is also deployed for a number of other major customers. For example, thanks to the services of Unica ICT Solutions, Transavia has been able to return to office work safely [using the Save the Desk App](#), while the JumboVisma pro cycling team [uses PowerApps](#) to optimise team planning.

The acquisition of Gerco and Applicom has further reinforced our position in the domain of fire safety solutions. One positive outcome was an attractive contract for the Royal Netherlands Navy Institute (KIM) in Den Helder. Unica has also developed a broad portfolio in cooling technology since 2020, that services big-name clients mainly in the food sector. Over the past year, refrigeration units were supplied to various clients including [Nature's Pride](#) and [Sjaak van Schie](#), and a transcritical refrigeration installation was delivered to [Allround Cargo Handling](#).

Another market sector in which Unica has considerable domain knowledge is healthcare. New contracts were signed in 2021, among others for the realisation of a new operating theatre complex for the [Treant Zorggroep](#), the new build of [Het Wooldhuis](#) for Het Zand, modernisation of the ICT environment at the [Revant rehabilitation centre](#) and the new build for a nursing home for care organisation [De Waalboog](#). Unica also has plans to contribute to the new build order for the [Rijnstate Hospital in Elst](#). With a special hydrogen facility for energy generation, and facilities for energy storage and renewable energy, this new hospital site will be fully CO2-neutral.

With the acquisition of Pranger-Rosier, Unica reinforced its regional position in the Northern Netherlands. With a customer base including the Elfstedenhal, the [Regional Training Centre Friese Poort](#) and milk powder producers Ausnutria, Pranger-Rosier serves a number of leading players in the region. In Den Helder, Pranger-Rosier is working on the new town hall, a project that is being undertaken in close collaboration with new colleagues from Unica Building Projects Noordwest. This company, based in Friesland, also serves regional parties that aim to enhance the attractiveness of the Province, including the Lauwersoog World Heritage museum and recreational sites on the Wadden Islands. Based on Unica's philosophy of working close to its clients, local orders from the region form the backbone of the group's activities. The renovation of the lighthouse in Hellevoetsluis is just such an order that also proves the point that it is not only major projects that appeal to the imagination.

Although there is attention for expanding the customer portfolio, customer satisfaction remains the number one priority. In the case of maintenance contracts, clients receive a brief survey after completion of all work. The aim of the survey is to determine whether the work has been carried out satisfactorily. By organising regular customer arenas, the entire Unica customer team consults with clients about the level of service they experience and any possible areas of improvement. Only one customer arena could be organised on location during the summer period. Due to the COVID-19 restrictions, the majority of the dialogue sessions in 2021 were held via digital links.

2021 also saw the first uniform customer satisfaction survey. This survey is sent to every client of all the Unica companies and includes questions about their overall experience of the level of service provided by Unica. This annually recurring survey should give Unica a greater insight into the client perception of the company, across the board. Via an internal commercial network, the commercial ties between all the Unica companies are encouraged, as a means of better expressing the added value of integrated service provision by Unica as a whole. During a national network meeting in the summer, a series of ideas were elaborated, aimed at further strengthening the commercial effectiveness of the Unica group of companies.



Marc Mulder,
managing director at Pranger-Rosier

‘Unica and Pranger-Rosier have a great deal to offer each other’

The Friesland-based all-round installation service organisation Pranger-Rosier became part of Unica in 2021. The integration of the largest, independently operating installation company in the Northern Netherlands in the Unica Building Services cluster represents the largest acquisition in the company’s history. “The vision and corporate culture at Unica are very similar to our own, and we complement each other perfectly in terms of knowledge, quality, IT, services and projects,” explained Marc Mulder, managing director at Pranger-Rosier.

The acquisition of Pranger-Rosier reinforces Unica’s position in the Northern Netherlands. “In the past, Unica was occasionally in competition with us for orders, but over the past few years, there has been little contact,” continued Marc. It is difficult for companies from outside the region to acquire a solid foothold in the Northern Netherlands. “They often lack the local touch with the clients. How come? You would have to be a northerner to be able to answer that question,” replied Marc with a grin.

“

‘Buildings involve more and more technology, projects are becoming more complex and all-round workers are turning into specialists’

“Unica may not originate in the north, but there are still similarities,” explained Marc. “We both share the same market vision, we both focus on services and projects, and we both work to ensure customer satisfaction,” he suggested. “And we are both family-run businesses, and as a result have very similar company cultures.” Add to that the room for entrepreneurial spirit in all its companies, and the situation at the negotiation table soon relaxed. “It was pleasant to come face to face with the management of Unica. It felt right straight away, and the takeover was completed quickly and hassle-free. The deal was done in less than six months.”

Read the full interview at jaarverslag.unica.nl.

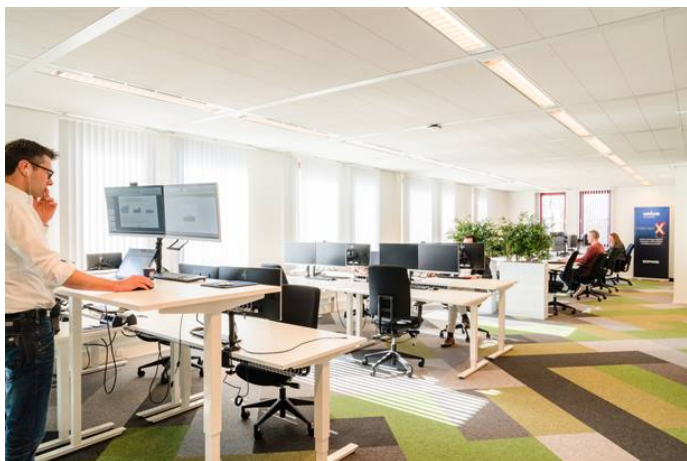
Strategy

Following a year of economic contraction due to the COVID-19 crisis, the Dutch economy achieved almost a complete recovery in 2021. Whereas the company shrank in 2020 by 3.8%, economic growth in 2021 amounted to an average of 3.9%. This recovery is expected to continue into 2022, with a growth prediction of 3.5% ([source: Netherlands Bureau for Economic Policy Analysis \(CPB\)](#)). The development of growth in technical services and construction is due to follow a similar trend, with the outlook for management and maintenance work and transformation projects even more favourable, with expected annual growth of 5%.

The sectors in which Unica operates faces two primary macro-economic challenges: the shortage of personnel and obstacles in the supply and distribution chain. Unemployment in the Netherlands is at a historically low level, at just 2.7% of the working population in November 2021 ([Source: Statistics Netherlands \(CBS\)](#)). The only time unemployment rates were lower was in the early nineteen seventies. The tight labour market remains one of the greatest challenges for Dutch industry in general, and engineering in particular, and is an area on which Unica continues to focus its recruitment strategy.

In addition, the supply and distribution chain were severely disrupted by the COVID-19 crisis. The combination of globalised distribution chains, shortage of qualified workers, political unrest and material shortages have had a major impact on the supply chain. For example, chip shortages mean that in certain sectors production necessarily had to be scaled back. Unica has also been affected by longer delivery times, for example for electrical charging stations. In close consultation with our clients, the consequences on order completion have been kept to a minimum.

The exponential rise in gas and energy prices is also affecting many organisations. Due to the COVID-19 and oil crises, energy prices hit a historical low in 2020. The recovery in 2021 then led to a huge rise in demand on a market where the supply side had declined. With the political and social agenda now focused fully on the energy transition, the necessity to take strategic decisions in the field of sustainability is set to grow. With its in-depth knowledge of the energy market, sustainability concepts and financing models, Unica can deliver a range of services to its clients that can help remove their concerns, resulting in huge further growth potential. In particular the expertise of Hellemans Consultancy, responsible for purchasing energy for 12% of the commercial market in the Netherlands, gives Unica a solid position in advising its clients on strategic energy issues.

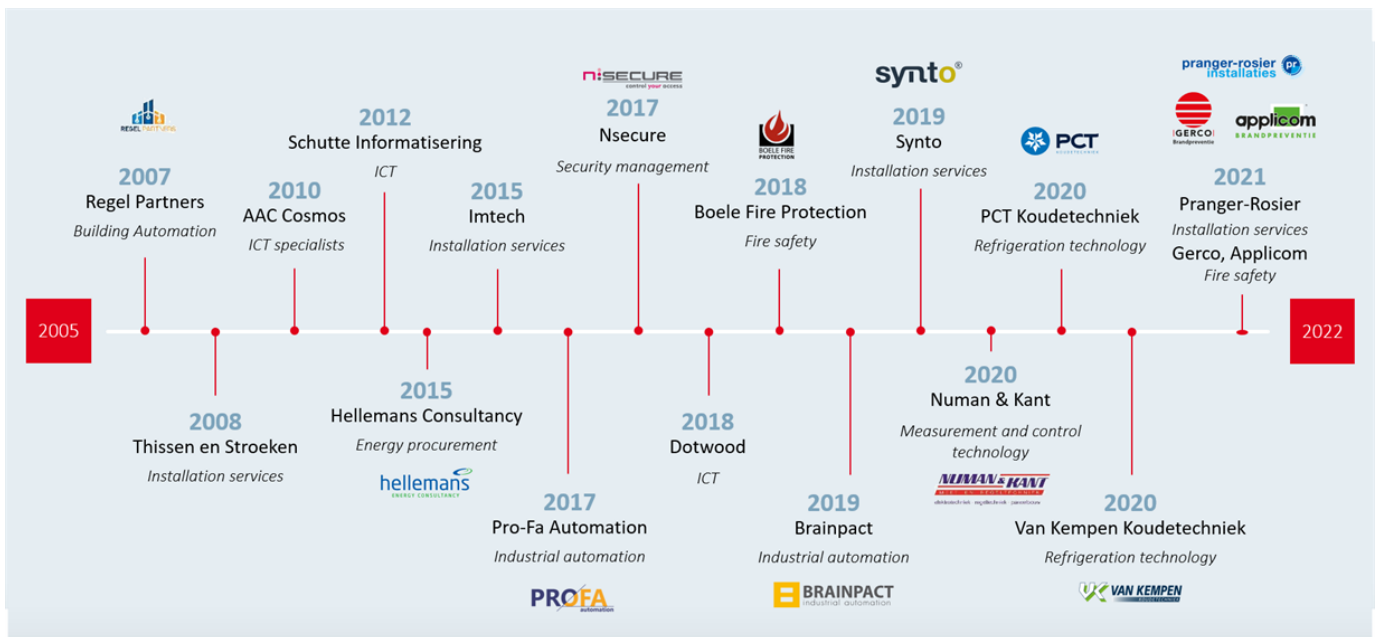


In addition to these strategic choices in respect of the energy transition, the office environment is also expected to change in the post-COVID-19 world. Many knowledge organisations have been working from home to a large extent for almost two years, and the resultant productivity rates and home/work balance have for the most part been perceived as positive. The outcome may be an office environment with a different layout, with fewer workstations and more inspiring meeting places. With the range of services it provides, Unica is perfectly positioned to make a contribution to changing building functions.

Acquisitions

Unica operates an ambitious Mergers & Acquisitions agenda, aimed at strengthening its network through

the targeted acquisition of solidly performing companies. Unica's acquisition strategy is focused primarily on realising commercial synergetic advantages as a way of offering local customers a more complete range of services. The current acquisitions agenda is focused on expanding the regional presence and reinforcing the company's specialisations. In both areas, Unica expanded its company network in 2021.



In May 2021, Unica announced the acquisition of [Pranger-Rosier](#), a market-leading technical systems supplier in the Northern Netherlands, with branches in Dokkum, Leeuwarden and Sneek. This acquisition has reinforced Unica’s regional position in this region, where previously it was restricted to locations in Groningen and Emmen. Thanks to this acquisition, Unica now has access to a new customer base in Friesland and other parts of the Northern Netherlands, where the group will expand its activities, in particular in the field of technical management and maintenance. The acquisition of Pranger-Rosier, with its workforce of 250, is the largest acquisition ever in the history of Unica. Following the takeover, Pranger-Rosier and its three branches were integrated in the branch network of Unica Building Services, expanding the nationwide coverage to 17 locations.

The acquisition of [Gerco and Applicom](#) was also announced later in May 2021. Their fire safety solutions are installed in more than 30,000 buildings, and together the two companies are market leaders in the field of passive fire safety. Gerco and Applicom have also contributed new innovative capacity to the Unica Groep, thanks to the high level of digitalisation in their service provision. Unica Fire Safety already offered a broad product and service portfolio in the field of active fire safety. As a result of the acquisition, the cluster is now also able to offer passive fire safety solutions that make it possible to deliver all-round solutions for fire-safe buildings. Gerco and Applicom together employ a staff of 165.

In the field of ICT, too, Unica strengthened its position in 2021 through an acquisition. The takeover of [In2Scope](#), specialists in Microsoft Dynamics, was announced in October. With the Microsoft Dynamics suite of software solutions for Customer Relationship Management (CRM), Enterprise Resource Management (ERP) and Field Services, organisations can undertake the integrated organisation and analysis of business processes. In2Scope is mainly active in the field of Finance & Operations and has been integrated in the Unica ICT Solutions cluster. ICT Solutions already has considerable expertise in Dynamics and thanks to this addition is able to more easily deliver integrated implementation of Microsoft Dynamics for its clients.



George van der Sleen en Jaap van der Mark,
owners of In2Scope

‘Together we can tackle even more complex assignments’

In2Scope, specialists in Microsoft Dynamics solutions, became part of the Unica ICT Solutions cluster in October. The acquisition by Unica expanded the company’s IT services that already included Customer Relationship Management (CRM), Enterprise Resource Management (ERP) and Field Services, with the addition of expertise in financial business processes and warehouse management systems. In2Scope owners George van der Sleen and Jaap van der Mark know from experience that the successful implementation of any project demands an integrated approach. “To satisfy demand, you need both in-depth specialist knowledge and economies of scale,” explained George. “By joining forces with Unica, we can offer our customers a broader portfolio.”

The company In2Scope, founded by George and Jaap, became specialists in the ever more complex world of Microsoft Dynamics over a period of 13 years. However, the entrepreneurial dream also had a downside. “We were able to tell the best story and had a proven track record, but our company with just twenty employees was seen as not big

enough.” The collaboration with Unica ICT Solutions started in 2019, and was pleasing to both George and Jaap. “We both have the same views on IT and a major player like Microsoft. We follow our own path, and that offers a calm passage. The fact that Unica operates in exactly the same way was proof enough for us that they were the player we needed.”

“

‘Without insight and a long-term vision, a project has no chance of success’

“With the knowledge and economies of scale offered by Unica combined with our expertise at In2Scope, we can tackle even more complex deals. It makes us want to perform even better for our customers,” suggested Jaap. In the current IT landscape, these are essential character traits. “Without insight and a long-term vision, a project has no chance of success.”

Read the full interview at jaarverslag.unica.nl.

Network of companies

Decentralised entrepreneurship within the network of companies is a key component of strategy at Unica. The network currently comprises more than 35 companies, each with their own profit and loss account and all operating independently to deliver the best possible service to their customers. This structure also enables them to respond rapidly to changing market conditions in their region or their field of specialisation.

To further underpin the commercial capacity of the individual companies, the network is organised in nine business clusters each with its own area of focus or specialisation. Enhancing cooperation between these clusters in order to deliver integrated services is a clear area of strategic focus. Knowledge delivered by the different clusters is increasingly resulting in combined service provision. One example is the proposition for an Energy Performance Advice for Utilities (EPA-U) label, according to which consultants and auditors from Unica Energy Solutions will be deployed to advise the customers of Unica Building Services in obtaining the required or desired energy label for their buildings. For the specialisation access and security, a new proposition will be launched in 2022, according to which the Nsecure centre of expertise at Unica Access & Security will be combined with the nationwide service organisation of Unica Building Services. These combined operations will be able to supply high-quality access and security solutions for mid-range companies and the SME sector.

Innovation

To maintain a strategic focus on innovation, established as a separate division, the Unica Innovation Center remains an important driving force for the innovation of service provision in the broadest sense of the word. One task of the division is to recognise and combine innovative developments within the Unica companies, and to join chain partners, customers and other market parties in developing new forms of service provision.

Collaboration with Schoonster is an excellent example of a practical application that has already been put into operation. Schoonster plans to offer dynamic cleaning services in line with space occupation and utilisation. These services will rely on data from the Building Insight data platform developed by the Unica Innovation Center. The data will be used to optimise the cleaning route on the basis of algorithms. Communication to the cleaner, via a specially developed app, guarantees more efficient cleaning services and reduced costs. The application will be put to use among others at the head offices of Unica, where Schoonster is responsible for cleaning services.

The cleaning application is a clear example of the continued development of the Building Insight platform that was launched in 2020. Following the outbreak of the COVID-19 pandemic, the focus last year was on a module that monitors air quality, but since that time a range of other spatial conditions have been added to the platform, on the basis of which new functional applications have been developed. The Unica Innovation Center is already working to implement the monitoring services for Legionnaires' disease (from Unica Building Services) and energy consumption (Unica Energy Solutions) on the platform.

The expertise available within the Unica Innovation Center is not only employed for the company's own platform applications, but is also available to customers. In 2021, an inventory was conducted among all Unica companies to assess which traditional services are suitable for digitalisation, and pilots were organised at a number of customers to determine where service optimisations can be achieved. On behalf of the Central Agency for the Reception of Asylum Seekers (COA), for example, experiments are underway involving remote first-line support, where an engineer from Unica Building Services uses virtual applications to, as it were, 'look over the shoulder' of the caretaker when a breakdown occurs. On behalf of FrieslandCampina, based on knowledge provided by Unica Building Intelligence, a close-knit network of sensors has been created for monitoring energy consumption in the production process of this dairy cooperative organisation.

Under the leadership of the Rotterdam branch of Unica Building Services, the efficiency of central heating boilers at the Woonbron housing association is being analysed. By measuring return flow rates, the application checks the optimum setting of the boilers. In collaboration with the University of Technology in Eindhoven (TU/e), work is underway to investigate the optimum energy conditions for preserving archive materials and works of art in the most energy-efficient manner possible on behalf of the National Archive. Based on the study results, TU/e plans to develop an energy standard for archiving services.

Finally, the application developed for BMW Dusseldorp combines several of the specialisations at Unica. The charging and energy infrastructure used by the car dealership has been fully automated, to ensure optimum use of the charging capacity and prevent wasting energy when charging electric cars. The results are displayed in the showrooms of all affiliated dealers, in the form of a dashboard of sustainability figures, connected to BMW Dusseldorp's own ICT environment and managed by Unica ICT Solutions.

Customers use the Unica Innovation Center as a sparring partner, but at the same time suppliers are encouraged to develop new concepts for improving services along the chain. With that in mind, Unica organised a second Innovation Challenge in 2021, in which the company challenged its partners to submit proposals for more service circularity. Four ideas were shortlisted for a final evening when a jury of Unica experts declared AQ Group the winners. AQ Group, specialists in the maintenance, disinfection, inspection and cleaning of air conditioning and drinking water systems, came up with a concept for circular air filters, in which only the cloth filters need to be replaced rather than the entire frame with the filters. Replacing the filters requires far less material now and as a consequence far less packaging. Because the filter cloth itself can also be produced in the Netherlands rather than abroad, less transport movements are required. Unica has freed up an investment budget to further elaborate this innovation in collaboration with AQ Group.

Within regular operations, too, there are innovation programmes relating to existing services. The [Battery Power Supply](#) solution from Boele Fire Protection is a textbook example of an innovation in the fire safety market, whereby a variety of products and services are combined to deliver an integrated fire safety solution. Another special research programme in which Unica was involved in 2021 is Delta21. This initiative is an integrated plan focused primarily on protecting the Netherlands against flood risks with a valuable alternative to dyke reinforcement programmes. Delta21 is also intended to act as a large-scale 'battery' for storing electrical energy in the form of an energy lake. Unica Datacenters has made a financial contribution to this social initiative, and as a project participant will examine the possibilities for developing a floating data centre in the delta area, the power supply for which will be extracted from the energy lake.



**Michiel Puyenbroek,
Senior Manager real estate and projects BMW
Dusseldorp Automotive**

**‘We challenge each other to
continue performing at a higher
level’**

The showroom at the Dusseldorp BMW dealership in Oostzaan is the company’s sustainability showpiece: a climate-neutral building equipped with the latest technical gadgetry. But what are the benefits, and how can the company make use of the generated data to optimise its business processes and make the most of its real estate? In collaboration with the Unica Innovation Center, Dusseldorp BMW has set off on a journey of discovery.

“Right now, if something goes wrong with the systems at any of our premises, it elicits a reactive response,” explained Michiel Puyenbroek. Dusseldorp however, aims to be forward-thinking and proactive. “I no longer wish to spend my time checking fragmented outputs and system status reports. But what is the best way to make data an

integral part of your business processes?” The Unica Innovation Center develops and implements innovative solutions for everyday business, presented in a single dashboard. “A sort of traffic light report for all branches, as a start screen,” suggested Michiel.

Climate control boxes, for example, provide information about the air quality in conference rooms, but Unica is also helping with temperature sensors in the waste bins and the management of all charging stations. “We are currently investigating the possibilities for storing battery capacity, together with the Unica Innovation Center.” Michiel recognises the huge value of the innovation centre as a sounding board partner. “They ask us critical questions and give us the big picture. We are well on track, and Unica keeps us up to date on the developments and the possibilities data has to offer.”

[Read the full interview at jaarverslag.unica.nl.](https://jaarverslag.unica.nl)

Digitalisation

The services provided by Unica and in the world around us are becoming increasingly digitalised. Unica is convinced that digitalisation is a crucial precondition for future relevance. Against that background, a multiyear digitalisation programme has been initiated, aimed at fully modernising the ICT landscape in which Unica operates. The various process stages in service provision will also be carefully examined during implementation, in order to benefit from economies of scale and to realise efficiency gains.

The new digital building blocks, the internal ICT infrastructure and systems employed by Unica, must be able to simplify work practice, enable employees to achieve higher productivity and ensure the improved storage of and access to information. Microsoft Dynamics, a series of intelligent business applications in which all business processes are embedded, will be implemented as the technical framework. In this way, all the processes can be perfectly integrated, so that less actions are needed in order to bring about improved service provision.

Unica believes in the long-term opportunities of digitalisation. In the short term, the process calls for a certain degree of flexibility. Employees, for example, have to learn a different work approach, and they need to be trained in combining digital and technical knowledge. To ensure that each of these aspects receives the attention it requires, Dynamics will be implemented in a series of phases. In stage one, all commercial processes were integrated in Dynamics, in 2020. Phase two took place in 2021, and involved the implementation of all the financial processes and information. This was an essential intermediate step, to make it possible to transfer the operational processes from Projects and Services to Dynamics. Starting in 2022, the initial work will be undertaken on structuring the project processes according to the Systems Engineering (SE) method, and management and maintenance processes according to a universal service method.

With the phased implementation of Dynamics, the digital foundations of Unica will be gradually reinforced. We are at the starting point of a digital transformation in our industry, whereby traditional tasks will gradually change into ICT-managed applications. As a result, we will be able to deliver more added value to our customers, as well as using data to acquire new insights to further optimise our services. Wherever necessary, sections of Unica's own business models will have to be adjusted, in order to tie in with the digital transformation. For certain applications, technological solutions will be developed in practice which will be entirely digitally based. The Building Insights data platform, developed by the Unica Innovation Center, is an example of just such a solution.

Continuous improvement

The Shared Service Center (SSC) is primarily responsible for coordinating a series of central improvement processes aimed at further boosting the professionalisation of the organisation at Unica.

Partly in response to the COVID-19 pandemic, flexible working really took off in the course of last year. In 2021, a project group compiled a series of policy proposals for structurally embedding flexible working at Unica. One real-life outcome is an allowance for working from home for employees that came into effect in October 2021. In addition, calculations were made of the impact on business travel in the event of structural flexible working (from home), in the light of future mobility needs. In terms of accommodation, too, the effects on business accommodation needs were also assessed, in the event of structurally lower occupancy levels. The recommendations will be elaborated in 2022 into an integrated policy that will subsequently be implemented.

The uniform guideline developed in 2020 for the alignment of newly acquired companies has been operationalised since 2021, as part of a Post Merger Integration (PMI) process. This process is supervised and prioritised by a steering committee that includes the coordinating staffing director, the cluster director and the director of the acquired company. In consultation, they identify the key synergetic advantages, and come up with a clear list of practical actions for the short, medium and long term, aimed at improving the integration process.



Besides the modernisation of the ICT landscape for primary processes at Unica, work is underway on simplifying the HR processes with which employees have to contend. The tasks for employees and line management will be simplified and improved, and standards will be laid down in systems, so that labour-intensive, customised solutions can be minimised. In 2021, a series of modules from this programme were launched, including Flex Benefits. In this module, throughout the course of the year, employees can decide for themselves whether to make use of their flexible benefits for additional payments or additional time off. By simplifying the choices, employees are able to make use of their flexible benefits to meet their needs at any given moment. New functionalities aimed at simplifying HR processes for employees and management will be added in 2022 and will help to reinforce the image of Unica as a modern employer.





Irene Kolditz,
Facility & Security Coordinator at Team Terminal

More structure and understanding of security and access processes

TEAM Terminal, one of the largest oil storage and transshipment companies in the Europoort area of Rotterdam, started working with YIM in 2021. This new identity management platform (Your Identity Management) from Nsecure has now been responsible for the complete access process for all employees, contractors and visitors to the TEAM Terminal for almost a year. TEAM Terminal is recognised as a vital company to the Netherlands. It performs processes that are so important that if they were to fail or to be interrupted, the result could be serious social disruption. “We are required to satisfy strict legal requirements, rules and procedures in the field of safety and security,” explained Irene Kolditz, Facility & Security Coordinator at Team Terminal. “We are accordingly certified and we are regularly inspected by the Port of Rotterdam.”

“

“A good platform for access control, identification management, safe working practice and compliance is essential to our activities”

TEAM Terminal is a hive of activity, every day. Besides the permanent staff, on average there are a hundred external workers present on site; contractors, service engineers and visitors. “And then of course the crew members of the ships and the ships’ engineers, suppliers and agents. We are responsible for the comings and goings of all these people. A good platform for access control, identification management, safe working practice and compliance is essential to our activities,” explained Irene.

TEAM Terminal has relied on Nsecure for more than 10 years. “Nsecure is an expert company that knows its field of operations well and fully understands our everyday processes and strict security protocols,” suggested Irene. “YIM is very user friendly and works well for our contractors. They are able to arrange their access and reporting needs themselves. That relieves us of a great deal of our workload. Nsecure was very flexible during the implementation of YIM and ensured that the platform perfectly matches our company structure.”

Read the complete interview at jaarverslag.unica.nl.

Risk management

Unica's basic approach to integrated risk management is to systematically identify risks and opportunities, comprehensively, and in good time, and to then mitigate or use them, as appropriate. In determining the company's risk appetite, the Board of Directors constantly balances the risks against the financial performance. As part of the assessment process, the main threats are carefully considered, while the mitigating measures that could limit the risks are identified.

Unica has classified the risks in five categories. A degree of risk appetite has been assigned to each category, as shown in the table below.

Category	Risk appetite	Description
Strategic	Average	Unica is willing to accept risks to fulfil its ambitions. During the assessment of risks, there is always a balance between commercial opportunities and long-term social and economic risks.
Operational	Low	During the implementation of its operational activities, Unica limits the risks to the continuity of business operation and the quality of work for its customers. Safety is subject to a zero tolerance policy, according to which risks are never taken that could endanger the safety of employees, customers or work.
Financial	Low	Unica enjoys a solid financial foundation, with a good balance between equity and loan capital. Financial project risks are avoided through careful financial project management.
Digital	Low	With the help of technical, organisational and policy-based measures, Unica limits the digital risks associated with the digital transformation of its own organisation and the digitalisation of the external environment.
Compliance	None	Unica applies the highest standards of integrity, complies with all relevant legislation and regulations and ensures that these standards are observed within all companies.

Unica's policy on risk management is centrally recorded and is a recurring topic in meetings of the Executive Committee, in which all cluster companies and shared services are represented. The Executive Committee members convey the policy lines to the decentral management teams, who then conduct their own risk assessments.

The power of attorney schedule at Unica ensures that all contracts with a value exceeding € 2.5 million undergo a check for legal aspects. If a contract fee exceeds the power of attorney of the director in question, a bid form is drawn up that must be approved by the responsible director, the legal department and the Board of Directors. For multiyear contracts with an annual contract value of more than € 10 million, approval is also required from the Supervisory Board.

Strategic

Unica aims to be well-prepared for crisis situations, in order to guarantee the continuity of the organisation and its services. This is made possible by the crisis communication plan and the Crisis Management Team (CMT) assembled in accordance with that plan. The prolonged COVID-19 crisis means that the CMT is now solidly embedded within the organisation. As well as being deployed for central decision making and coordination with regard to COVID-19, the CMT can also be actively deployed for other potential risk situations or situations that could lead to damage to the reputation of Unica or one of its companies. The underlying principle is that Unica always takes its responsibilities seriously in respect of social and all other aspects, with regard to all its stakeholders, and will take every action that can reasonably be expected of the company, in order to deliver an appropriate response to a potential or actual crisis. At all times, the company will aim to communicate carefully, openly, honestly and with due caution, irrespective of whether the news is negative or positive. In addition to dealing with COVID-19, the CMT was convened on a number of other occasions in 2021. Following central coordination and advice in all cases, the potential crisis situation was dealt with within the existing processes.

The protracted shortages on the labour market, which are expected to continue over the coming years, is recognised by Unica as a strategic risk factor. For the time being, Unica has been able to sufficiently manage that risk, and has succeeded in benefiting from the company's attractiveness on the labour market, but it is an issue that is demanding permanent attention and creativity in order to continue to find sufficient well-qualified employees now and in the future.

A final risk is the societal shift towards sustainable business practice. This shift demands a more outward looking approach and proactivity with regard to the ecological and social impact of companies. Unica already has a sound basis in this respect, and recognises the importance of being a corporate socially responsible (CSR) company, that focuses sufficient attention on all facets of Environment, Social & Governance (ESG). Unica underlines the social responsibility demanded of businesses of our size and continues to pay appropriate attention to those issues.

Operational

To limit the legal and financial risks involved in the implementation of orders and contracts, one of the methods employed is the bid form method, the aim of which is to prevent imprudent commercial choices being made in the tender phase of projects. In 2021, the bid form was extended to include a risk qualification. For each individual project, an estimate is made of the potential low, medium or high risk profile, and project governance is established on the basis of the identified risk profile. If the identified risks exceed Unica's risk appetite, the Legal Affairs department supervises contract amendment or demands specific operational measures to be deployed during the implementation of projects.

In 2021, the bid form was extended to include the General Security Requirements relating to Defence Orders (ABDO). Some of the orders to which Unica contributes are subject to a higher classification level, due to the sensitive nature of the client's activities and the associated information. During the implementation of these orders, strict information security requirements apply. A National Security Team was assembled specifically to supervise and carefully manage the risks involved in such sensitive orders.

When entering into contracts and joint ventures, risks and statutory obligations are assessed and monitored by the Legal Affairs department. The main operating risks are recorded in the Legal Affairs department's risk management system for each contract and by each company cluster. In this way, throughout the project implementation period, potential threats and the mitigation measures taken remain clear. A record is also kept of the evaluation of the implementation of projects, so that potential disputes and costs of failure are recognised at an early stage. The insights generated in this way are also used to improve the implementation of future projects.

In preparation for the Building (Quality Assurance) Act (Wkb), a detailed impact analysis was conducted in 2021. This new Act is expected to come into effect on 1 July 2022, for small buildings and office premises subject to compulsory licence requirements, a sector in which Unica conducts part of its business. The Act specifies that the applicant for a licence is required to appoint a private quality assurance officer, who monitors the quality of the completed work. Any non-conformities in respect of the original plan must be explained and substantiated by the contracting party. The introduction of this Act means that from 2022 onwards Unica will be focusing even greater attention on the recording of information in the building files. This ties in with the trend of increasing digitalisation and quality accountability, in respect of which Unica has taken a series of measures across the board. As a consequence, this new Act will only have a limited impact on the approach employed by Unica in such projects.

Whereas Unica does maintain a certain appetite for risk when it comes to operational risks, the company operates a zero tolerance policy on safety. Unica refuses to compromise on safety in its daily operations, and calls upon its employees to give these issues their maximum attention and accept their individual responsibility. Safety awareness is constantly brought to the attention of the workforce by Unica, for example in the form of a permanent communication programme. In 2021, Unica also reached the second step of the Safety Culture Ladder, a sectoral standard for safety awareness, that also forms an integral part of the 'Safety in Tender Procedures (ViA)' protocol. As a partner to the Governance Code for Safety in the Construction Industry (GCVB), Unica is one of the founding fathers that encourage further improvements in the safety culture in the construction and engineering sectors.



Financial

A financial dashboard has been developed that provides a uniform evaluation of the financial performance of every cluster, thereby ensuring a clear and up-to-date understanding of Unica's financial health. This management information in turn guarantees the availability of sufficient liquid assets and bank guarantee facilities to meet all the company's financial obligations.

Each month, the monthly figures are discussed in detail with each cluster, to allow immediate and appropriate adjustments to be made where necessary. Particular attention is paid to Unica's operating capital position, which is an excellent indicator of the company's stability. In addition, a business control department has been established for operational activities. This department brings together all financial management activities at project, company and cluster level, including the supervision of the Planning & Control cycle, analysis of the results and the issuing of advice to the management in respect of financial and risks management. This approach helps limit the financial risks inherent in the implementation of projects and contracts.

To further improve overall financial transparency, in 2022, Unica will be switching to accounting methods on the basis of the International Financial Reporting Standards (IFRS). These standards are globally recognised and are a perfect instrument for simplifying the comparability of Unica's financial performance.

Unica relies on external expertise to attract financing, primarily in the form of the expertise of majority shareholder Triton. Credit risks are limited as all outstanding claims are insured with a credit insurance company.

Digital

Both in the Netherlands and globally, cyber attacks are viewed as one of the greatest risks facing business and industry today. COVID-19 increased those digital risks in that the pandemic has changed many people's approach to work and has further accelerated the dependency on technology. Against that background, there is now a greater focus on the digitalisation of office environments, business processes and remote services to customers, which in turn engenders greater cybersecurity risks.

As engineering services are becoming increasingly information-driven, so Unica has become increasingly aware of its responsibility for the information in its ecosystem. Unica protects that information against internal and external threats in order to safeguard company continuity and as far as possible to prevent harm to its own organisation and the organisations of its stakeholders (consultants, suppliers and clients). A number of clusters now employ the ISO 27001 and ISO 27002 standards to implement cybersecurity in their services. Unica is able to rely on the expertise of Unica ICT Solutions to provide in-depth knowledge of the related risks. This specialist cluster also deploys its knowledge on cybersecurity in servicing its own customers.

The policy on information protection is high on the agenda of the Board of Directors and is regularly actively assessed within the company. Awareness of cybersecurity remains crucial and with that in mind, end users are regularly notified of information protection issues and how they can make a contribution to improved cybersecurity.

Compliance

Unica maintains the highest integrity standards in all its activities. The ethical standards and basic principles are described in the publication 'We are Unica' (Wij zijn Unica), issued to all new employees during their onboarding process. This information pack includes the rules of conduct that apply within Unica and which are uniformly issued to every employee. A series of specific protocols, brought together under the overarching 'Speak out!' (Spreek je Uit!) programme have been established for reporting abuse, dealing with employment disputes and reporting undesirable behaviour, all of which are explained on the company intranet. Employees also have access to external confidential counsellors who since 2021 are employed on a regional basis, thereby reducing the distance to the company's employees.



The fraud and compliance risk policy was further extended in 2021. The policy focuses considerable attention on the periodic training of management in ethical behaviour and compliant working practice. All directors of the various Unica companies submit an annual compliance statement in which they affirm compliance with the applicable legislation and regulations. Ethics and compliance are also openly introduced to new employees in the form of an information session during the introduction days. To ensure that all employees take this information on board, the policy will be extended in 2022, to include a compulsory e-learning course.

Throughout the country, the Legal Affairs department provides workshops to employees to maintain focus on the importance of compliance in day-to-day practice. This was extended in 2021 to include an accessible online legal workshop programme, for which every Unica employee is free to register. Among the subjects covered in 2021 are general terms and conditions, the General Data Protection Regulation (GDPR), liability, Contractor's Liability Insurance 2012, building delays and stagnation damage.



Employees

Unica is one of the 200 largest companies in the Netherlands and as such is a major employer. As compared with 2020, the number of employees rose by 16% to 3,287 FTE (at year end 2021). At year end 2020, Unica employed 2,843 FTE.

Expressed in the number of individual employees, Unica employed over 3,450 people at the end of 2021. To carry out its work, Unica also uses a flexible pool of about 250 temporary workers.

Growth of Unica employees



Safety

To ensure that the safety culture in the construction and engineering industry is improved, in the broadest sense of the word, Unica has joined a number of leading construction players and their clients in drawing up the Governance Code for Safety in the Construction Industry (GCVB). As one of the fourteen initiators behind the GCVB, CEO John Quist has a seat in the group of senior officers of this sectoral code on behalf of Unica.

To underline the importance of safety awareness, Unica reached the second step of the Safety Culture Ladder in 2021. The aim of this instrument is to serve as a tool that encourages businesses and their suppliers to improve awareness of safe working practices. The system was initially developed by ProRail, but since 2016 has been managed by the internationally approved scheme manager NEN. The Safety Ladder is an instrument for measuring safety awareness, attitude and behaviour, with a focus on safety culture. The higher the level of safety awareness achieved in an organisation, the higher the step on the ladder. After obtaining certification for step 2, Unica plans over the coming years to further extend the safety culture in the company, until it reaches the next step on the Safety Ladder.

One of the initiatives that helped achieve certification is the Safe Unica App. This app was developed in 2021 to make it simpler to report (near) accidents and incidents and to promote safety awareness across the board. The app can also be used as a simple reference work for checking up the most important safety instructions. Following the launch of the app in March 2021, it has been downloaded by more than 1,800 users. By making it easier to report accidents via the app, more incidents have been reported which in the past may have gone unrecorded. Unica favours this development and wishes to be fully transparent with regard to safety, although as a consequence, the accident frequency index has risen slightly. The additional information acquired by Unica means the company is able to plan better targeted improvement campaigns.



Unica requires its suppliers to match the minimum level of safety awareness achieved at Unica. Parties supplying products and services to Unica must therefore all satisfy the requirements of step 2 of the Safety Ladder, from 2022 onwards. This agreement has been adopted by all other sector players in the 'Safety in Tender Procedures (ViA) protocol, which itself is based on the GCVB.

Health

The key priority for the COVID-19 protocols at Unica was and is still today focused on the health and welfare of the company's employees. The preventive measures specified by the RIVM to minimise the risk of COVID-19 infection have been strictly complied with, and wherever necessary translated into regulations for daily use on site, as backed up by the protocol developed by the construction and technology sector Carry on working together (Samen veilig doorwerken). Partly as a consequence of this strict compliance, the health effects of COVID-19 have remained limited for Unica, and the downward trend in absenteeism levels achieved over the past three years was continued in 2021.

The absenteeism percentage for 2021 was 5.1%, as compared with 5.2% in 2020. Just like last year, the management of Unica continued to focus considerable attention on maintaining links with employees working remotely and/or who were no longer present at the office, on a daily basis. Whereas this was a new situation in 2020, remote working and management have more or less become standard elements of day-to-day practice, during the course of the pandemic. Although this has not removed the desire to physically meet more regularly after the COVID-19 pandemic, in the almost two years that people have been working remotely, many creative initiatives have emerged, to strengthen mutual ties. Online information sessions that became necessary when physical appointments were no longer possible will probably become permanent features even after the pandemic, due to the improved accessibility and the outreach of online participation.

The downward trend in absenteeism is the result of a programme aimed at improving absenteeism counselling. The programme combines two important elements. Firstly, Unica entered into a cooperative relationship with health and safety at work service provider *tif & arbo*, in 2019. The aim of this collaboration was to shift the focus from absenteeism to prevention and employability. Since that time, the fundamentals have been recalibrated, and the absenteeism percentage - despite the COVID-19 period - has fallen to below 5%. This was above all achieved by focusing attention on counselling for managers, who were given new roles and responsibilities in respect of absenteeism counselling, themselves. By offering extensive explanations and training about the various aspects of absenteeism counselling, managers are now in a better position to hold constructive discussions with staff about the delicate subject of health. More and more companies from the Unica network are entering into similar collaborative ventures with *tif & arbo*, as their contracts with other health and safety at work service providers expire.

A second component that has helped emphasise prevention and employability is the 'Your DAY' (Jouw DAG) programme that concentrates on vitality and balance. Initiatives launched within this programme have generated greater awareness of a healthy employer/employee relationship. Without imposing a single obligation on the workforce, from its DNA as a family-owned business, Unica considers it one of its tasks to create awareness among employees of ways to remain vital and healthy during and outside work. The emphasis on this theme is for example revealed in internal communication which includes the Your DAY initiatives.



In 2020 and 2021, all employees were offered an online preventive medical examination (PMO), the conclusions and recommendations from which were reported at the end of 2021. The analysis not only considered the PMO results, but also absenteeism figures and the results of the employee survey. The report issues specified results for each cluster, and combines the key findings for each cluster in three main recommendations. Supporting arguments were provided for each recommendation, with the related facts and figures, presented as concrete programmes and recommendations. Using this focused report, each cluster will be able to take specific follow-up steps in 2022, with a view to bringing about the sustainable employability targets Unica has set itself.

Attractiveness on the labour market

Although the serious challenges facing society, such as the energy transition and digitalisation, are calling for more technically trained employees, there are huge shortages of well-trained technical personnel. Improving the attractiveness of the company on the labour market therefore remains a strategic policy priority at Unica.

Employee involvement and staff retention are important starting points. By offering personal attention and creating space for training and development as well as providing serious improvement programmes following feedback from employees, Unica is working to reinforce the already high level of loyalty among the workforce. Unica started as a family-owned business and many of the companies that have been acquired over the past few years share a similar background. Although the company has grown in size, the DNA of a family-owned business still remains a decisive factor at all the company's locations in making Unica an attractive employer.



To help support further growth, once again in 2021, Unica was successful in the recruitment of new employees. Nonetheless, Unica recognises that on a labour market hallmarked by such extreme shortages, the recruitment team will have to continue to demonstrate dedication and creativity. To achieve sufficient growth in future, the recruitment model will be reassessed in 2022 to identify what is needed to continue to fulfil the severe demands on recruitment over the coming years. A newly developed 'Careers' website, due to be launched at the start of 2022, will be the first step in this direction. The application procedure and underlying systems have been simplified and made more efficient for both potential candidates and the management of Unica.

Corporate social responsibility, diversity and inclusion are further important elements in increasing the attractiveness of an employer and ensuring continued employee loyalty. One of the spearheads formulated by Unica in this respect is to reach out to and employ people distanced from the labour market, a broad target group that offers considerable potential for a number of positions. In 2021, the largest organisation component of Unica reached step 2 in the Performance Ladder Social Entrepreneurship (PSO). This achievement is further evidence that Unica embraces its social responsibility and is serious in its efforts to be an attractive employer for people distanced from the labour market.



As well as boosting the intake of people with a distance to the labour market, Unica also encourages lateral entry from other sectors. In recent years, Unica has taken part in a series of initiatives and has acquired valuable experience of how lateral entrants can contribute to fulfilling Unica's recruitment needs and achieving its social ambitions. These successful lateral entry programmes are often regional initiatives, including the 'Be An Engineer' programme in Amsterdam, that led to a number of candidates joining Unica. Together with other stakeholders, Unica plans to make best practices more scalable over the coming years, and to extend them to other regions. Technological solutions may also open up the work to people not yet suitable given their current background.

The diversity platform Unique, that was launched at the end of 2020, took on real form in 2021 through a mentor programme and (digital) meetings for female talent within Unica. In line with other players from the sector, participation by women at Unica is on a similar level, but Unica has expressed the ambition to better reflect international business standards with a more balanced gender ratio. To arrive at that situation, Unica will continue to focus attention on retaining and attracting (technical) female talent. Having taken the first steps towards more gender equality at Unica, other components of inclusivity will be introduced to the diversity programme, starting in 2022, for example to also achieve a better age and ethnicity balance.



**Melle Beemster,
Engineer at Unica Datacenters**

From future doctor to future engineer

While studying orthopaedic surgery, Melle Beemster came into contact with the mechanical aspects of medicine. The precision in a world that combines science and technology appealed enormously to his imagination. He had always been interested in mechanics, but his practical experience was restricted to tinkering with the foot pedals for his guitar. Until he came across the Be An Engineer programme, and Melle made the switch from future doctor to future engineer at Unica Datacenters.

“

‘I immediately felt welcome and despite my huge career switch I have never felt out of place.’

“Be An Engineer is a platform that brings students and engineering companies together. I was immediately offered paid employment at Unica, and was able to attend an appropriate course of higher professional education,” explained Melle. Right from the first moment, Melle felt the chemistry with Unica. “Communication is open and honest, and there is room for my own expectations. I am the first member of the team to combine study and work at the same time.”

Remarkably enough, Melle sees more overlap between the various subject areas than he expected. “I worked in the operating theatre for orthopaedic surgery. It is a sexy profession with images of TV series like House and Grey’s Anatomy. What many people do not realise is that it also involves a great deal of engineering skills and cooperation. Despite my huge career switch, I have never felt out of place.”

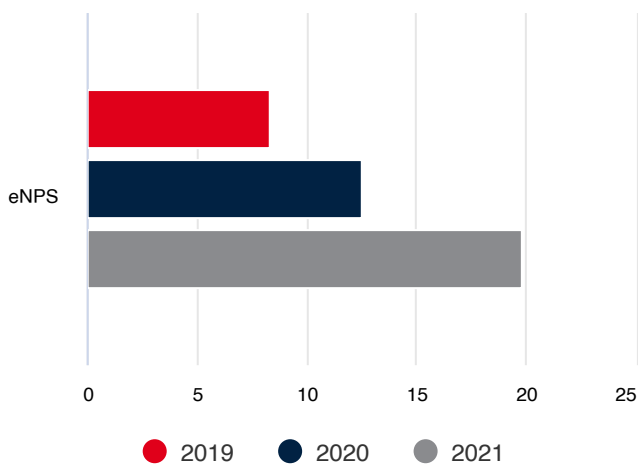
Read the full interview at jaarverslag.unica.nl.

Employee engagement

More than 70% of staff population or around 2,000 colleagues took part in the employee survey in 2021. As the first point of contact for customers, enthusiastic and committed employees are Unica's calling card. In that respect, the results of the annual survey are a key benchmark for assessing the dedication of the workforce in our group of companies.

The results of the employee survey reveal that employee commitment at Unica remains high in 2021. No less than 84% of employees felt engaged with the Unica network of companies where they work. A further positive indicator is the rise in eNPS, a benchmark that reflects the difference between the percentage of employees who will recommend Unica to others as an employer, and the percentage of employees who would advise against working at Unica. The eNPS score rose to 19.8 (2020: 12.5) suggesting that many more colleagues recommend Unica as a good place to work, to family, friends and acquaintances.

eNPS 2019 t/m 2021



The average score awarded to Unica by its employees remained unchanged from last year (7.3). Although Unica is keen to further improve this score, many comparable companies saw a slight downturn as a consequence of protracted remote working and all the resultant discomforts. We are pleased to note that the Unica score remained stable throughout this period.

Just like last year, Unica can declare itself a 'Worldclass Workplace'. The Worldclass Workplace label is the largest independent label for good employment practices, awarded by Effectory to companies whose employees give an above average rating.

Improvement points identified in the employee survey are followed up on individually, at each department. Each manager is provided with the results for his or her department, with a benchmark comparison with the scores from other departments. Together with the HR Business Partners, targeted improvement programmes are organised wherever necessary.

To keep our employees up to date on the general developments and strategy at Unica, a range of occasional digital newsletters are published. All employees of Unica companies are sent these central notifications. In 2022, this information programme will be expanded to include a new channel, the Unica App, that will allow all employees to simply check out the latest news on their smartphone.

Education and development

On top of the traineeships aimed at attracting new talent from universities and higher professional education, Unica launched a young professional programme to develop in-house employees with the potential to grow in their specialist field in 2021. The focus of this programme is on employees with 1-3 years work experience in both technical and line positions. 20 participants started this new education programme in 2021, and are actively contributing to specific improvement programmes within the company clusters. The leadership programme offered by Unica for the last 2.5 years to its management staff was once again continued in 2021. More than 80% of managers have now completed the programme. To cultivate interest in the leadership programme in day-to-day practice, the range of courses available in 2021 was expanded by three new modules, including interview techniques and peer feedback.

Within Unica, we not only focus attention on management and young talent, but also on the development of staff working in the field. To satisfy the growing demand for solutions in the field of digitalisation and sustainability, it is vital that we continue to focus support on education and development for our technical specialists. Unica's initial focus is on online support for training and development, both for technical skills training and soft skills. In 2022, Unica plans to launch a platform with e-learning programmes, to centralise and improve access to the range of training courses.



**René Fidler,
manager operations at Unica Building Services
Hoevelaken**

‘Personal development and growth are high on the agenda at Unica’

In the year in which René Fidler celebrates his 25th work anniversary at Unica, he can still smile about the 25 open letters of application he sent at the start of his career. He received not a single reply, except from Unica. He looks back on a successful career from assistant service engineer to manager operations.



‘Although the company is constantly growing, the culture has still retained the personal character of a family-run business’

“After completing senior secondary technical education in energy technology, I bought the Saturday newspaper every week. The Telegraaf newspaper featured a tiny advert from Unica, for an assistant service engineer. I decided to send them a letter of application, and I was invited to attend a job interview.” By mistake he got on the wrong train and arrived far too late at the interview. “But I was still offered the job, and was soon out in a company car with a stack of work orders,” grinned René.

More than 25 years later, he still enjoys his work. “I have enjoyed an excellent career, and would like to see other people achieve the same. Personal development and growth are always on the agenda.” Based on his own experience, René has one tip for everyone in the company: “Make your personal wishes known! Be open about any difficulties you are facing and let others know what you want. Opportunities will then start appearing. Unica encourages people who want to move onwards and upwards, and personal development is a key priority. I have never heard of a colleague being refused an opportunity to follow further training.”

Read the full interview at jaarverslag.unica.nl.

Social value

Based on its leading position as one of the most sustainable technical service providers in the Netherlands, Unica translates measures relating to the energy transition into practical solutions that help clients meet their climate goals. Sustainability also plays a significant role in internal business operations.

The urgent calls by government and industry to take climate action remain prominent. In November, the Glasgow Climate Conference 2021 was organised by the United Nations to discuss climate change. The summit concluded with the adoption of the Glasgow Climate Pact. In this Pact, the signatories committed to a gradual reduction in the consumption of coal, to halt and reverse deforestation by 2030, to reduce the emission of methane gas, to stop the sale of combustion engines by 2035 on the major markets and worldwide by 2040, and to mobilise climate financing from every possible source. The overall picture of the conference was disappointing, in particular due to the absence of clear objectives and key themes. [The UN described the results itself as](#) 'An important step, but it is not enough'.

In the Netherlands, too, the Cabinet target of reducing emissions by half by 2030 is still not in sight. As a result, the pace of the energy transition will have to be (massively) increased. In both society and politics, the calls for a proactive and ambitious approach by businesses are becoming increasingly urgent. A further incentive is a new regulatory framework developed by the European Union. This framework includes reporting obligations for companies that call for proactive, long-term plans on the integration of sustainability and corporate social responsibility in business strategy and value chains.

Following an almost exclusive focus by society on COVID-19 in 2020, the attention for climate goals recovered in 2021. Sustainability and the energy transition are set to play a prominent role in every strategic decision for years to come. Companies like Unica play an essential role since the built environment, in which most of their work as technical service providers is carried out, is responsible for 40% of the total CO2 footprint. Together with other sectoral players and clients, Unica can make a clear difference even though the alarm bells for achieving the climate targets will have to be sounded louder. Converting ambitions into realistic targets causes delay, even though there are already sufficient opportunities to set to work right away. With its in-depth knowledge of the market and state-of-the-art solutions, Unica is in a perfect position to assist in achieving the climate targets and ambitions while meeting energy needs from A to Z, where necessary with performance guarantees and financial backing.

Practical support from Unica was called in to implement the installation for the redevelopment of De Koepel in Haarlem. This listed prison building will be converted into a multidisciplinary building, open to the public, with 21st century standards for sustainability and comfort. Unica developed the complex thermal energy storage facilities for De Koepel and the hotel being built on the surrounding site. The energy storage system will also be operated by Unica over the next few decades, relieving the client of the need to finance the project. In Steenwijk, Unica developed an installation for another client, that will deliver cold from a sand extraction site to a nearby business park. A connection was made at the campus of the University of Amsterdam to an existing ATES power station, in line with the ambitions and spearheads of the University. For a housing estate in Wageningen, Unica will implement a plan for disconnecting the entire estate from the gas supply in 2022.

Sustainability for clients

The energy transition is forcing organisations to consider the choices open to them in their approach to energy and the related policy. Many focus on products: specific applications are selected to implement specific aspects of the energy transition. Under pressure from climate goals, this product focus is gradually shifting to strategic policy, in which integrated solutions are sought in order to achieve the goals. The result is greater complexity, which in turn demands an integrated approach to combine the various technical and organisational solutions. That then causes attention for the theme sustainability to shift from the facility services domain to other disciplines in business practice, such as procurement and strategy development.

In 2021, the energy market faced huge fluctuations. After years of relative stability on the market, businesses and consumers were faced with a rapid rise in gas and energy prices. For many organisations, this emphasised the urgent need to concentrate on energy procurement and an appropriate policy. Since the energy market was liberalised, Unica network company Hellemans Consultancy has become one of the leading specialists in this field of knowledge, and represents a procurement volume of 12% of the business market in the Netherlands. Aside from the price fluctuations, under the influence of the energy transition, the energy market will be hallmarked by a shift from demand-based production to supply-based generation over the next few years.

In other words, energy will no longer only be delivered when there is demand, but will be generated and simultaneously actively placed on the market. In that light, the matching of supply and demand will call for strategic choices that go beyond mere consumption, taking into account storage and production as well. Technical facilities can provide for the desired flexibility by using (and storing) the maximum level of energy at peak demand moments, while restricting demand at other moments by reducing emissions.



Sinds juli 2021 is PwC veertien BREEAM-NL Outstanding certificaten rijker.

In the services it offers to its customers, Unica will take full account of these sustainability issues. Almost every assignment undertaken by Unica includes sustainability components, to a greater or lesser extent. In addition, via the Unica Energy Solutions cluster, Unica is responsible for supervising specific energy issues, such as the [BREEAM Outstanding certification obtained by PwC in the summer of 2021](#) for 14 of its buildings. In order to focus greater attention on customer support in the complex energy transition, the management of Unica Energy Solutions has been expanded. As a result, the growing demand among clients for expertise in energy consultancy and implementation can be even better managed in the future.

Sustainable entrepreneurship

The future proofness of Unica and for the whole of society go hand in hand with sustainable development. Operating results can no longer be viewed in isolation from social themes such as climate change, scarce raw materials, and social interests such as diversity and inclusion. The originally already solid foundations for sustainable and social business practice within Unica are gradually acquiring a more prominent role within the company's activities.

Sustainable business practice describes the way in which Unica reinforces its economic performance while at the same time increasing social and ecological values. The entire process relates to all activities in the value chain, aimed at minimising negative impact and maximising positive impact.

Certainly now that Unica has become a market-leading player in the Dutch corporate landscape in terms of size, the company's impact on the environment and themes affecting society is also growing accordingly. With a view to long-term value creation at Unica, sustainable business practice was made an integrated strategy spearhead of the company in 2021. By focusing all-round attention on policy for the environment, social and administrative issues, Unica will be in a position to further enhance its impact over the coming years, and continue to make a relevant contribution to society.

A sustainability manager has now been appointed to bring together the various components of sustainable business practice in a clear and measurable integrated policy plan. The starting point for this plan is a new materiality analysis for the themes of key importance to Unica, that was concluded at the start of 2022. In preparing for that plan, consideration has been given to how the efforts made by Unica in respect of its own business operations can be translated for its customer service processes.

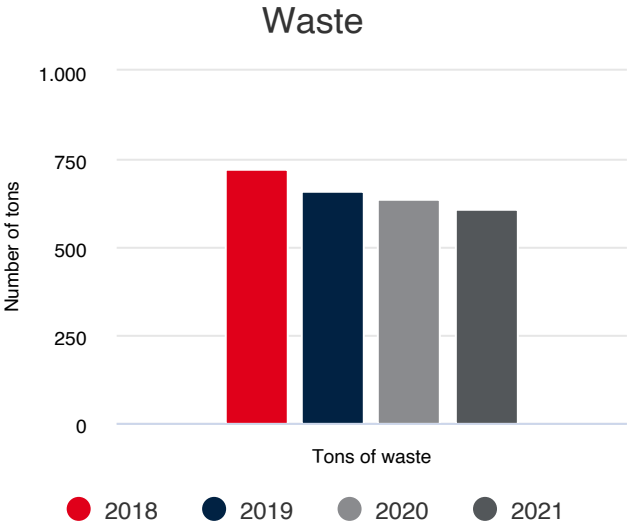
Internal operations

As a provider of sustainable technical solutions, Unica also works hard to manage its own real estate in an energy-efficient manner. The company's head office in Hoevelaken was already certified according to the Building Research Establishment Environmental Assessment Method (BREEAM), a sustainability label aimed at realising sustainable buildings with minimum environmental impact. The recertification in October 2021 resulted in the awarding of a fourth star and an Excellent BREEAM-NL In Use certificate for the Unica head office building. A biodiversity survey still to be carried out will provide insights into how Unica can make the nature around its buildings even more nature-friendly.

Now that as a consequence of the COVID-19 pandemic working from home has acquired a far more sustainable character for many office positions, attention has shifted to a reassessment of Unica's accommodation policy. The first inventory was carried out in 2021 among employees and management, to determine whether office space could be used more efficiently. The results of this inventory will be discussed in 2022, as a precursor to determining which changes will be implemented in the company's accommodation policy.

With regard to mobility, advances were made in 2021 towards a more up-to-date policy that matches the spirit of the modern world. In line with developments in society, the new mobility policy has taken account of the shifting demand from ownership to use. This updated mobility policy features greater freedom of choice for a lease car or a mobility budget which, among other benefits, allows a more flexible approach to travel by public transport. As a consequence, the traditional lease car policy at Unica has been converted in a modern, flexible and sustainable mobility policy, that also ties in with the trend towards more flexible (home) workstations. To further encourage the electrification of the vehicle fleet, the range of electric lease cars has been further expanded and price adjustments have been made in line with the most recent fiscal incentive schemes. The position of service vehicles in the electrification process is still a subject of discussion, and as the technology improves, so the options open to the company in terms of electric vehicles are constantly growing. Unica is seriously experimenting with these options at various locations. The final touches will be added to the new mobility policy in 2022, and represent an important step towards the target of ordering no more petrol driven cars by 2025, and making Unica’s vehicle fleet completely emission-free by 2030.

In 2022, Unica plans to make the final touches to its working from home policy, taking account of the influence of changes to accommodation and mobility. As well as laying down the formal agreements between employees and management on working from home, a toolkit will also be developed to facilitate remote working.



Circularity and the more efficient deployment of the available resources is another development that has enjoyed an upsurge in interest at Unica. Despite the growth recorded by Unica in the past three years, the organisation has succeeded in reducing the volume of waste by 16%.

Circularity is also a clear spearhead within the entire supply chain. As part of Unica’s contract for the Central Government Real Estate Agency, Unica has joined forces with its chain partners in developing a circular marketplace. The aim is to make maximum use and reuse of the materials and raw materials used in the project.

This is a clear example how contractors, clients and suppliers have joined forces to accept their responsibility for circularity. In individual cases, too, Unica is encouraging its suppliers to come forward with circular innovations. During the annual Unica Innovation Challenge, the concept for circular air filters proposed by AQ Group was awarded the prize for best idea. Unica has set aside an investment budget to further develop this solution together with AQ Group over the next few years.

Over and above the centrally adopted policy, at numerous other places within the extensive Unica organisation, the principles of sustainable business are being put to practice. In the autumn of 2021, the internal sustainable entrepreneurship network was launched, to bring together all the knowledge, creative ideas and implementing capacity for sustainable business practice. An appeal to all Unica employees to join the network attracted 35 enthusiastic participants who attended a kick-off meeting in November 2021 at the Hoge Veluwe National Park. The sustainable entrepreneurs network has set itself the ambition of developing a number of pilot projects into action plans in 2022, and of course further expanding the network of sustainable entrepreneurs within Unica.



Eric van Dijk (AQ Group),
winner of the Unica Innovation Challenge 2021

‘We want to get the market moving with circular air filters’

The Unica Innovation Challenge is an annual innovation award developed by Unica to encourage their suppliers and chain partners to develop products and services that help make the entire sector more sustainable and more productive. In 2021, the prize went to the Utrecht-based company AQ Group, with their innovative concept for circular air filters.

“The filters used today consist of a large steel frame and a series of deep fabric pocket filters. The entire unit has to be replaced once or twice a year. The result is a huge mountain of waste, every day,” explained Eric van Dijk, director of AQ Group. “By switching to a plastic cartridge with exchangeable filters, we can sustainably separate the waste and drastically reduce the size of the waste mountain. The plastic cartridge is installed once only and lasts ten years. The exchangeable air filters can be easily slid in and out.”

“

‘The Unica Innovation Challenge shows Unica to be a company with a vision on sustainability’

Eric submitted the idea to the Unica Innovation Challenge. “To bring about change, someone always has to make the first move. You then need to join forces with other market parties to make your idea a success. The Unica Innovation Challenge shows Unica to be a company with a vision on sustainability and the mentality of a start-up.” After his concept won the challenge, the company received congratulations from all sides. “It felt like the entire sector knew that we had won the prize. Now it is time to take the next step. The faster we are able to implement these circular air filters across the Netherlands, the better it will be for the environment!”

Read the full interview at jaarverslag.unica.nl.

Outlook for 2022 and beyond

For technical service provision in general and for Unica in particular, expectations remain positive. Although Unica is already one of the largest technical service providers in the Netherlands, on the fragmented Dutch market, the top 10 players together still only represent a 25% market share. Seen in that light, there is still plenty of space for further growth.

With its knowledge and specific services, Unica operates at the very core of the energy transition, the pace of which is set to accelerate rapidly. The affordability of sustainable solutions is constantly improving under the influence of market volatility, legislation and regulations, and geopolitical developments. As a consequence, the move away from traditional fossil solutions is becoming increasingly attractive. The climate ambitions of numerous organisations, the huge sustainability challenges facing us all and the technical solutions that will help meet those challenges can all be realised with the support and commitment of Unica.

The changing function of office space and the resultant building adaptations are causing the focus to shift ever further towards transformation projects and away from new construction. In projects of this kind, in-depth knowledge of technical system adaption is clearly essential. Smart building solutions aimed at making buildings more sustainable, more comfortable, safer and more (cost) efficient are set to play a decisive role in building transformations. The fundamental ICT knowledge of so many domains available within Unica ensures a solid position to assist clients in implementing the transformation process.

Growth

Given the positive prospects, Unica expects to achieve annual growth of between 10% and 20%. Further increasing the healthy rate of return will remain a key element of the growth strategy for the coming years. The autonomous growth Unica expects to achieve will be supplemented with targeted acquisitions aimed at further broadening the company's specialist knowledge to reinforce its regional presence. Since 2017, Unica has incorporated twelve acquisitions in its network of companies. This buy & build strategy, implemented by Unica for many years, ensures a manageable increase in the pace of growth that is expected to continue over the coming years. Once again in 2022, Unica expects to further strengthen its network of companies through acquisitions. The effects of COVID-19 on the operating results are expected to be limited, although we must remain alert to fluctuations on the market in a late-cyclic sector like engineering.

Although improving the rate of return is the focus of Unica's growth strategy, revenue growth is always essential to fully benefit from economies of scale. The war in Ukraine that started in early 2022 has deeply and personally affected the directors and employees of Unica. Unica has no activities in Ukraine or Russia. As a consequence, given the situation at the moment of writing, the war in Ukraine is not expected to have any direct operational or financial consequences on the operating results. It goes without saying that our concerns and sympathies are above all extended to the people of Ukraine, as they suffer the immense consequences of this war on a daily basis.



Unica is able to broaden and extend its range of services through acquisitions, so as to add even further value to its clients. The technical knowledge offered by Unica is very wide-ranging in a world in which traditional systems engineering necessarily goes hand in hand with high-tech ICT solutions. In many cases, the group's independently operating companies at present still offer their services autonomously, but the strength of Unica is gradually shifting towards integrated solutions, within which customers benefit from combined services delivered by multiple disciplines. With its network of companies, each leaders in their own specialisation, Unica is uniquely positioned to serve as a partner for its customers in delivering innovative and sustainable transformation processes.

Strategy

Over the coming years, the strategy spearhead of Unica will be to make maximum use of this operational and commercial potential. The carefully considered deployment of the company knowledge of ICT and smart building applications will result in new combined propositions that will herald the next phase of added value from Unica for its customer base. The variety of services on offer also make Unica a more attractive employer. Backed up by alternative recruitment methods such as lateral transfer, education programmes, high-tech support and cooperation with chain partners and other sector players, Unica expects to be able to occupy a multifaceted and increasingly attractive position on the labour market in the years to come.

In the autumn of 2021, an investigation was conducted into a possible re-evaluation of the strategy by the international firm of consultants Roland Berger. The results of this study further underlined the growth potential and multidisciplinary strength of Unica. A careful market analysis and in-depth interviews in specific working groups have been further elaborated, and the recommendations are due to be implemented in 2022. Alongside the existing strategic spearheads of innovation and digitalisation, the image of the company as an excellent employer and expansion of the network of companies through acquisitions, strengthening the foundations for sustainable business practice has been identified as a clear point for attention. Unica accepts its responsibility and will continue to develop new initiatives, with its own employees, chain partners and customers, in order to continue adding value in the long term.



Despite this greater focus on the potential of service integration, private entrepreneurship remains a key success factor at Unica. The entrepreneurial freedom of the more than 35 companies that now make up the network gives them the capacity they need to be successful in the region or business domain in which they operate. Solving the technical and social challenges facing our sector nonetheless demands cooperation between sector players, chain partners, colleagues and clients. To make a real difference in the face of complex challenges like the energy transition, consultation is essential, across the board. To promote cooperation, within its own organisation, Unica continues to focus on cooperation between the network companies, for example by developing integrated propositions,

commercial programmes and encouraging knowledge sharing between the business clusters.

Occurrences since the balance sheet date

The war in Ukraine that started in early 2022 has deeply and personally affected the directors and employees of Unica. It goes without saying that our concerns and sympathies are above all extended to the people of Ukraine, as they suffer the immense consequences of this war, on a daily basis.

The expected operational and financial effects of the war in Ukraine on the operating results of Unica are limited. Unica has neither customers nor partners in Ukraine or Russia. As a consequence, we have no direct procurement, delivery or invoicing relations with parties in the countries under such pressure. Because Unica is only active in the Netherlands and operates in euros, there are also no currency risks.

One consequence of the war in Ukraine is that Unica is faced with new price rises and further restrictions on the availability of materials. For the time being, the impact on our projects is limited. For the financial year 2022, Unica has accounted for the fact that price rises could have a slight impact on the revenue and/or results of the Unica Groep.

The extensive customer portfolio served by Unica may well include certain business relations heavily dependent on deliveries from or to Ukraine and Russia. For any customers identified as falling into that category, strict credit controls have been introduced. For new orders, tighter conditions of delivery and contracts will be negotiated.

Although the impact of the geopolitical situation gives reason for further alertness, it can in general be concluded that Unica's capacity for crisis resilience is considerable. The diversity of specialisations within the Unica organisation helps spread any potential effects. The stable customer portfolio, with a focus on recurring business and sectors less susceptible to market fluctuations, will also help limit the impact of circumstances beyond the control of Unica.

Despite this greater focus on the potential of service integration, private entrepreneurship remains a key success factor at Unica. The entrepreneurial freedom to the more than 35 companies that now make up the network gives them the capacity they need to be successful in the region or business domain in which they operate. Solving the technical and social challenges facing our sector nonetheless demands cooperation between sector players, chain partners, colleagues and clients. To make a real difference in the face of complex challenges like the energy transition, consultation is essential, across the board. To promote cooperation within its own organisation, Unica continues to focus on cooperation between the network companies, for example by developing integrated propositions, commercial programmes and encouraging knowledge sharing between the business clusters.

Solid position

The commitment demonstrated by the more than 3,500 employees in yet another complex year predominated by COVID-19 is key to our success. The same of course applies to the confidence shown in us, by our clients. Our group of companies is in a solid position to further expand its range of services, and deliver even more added value over the coming years. The Board of Directors looks forward to continuing its pleasant and constructive working relationship with the Supervisory Board, the management and the Works Council, and all other stakeholders, in order to further extend the success of our group of companies in the years to come.

Hoevelaken, 31 March 2022

John Quist, CEO

Ron van Laar, CFO



Jolanda Holwerda,
founder of Lof and expert in female leadership

‘Unica recognises the strategic importance of diversity and inclusivity’

At Unica, people are the greatest asset. That is why Unica invests so heavily in employee development. Since 2020, diversity and inclusivity have been central elements of HR policy. Ambitious targets have been formulated and a strategic programme adopted. Over the next three years, Unica intends to double the number of female employees and prevent employee turnover, where possible.

Jolanda Holwerda is expert in the field of diversity, inclusivity and female leadership. As a partner to Unica, she provides workshops for female talent. “Unica aims to be an attractive employer for both men and women and is working hard to achieve that goal. That kind of sound, strategic approach is almost a guarantee for success.” In Jolanda’s opinion, the balance between men and women in the workplace has for years been disrupted by our ideas of leadership. “We still have a very masculine idea of

leadership. Particularly in a typically male-dominated world, like engineering, women must be willing to stand up and be counted. They must be able to deal with the banter, and above all show no emotion. An emotional response is often seen as unprofessional.”

According to Jolanda, what we need is a cultural change. “By creating a level playing field, the talents of both men and women will be used to their full potential. Moreover, more diversity and inclusion make an organisation more successful, more attractive and more profitable.” Jolanda is therefore delighted that Unica is working to bolster its diversity policy. “In small, carefully considered steps, the company is working towards a cultural change. What you need is a solid, strategic programme that is supported by the management.”

Read the full interview at jaarverslag.unica.nl.

Financial statement



Financial statement

Consolidated balance sheet

Amounts in € 1,000		2021		2020
Assets				
Fixed assets				
Intangible fixed assets (1)				
Goodwill	121.157		47.613	
Development costs	2.025		1.019	
Software	6.923		5.625	
		130.105		54.257
Tangible fixed assets (2)				
Company buildings and grounds	1.311		1.645	
Other fixed operating assets	9.077		8.308	
		10.388		9.953
Financial fixed assets (3)				
Other participating interests	152		82	
Other long-term receivables	195		25	
		347		107
Current assets				
Stocks (4)		5.608		3.262
Receivables (5)				
Trade receivables	80.650		76.867	
Receivables from other associated companies	479		2.340	
Receivables from shareholder	1.312		3.275	
To be invoiced	891		1.345	
Other receivables and accrued income	11.356		8.040	
		94.688		91.867
Cash and cash equivalents (6)		53.905		57.964
		295.041		217.410

Amounts in € 1,000		2021		2020
Liabilities				
Group equity				
Legal entity's share in group equity (7)	98.680		71.866	
Third-party share in group equity (8)	668		551	
		99.348		72.417
Provisions (9)		13.775		5.988
Long-term liabilities (10)		50.000		0
Current liabilities				
Projects in progress (11)	17.802		39.000	
Liabilities to suppliers	52.285		49.600	
Taxes and social security contributions (12)	23.113		18.332	
Personnel costs to be paid	21.426		16.843	
Invoices still to be received with regard to completed projects	5.362		4.614	
Liabilities to shareholders	1.703		0	
Liabilities to other associated companies	120		2.020	
Other liabilities and deferred income (13)	10.107		8.596	
		131.918		139.005
		295.041		217.410

Consolidated profit and loss account

Bedragen in 1.000 euro's		2021	2020
Invoiced revenue	645.381		566.904
Movements in balance of invoiced instalments of projects in progress	-12.408		-61.267
Revenue from completed work	632.973		505.637
Movements in projects in progress (excluding invoiced instalments)	30.182		33.309
Total operating income (production revenue) (15)		663.155	538.946
Materials	146.654		122.089
Costs of outsourced work and other external costs	154.569		119.646
Wages and salaries (16)	175.060		148.058
Social security contributions	26.357		23.885
Pension costs	18.719		15.680
Amortisation of intangible fixed assets	13.105		6.111
Depreciation of tangible fixed assets	3.901		3.689
Hiring from third parties	27.911		23.249
Other operating costs (17)	57.451		45.105
Total operating costs		623.727	507.512
Operating result		39.428	31.434
Share in result from group companies (18)		25	-383
Share in result from non-consolidated companies (19)		-791	-129
Result from normal business operations before taxes		38.662	30.922
Taxes (20)		-11.411	-9.238
Consolidated result after tax		27.251	21.684
Of which third-party interests (21)		-438	-199
Results attributable to the legal entity		26.813	21.485

Consolidated cash flow statement

(according to the indirect method)

Amounts in € 1,000		2021		2020
Operating result		39.428		31.434
Adjustments for:				
Depreciations		17.006		9.800
Movements in provisions		411		1.120
Changes in working capital:				
Movements in stocks	-1.328		-297	
Movements in projects in progress	-17.578		31.997	
Movements in accounts receivable	5.556		883	
Movements in other receivables	2.577		2.925	
Movements in current liabilities	-7.002		2.815	
		-17.775		38.323
Operating cash flow		39.070		80.677
Result from non-consolidated participating interests		26		-3
Taxes		-2.669		-1.907
Cash flow from operating activities		36.427		78.767
Investments in development costs and software	-3.778		-3.510	
Investments in tangible fixed assets	1.035		-1.770	
Acquisitions of group companies	-92.509		-22.243	
Investments in financial fixed assets	-20		0	
Cash flow from investment activities		-95.272		-27.523
New long-term loans	50.000		0	
Movements in shareholders' current account liability	0		-9.377	
Dividend paid	-117		-128	
Movements in third-party interests	-299		0	
Cash flow from financing activities		49.584		-9.505
Net cash flow		-9.261		41.739
Liquid assets available in acquired participations		5.202		1.936
Balance as at 1 January		57.964		14.289
Balance as at 31 December		53.905		57.964

Notes to the consolidated financial statements

Activities

Unica Groep BV supports its clients by offering sustainable technological solutions for safety, communication and comfort.

Unica Groep BV has its registered office and head office in Hoevelaken (the Netherlands) and is listed in the Trade Register of the Chamber of Commerce under number 05068404.

Group parent company

The company is part of an economic entity with Prisma Technologies BV in Hoevelaken as the group parent company. The financial data of the company appear in the consolidated financial statements of Prisma Technologies BV together with the financial data of the other companies belonging to the group. Copies of the financial statements can be obtained from the Trade Register of the Chamber of Commerce in Arnhem.

Mergers and acquisitions

In 2021, 3 strategic acquisitions were made by Unica Groep BV, namely Pranger-Rosier, Fire Safety Holding BV and In2Scope BV. All acquisitions have been accounted for using the purchase accounting method on a provisional basis. The goodwill paid, including amounts for brand name, order backlog and customer relationships, are as 'purchases goodwill' included in the statement of movements of the intangible fixed assets. In determining the investments in goodwill, brand name, order backlog and customer relationships, the value of the deferred tax liabilities on the imputed value of brand name, order backlog and customer relationships.

Pranger-Rosier

On 26 June 2021, Unica Installatietechniek BV acquired 100% of the shares of Pranger-RosierHolding BV, Pranger-Rosier Vastgoed BV, Pranger-Rosier Installaties BV, Equu BV and 70% of the shares of Installatiebedrijf Otte BV. In December 2021, the remaining 30% of the shares of Installatiebedrijf Otte BV were sold by Pranger Rosier Holding BV.

The total purchase price (including transaction costs) of the two acquisitions amounted to € 41.9 million. After deduction of a total fair value of the assets and liabilities of € 10.3 million, the entire provisional value allocated to goodwill, brand name, order backlog and customer relationships € 31.6 million. Including an imputed value for latent tax liabilities, the total investment in goodwill, brand name, order backlog and customer relationships is € 35.7 million.

Fire Safety Holding BV

On 2 July 2021, Unica Fire Safety BV acquired 100% of the shares of Fire Safety Holding BV.

The total purchase price (including transaction costs) of the acquisition amounted to € 49.8 million. Less a total real value of the assets and liabilities of € 4.1 million, the provisional value allocated to goodwill amounted to, brand name, order backlog and customer relationships € 45.7 million. Including an imputed value for latent tax liabilities, the total investment in goodwill, brand name, order backlog and customer relationships is € 48.1 million.

In2Scope BV

On 1 October 2021, Unica ICT Solutions B.V. acquired the assets and liabilities of In2Scope BV.

Consolidation principles

The consolidated financial statements of Unica Groep BV include the financial data of companies belonging to the group and other legal entities over which it exercises dominant control or that it manages centrally. The consolidated financial statements have been prepared using the accounting principles for valuation and determination of the result of Unica Groep BV.

The financial data of Unica Groep BV are included in the consolidated financial statements; accordingly, an abridged profit and loss account suffices in the company financial statements, pursuant to Book 2, Article 402 of the Dutch Civil Code.

The financial data of the group companies and the other consolidated legal entities and companies are included in full in the consolidated financial statements, after elimination of intra-group balances and transactions. Third-party interests in the equity and in the result of the group companies are disclosed separately in the consolidated financial statements.

The results of newly acquired group companies and other consolidated legal entities and companies are consolidated from the date of their acquisition. On that date, the assets, provisions and liabilities are valued at fair value.

If the acquisition price exceeds the fair value of the acquired assets and liabilities, this constitutes goodwill. The goodwill is capitalised and amortised over the economic life. The results of divested participating interests are included in the consolidation until the date on which the group relationship was terminated.

The group companies included in the consolidation are:

- Unica Access & Security BV, Hoevelaken *)
- Unica Building Automation BV, Hoevelaken *)
- Unica Datacenters BV, Hoevelaken *)
- Unica Energy Solutions BV, Hoevelaken *)
- Unica Fire Safety BV, Hoevelaken *)
- Unica ICT Solutions BV, Hoevelaken
- Unica Industry Solutions BV, Hoevelaken *)
- Unica Installatietechniek BV, Hoevelaken *)
- Unica Special Security Projects BV, Hoevelaken *)
- Boele Fire Protection BV, Zoetermeer *)
- Brainpact BV, Venray *)
- Helhout Holding BV, Amersfoort *)
- Hellemans Consultancy BV, Amersfoort *)
- Pro-Fa Holding BV, 's-Hertogenbosch *)
- Pro-Fa Automation BV, 's-Hertogenbosch *)
- Regel Partners BV, Hoevelaken *)
- Synto BV, Goes (80%)
- PCT International BV, Hoevelaken
- Numan & Kant BV, Hoevelaken (75%)
- Van Kempen Koudetechniek BV, Tiel
- Van Kempen Service BV, Tiel
- Unica Deutschland GmbH, Frankfurt
- Nomi BV, Hoevelaken *)
- Applicom Nederland BV, Nijmegen
- Fire Safety Holding BV, Schoonhoven
- Fire Safety Projects BV, Schoonhoven
- Gerco Brandpreventie BV, Schoonhoven
- Red Profs BV, Schoonhoven
- Installatiebedrijf Otte BV, Sneek
- Pranger Rosier Holding BV, Dokkum
- Pranger Rosier Vastgoed BV, Dokkum
- Pranger Rosier Installaties BV, Leeuwarden
- Equu BV, Leeuwarden

**) For these group companies, a liability claim in accordance with art. 2:403 BW issued.*

Unica Groep BV has a 75% share in the issued capital of Numan & Kant BV and an 80% share in Synto BV. A minority interest has been included in the equity and the result for this purpose. The share in the issued capital of the other group companies is 100%.

The following participating interests are consolidated on a proportional basis:

- Installatie Combinatie v.o.f. I4Care, Zwolle (50%)
- Zorgbeheer Isala v.o.f., Bunnik (20%)
- ProCUS v.o.f., Maarssen (50%)
- Installatie Combinatie v.o.f. I4Care S gebouw, Zwolle (50%)
- V.o.f. I4Installations 5L&6KLM, Oosterwijk (50%)

- V.o.f. N2UE Zuidbroek, Zwolle (50%).

The following entities have not been consolidated but are presented in the balance sheet according to the equity method, under 'Financial Fixed assets - non-consolidated participating interests' and in the profit and loss account under 'Share in the result of non-consolidated participating interests':

- Berghege Heerkens v.o.f., Oss (50%)
- V.o.f. Thales Unica, Huizen (50%)
- UDV Datacenters v.o.f., Hoevelaken (50%)
- V.o.f. Four Care, Enschede (25%)
- V.o.f. Four Care Gebouw S, Enschede (25%)
- Installatiecombinatie Isala v.o.f., Bunnik (25%)
- Combinatie v.o.f. Conradhuis, Amsterdam (50%)
- Bouwcombinatie Carebuilders-Unica v.o.f., Oss (50%)
- Pi2M BV, s'Hertogenbosch (50%)
- UR Cool BV, Den Ham (50%)
- Service Partners Midden-Holland BV, Bodegraven (33%)
- UDV Energie Schuttersveld v.o.f., Hoevelaken (50%)
- UDV Energie Zuideramstel v.o.f., Hoevelaken (50%)
- Voorst Energie BV, Zwolle (50%)
- D2B V.o.f., Bunnik (22%)

General accounting principles for preparing the consolidated financial statements

The consolidated financial statements were prepared in accordance with Part 9, Book 2 of the Dutch Civil Code. The assets and liabilities are valued and the result determined on the basis of historical cost. Unless a different accounting principle is specified for an item on the balance sheet, assets and liabilities are valued using the cost price model.

Income and expenditure are allocated to the financial year to which they are related. Only profits realised at the balance sheet date are included. Obligations and potential losses arising before the end of the reporting period are taken into account if they were known before the financial statements were compiled.

Financial instruments

Financial instruments comprise not only primary financial instruments, such as receivables and debts, but also financial derivatives. The fair value of the instrument in question is disclosed in the explanatory notes to the separate items in the balance sheet if this differs from the book value.

If the financial instrument is not included in the balance sheet, information on the fair value is given in the explanatory note on the 'Off-balance sheet rights and obligations'. For the principles concerning the primary financial instruments, please refer to the treatment for that individual balance sheet item.

Impact of geopolitical tension

The war in Ukraine that started in early 2022 has of course been noted by the Board of Unica. Considering the current situation and on the basis of the knowledge and information available at this time, the Board of Directors believes that the expected impact of this war, for example on procurement, strategy and everyday operations and financing, is such that there is no cause to doubt the going concern principles on which the consolidated financial statements are based.

Principles for the valuation of assets and liabilities and determination of the result

Intangible fixed assets

Goodwill

Goodwill is valued at the amount of the costs incurred, less cumulative amortisation and, if applicable, less impairments. The annual amortisation charges are a percentage of the costs incurred, as specified below in the notes to the balance sheet. An amortisation period of seven or ten years is applied. The amortisation period differs from that in Book 2, Article 386, paragraph 3 of the Dutch Civil Code as this corresponds better to the expected economic life. The economic life and amortisation method are reviewed at the end of every financial year.

Development costs

Development costs are capitalised insofar as they relate to projects that are considered commercially viable. The development of an intangible fixed asset is deemed commercially viable if it is technically possible to complete the asset, if the company intends to complete the asset and subsequently to use or sell it (including making sufficient technical, financial and other resources available to make this possible), if the company has the capacity to use or sell the asset, if it will probably generate future economic benefits and if the expenditure during development can be determined reliably. The development costs are valued at the production cost less cumulative amortisation and impairments. When the development phase ends, the capitalised costs are amortised over the expected useful life, namely 5 years. Amortisation is on a straight-line basis.

The costs of research and the other development costs are charged to the profit and loss account in the period in which they are incurred. A statutory reserve is formed for the portion of the capitalised development costs that have not yet been amortised. This amount is determined annually.

Software

The costs of intangible fixed assets other than assets generated internally, including software and licences, are valued at the acquisition price. From the moment at which they are ready for use, they are amortised over an expected future useful life of five years on a straight-line basis.

Tangible fixed assets

Tangible fixed assets are valued at acquisition price, less cumulative depreciation and, if applicable, impairments. Depreciation is based on the estimated economic life and is calculated on a straight-line basis. Depreciation starts from the date on which the asset is put to use.

Financial fixed assets

Non-consolidated participating interests over which significant influence is exercised in terms of the commercial and financial policy are valued at net asset value, but never less than zero. This net asset value is calculated using the accounting principles of Unica Groep BV.

Participating interests with a negative net asset value are measured at zero. A provision is formed if the company acts as guarantor in full or in part for the debts of the participating interest in question, or has an actual obligation to guarantee payment (for its share) of its debt by the participating interest. When determining the size of this provision, provisions for bad debts already deducted from receivables from the participating interest can be taken into account.

Participating interests over which no significant influence is exercised in terms of the commercial and financial policy are valued at acquisition price, less impairments where applicable. Impairments apply when the recoverable amount is less than the book value.

Receivables from participating interests, loans to participating interests and other receivables are initially included at fair value and subsequently at amortised cost price less any provisions deemed necessary.

Stocks

Stocks of raw materials and consumables are valued at acquisition price or net realisable value, if lower. This lower net realisable value is determined by individual assessment of the stocks. The valuation of stocks of raw materials and consumables uses weighted average prices.

Projects in progress

The projects in progress for third parties are valued at the realised project costs plus the allocated profit less the included losses and invoiced instalments. No profit is allocated if the result for a particular project in progress cannot be reliably estimated. The project costs consist of the costs directly related to the project in question, the costs that are attributable to general project activities and that can be allocated to the project in question, and other costs that can be charged to the customer based on the contract.

Project income and project costs arising from projects in progress are included in the profit and loss account as income and expenditure in proportion to the performance delivered as at the balance sheet date. The profit attributable to the work carried out is determined in the basis of the hours or costs incurred for the project in progress as at the balance sheet date in relation to the expected total hours or costs to be incurred for the project.

If the total for all projects in progress shows a negative balance, the overall balance is reported under current assets. If the total for all projects in progress shows a positive balance, the overall balance is reported under current liabilities. Project income realised in the financial year is included as income in the profit and loss account in the 'Change in invoiced revenue' item as long as the project remains unfinished. Project costs are included in the costs of raw materials and consumables, the costs of outsourced work, the hire of third parties and other external costs.

Accounts receivable

Trade receivables are initially included at their fair value and subsequently valued at their amortised cost price. The amortised cost price is equivalent to nominal value less provisions deemed necessary because of the risk of bad debts. These provisions are determined based on individual assessments of the receivables.

Receivables

Receivables are initially included at their fair value and subsequently valued at their amortised cost price. A deduction is made for provisions deemed necessary because of the risk of bad debts. These provisions are determined on the basis of individual assessments of the receivables.

Cash and cash equivalents

Cash and cash equivalents are valued at nominal value. If the cash and cash equivalents are not at the company's free disposal, this is taken into account in the valuation.

Third-party interests in group equity

Third-party interests in group equity are minority interests of third parties in the equity capital of the consolidated companies. Third-party interests in the result of the consolidated companies are deducted from the group result in the profit and loss account.

If the losses attributable to the minority interest of third parties exceed the minority interest of third parties in the equity of the consolidated companies, the difference and any further losses are charged in full to Unica Groep BV, unless and insofar as the holder of the minority interest has an obligation and is able to bear said losses. If the consolidated companies subsequently record profits, these profits accrue in full to Unica Groep BV until the losses borne by Unica Groep BV have been recouped.

Provisions

The provision for guarantee commitments is included in the estimated costs expected to result from current guarantee commitments as at the balance sheet date arising from the goods and services supplied. Guarantee claims are charged to this provision. A provision is included for the long-service payments payable to employees in the future. The calculation takes account of the length of service to date, employees' ages and the expected employee turnover, while allowing for the specific nature of the long-service scheme and social security charges. The long-service payment is attributed in proportion to the length of service, and the present value calculated using a discount rate of 5%.

Accounting principles for bonuses and profit sharing

A liability is included for bonus schemes and profit sharing based on the relevant performance schemes. The liability is included as such in the current liabilities.

Current liabilities

Loans and debts are initially included at their fair value and subsequently valued at their amortised cost price.

Invoiced revenue

Invoiced revenue refers to the amounts charged for goods and services supplied in the financial year.

Share in the result of non-consolidated companies in which there is a participating interest

The result included for participating interests over which significant influence is exercised in terms of the commercial and financial policy is the share of the result of the participating interests in question, attributable to the company. This result is determined on the basis of the accounting principles applicable at Unica Groep BV for valuation and determination of the result. In the case of participating interests over which no significant influence is exercised in terms of the commercial and financial policy, the dividend is treated as profit. It is included in the financial income and expenditure.

Wages and salaries

Unica Groep BV operates various pension schemes. These schemes are financed by payments to pension administrators, i.e. insurance companies with sectoral pension funds. The pension liabilities in the scheme with the sectoral pension fund are valued based on the 'liability to the pension administrator' approach. In this approach, the contributions payable to the pension administrator are included as expenditure in the profit and loss account.

Based on the administration agreement, an assessment is made as to whether and, if so, what liabilities exist at the balance sheet date, in addition to the payment of the annual contribution owed to the pension administrator. These additional liabilities, including any liabilities based on the recovery plans of the pension administrator, result in expenditure for the company and are included as a provision in the balance sheet. Unica operates an average salary scheme.

At year-end 2021, there were no pension receivables and no liabilities other than the payment of the annual contribution payable to the pension administrator.

Taxes

Corporation tax is calculated at the applicable rate for the profit for the financial year, taking into account permanent differences between the profit calculation for the financial statements and the profit calculation for tax purposes.

Accounting principles for preparing the consolidated cash flow statement

The cash flow statement has been prepared using the indirect method. The funds in the cash flow statement consist of cash and cash equivalents. Cash flows in foreign currencies are converted at an estimated average exchange rate.

Tax on profits, interest received and paid, and dividends received are included under the cash flow from operating activities. Dividends paid are included in the cash flow from financing activities.

The acquisition price of group companies that were acquired is included in the cash flows from investment activities, insofar as payment was made in cash and cash equivalents. The cash and cash equivalents already present in these group companies are deducted from the acquisition price.

Notes to the various items in the consolidated balance sheet

1 - Intangible fixed assets

Amounts in € 1,000	Goodwill	Development costs	Software	Total intangible fixed assets 2021	Total intangible fixed assets 2020
Acquisition value as at 1 January	66.466	3.130	11.718	81.314	57.608
Investments	85.314	1.359	2.280	88.953	23.707
Acquisition value as at 31 December	151.780	4.489	13.998	170.267	81.315
Cumulative amortisation as at 1 January	18.853	2.111	6.093	27.057	20.946
Depreciations	11.770	353	982	13.105	6.112
Cumulative amortisation as at 31 December	30.623	2.464	7.075	40.162	27.058
Book value as at 31 December	121.157	2.025	6.923	130.105	54.257
Book value as at 1 January	47.613	1.019	5.625	54.257	36.662

Goodwill is amortised over 7 or 10 years. Development costs and software are amortised over 5 years. Development costs refer to the costs of projects that are deemed commercially viable.

2 - Tangible fixed assets

Amounts in € 1,000	Company buildings and grounds	Other fixed operating assets	Total tangible fixed assets 2021	Total tangible fixed assets 2020
Acquisition value as at 1 January	4.895	38.560	43.455	37.679
Investments	375	2.938	3.313	1.770
Divestments	-4.177	-171	-4.348	0
Increase as a result of consolidation	3.970	1.401	5.371	4.007
Acquisition value as at 31 December	5.063	42.728	47.791	43.455
Cumulative amortisation as at 1 January	3.250	30.252	33.502	26.431
Depreciations	500	3.401	3.901	3.689
Increase as a result of consolidation	0	0	0	3.383
Cumulative amortisation as at 31 December	3.750	33.653	37.403	33.502
Book value as at 31 December	1.313	9.075	10.388	9.953
Book value as at 1 January	1.645	8.308	9.953	11.248

The depreciation rates for company buildings and grounds are between 3% and 10%, and the rates for the other fixed operating assets are between 10% and 50%.

3 - Financial fixed assets

Participating interests in other associated companies

This relates to:

Amounts in € 1,000	Interest %	2021	2020
UDV Energie Zuideramstel v.o.f. te Hoevelaken	50%	35	35
Combinatie vof Conradhuis	50%	3	3
Pi2M B.V. te 's-Hertogenbosch	50%	42	38
Servicepartners Midden-Holland B.V. te Bodegraven	33%	6	6
Voorst Energie B.V.	50%	66	0
		152	82

Movements in the participating interests in other associated companies were as follows:

Amounts in € 1,000	2021	2020
Balance as at 1 January	82	153
Share in result from participating interests	26	-7
Dividend payment	0	-64
Mutaties als gevolg van deconsolidatie	44	0
Balance as at 31 December	152	82

Given the short period between the balance sheet date and the preparation of the financial statements, it was not possible to obtain the finalised financial statements of all the minority holdings. For the purposes of the item 'participating interests', the results for the financial year 2021 have therefore been estimated using interim reports and management information.

Receivables from participating interests and other parties

This concerns five loans on which an interest rate of between 2.5% - 5% is charged. Repayments are made by mutual agreement. No further collateral has been furnished. One loan is subordinated with respect to the other creditors of the participating interests in question. This receivable amounts to € 232,000 (2020: € 195,000).

The movements were as follows:

Amounts in € 1,000	2021	2020
Balance as at 1 January	25	0
Issued loans	41	25
Repayment on loans	-44	0
Included in consolidation	113	0
Change in value of receivables belonging to the fixed assets	60	0
Balance as at 31 December	195	25

4 - Stocks

Amounts in € 1,000	2021	2020
Stocks	6.047	3.709
Provision	-439	-447
	5.608	3.262

5 - Accounts receivable

Amounts in € 1,000	2021	2020
Accounts receivable	83.070	79.220
Provision for doubtful debtors	-2.420	-2.353
	80.650	76.867

The receivables have a term of less than one year.

Cash and cash equivalents

Cash and cash equivalents amounting to €1,919,000 (2020: €2,989,000) are held in blocked accounts and are therefore not at the free disposal of the group.

6 - Cash and cash equivalents

Cash and cash equivalents amounting to € 1,919,000 (2020: € 2,989,000) are held in blocked G-accounts and are therefore not at the free disposal of the group.

7 - Legal entity's share in group equity

For a more detailed explanation, please refer to the notes to the company balance sheet of Unica Groep BV.

8 - Third-party share in group equity

Amounts in € 1,000	2021	2020
Balance as at 1 January	551	107
Share of third parties in the result	438	199
Increase as a result of consolidation	-23	352
Dividend paid	-298	-107
Balance as at 31 December	668	551

9 - Provisions

These include:

Amounts in € 1,000	2021	2020
Guarantee commitments	6.082	4.557
Provision for long-service payments	1.668	1.431
Provision for deferred taxes	5.875	0
Other provisions	150	0
	13.775	5.988

The provisions are primarily long-term in nature.

The movements in the provision for guarantee commitments were as follows:

Amounts in € 1,000	2021	2020
Balance as at 1 January	4.557	2.617
Allocation	2.342	3.735
Withdrawal	-1.449	-1.795
Included in consolidation	632	0
Balance as at 31 December	6.082	4.557

The movements in the provision for long-service payments were as follows:

Amounts in € 1,000	2021	2020
Balance as at 1 January	1.431	1.368
Allocation and withdrawal	75	63
Included in consolidation	98	0
Reclassifications	64	0
Balance as at 31 December	1.668	1.431

The movements in the provision for deferred taxes were as follows:

Amounts in € 1,000	2021	2020
Balance as at 1 January	0	0
Changes to deferred tax commitments	6.617	0
Included in consolidation	-742	0
Balance as at 31 December	5.875	0

The movements in the provision for other provisions were as follows:

Amounts in € 1,000	2021	2020
Balance as at 1 January	0	0
Allocation	150	0
Balance as at 31 December	150	0

12 - Taxes and social security contributions

Amounts in € 1,000	2021	2020
Turnover tax	16.080	12.356
Wage tax	6.739	5.346
Corporation tax	294	630
	23.113	18.332

13 - Other liabilities, accruals and deferred income

The accruals and deferred income include an item of € 1.65 million that relates to earn-out fees, of which € 0.4 million has a term of more than one year. In addition, an item of € 3.5 million was included for reserves for still expected costs.

14 - Off-balance sheet obligations

ING Bank NV, ABN AMRO Bank NV, Deutsche Bank AG and Rabobank have provided Unica Groep BV and its subsidiaries with credit facilities in their current accounts and/or guarantee facilities. Unica Groep BV has pledged its shares to the banks for this purpose. The group companies have pledged receivables, stocks and fixtures and fittings to the banks. The bank guarantees issued to third parties amount to € 11.6 million (2020: € 17.5 million). Unica Groep BV has issued corporate guarantees to clients of its group companies; 20 of these guarantees are still outstanding and amount to € 2.75 million in total (2020: 22 still outstanding guarantees amounting to € 2.98 million).

The obligations arising from lease agreements concluded with third parties amount to € 51.8 million (2020: € 47.7 million). Of this total, € 17.5 million (2020: € 15.3 million) will fall due within one year and € 5.1 million (2020: € 4.6 million) after five years. The group has entered into rental and lease obligations that result in an annual expense of € 7.0 million and € 10.5 million respectively (2020: € 6.1 million and € 9.3 million). The rental obligation after five years amounts to € 5.0 million (2020: € 4.6 million) and the lease obligation amounts to € 0.1 million (2020: € 0.1 million).

The company forms part of a group tax entity for corporation tax and turnover tax and as such is jointly and severally liable for the tax debt of the group tax entity as a whole.

The legal entity is a partner in several general partnerships (v.o.f.) and as such is jointly and severally liable for the debts of these general partnerships. Unica has an obligation to acquire the remaining shares in Synto BV in 2022 and the remaining shares in Numan & Kant BV in 2023.

Financial instruments

The main financial risks to which the group is exposed are the liquidity risk and the credit risk. The group has committed credit facilities totalling €25 million (2020: 25 million). Cash flow forecasts are made periodically. Monitoring is used in the intervening periods, with adjustments where necessary, to manage the liquidity risks. The credit risk is managed by performing checks of creditworthiness. Outstanding receivables from debtors are insured with a credit insurance company.

The group manages its credit risk by performing checks of creditworthiness of debtors and by using credit limits for each debtor. On the balance sheet date there were no significant concentrations of credit risk. A share of outstanding receivables from debtors are insured with a credit insurance company.

The interest risk relates to a long-term loan with Prisma Technologies BV, the interest percentage for which is coupled to the 3-month Euribor rate.

Notes to the various items in the consolidated profit and loss account

15 - Invoiced revenue

The breakdown of the revenue is as follows:

Amounts in € 1,000	2021	2020
Building Projects	150.701	144.310
Building Services	268.790	219.507
Other clusters	281.925	226.990
	701.417	590.807
Intercompany	-38.262	-51.861
	663.155	538.946

The majority of the revenue is generated in the Netherlands.

16 - Wages and salaries

Pensions

The pension scheme is largely administered by the pension fund for the metal and technical sector (Pensioenfonds Metaal en Techniek, PMT). The accrued benefits are fully funded each calendar year with the payment of break-even contributions. Moreover, some pensions are administered by insurers (Centraal Beheer, ASR, Allianz, Aegon, Rabobank, Nationale Nederlanden and BeFrank) based on the available pension scheme. PMT's funding ratio at year-end 2021 was 106.1%. Under the administration agreement, the company does not have any obligation to make additional payments other than in the form of higher future pension contributions.

Number of employees

At year-end 2021, the number of employees (in FTEs) employed by the companies included in the consolidation was 3,287 FTEs.

The breakdown across the various revenue groups is as follows:

Number of FTEs	2021	2020
Unica Building Projects	470	459
Unica Building Services	1.333	1.107
Other clusters	1.344	1.149
Support staff	140	128
	3.287	2.843

The vast majority of the employees work in the Netherlands.

17 - Other operating costs

Amounts in € 1,000	2021	2020
Accommodation costs	9.776	7.950
Sales costs	1.739	1.656
Transport expenses	18.892	16.189
Other personnel costs	9.105	6.040
General expenses	17.939	13.270
	57.451	45.105

Auditor's fees

The total amount charged to the result in the financial year in fees for work by the external auditor and the accountancy firm is €501,000. This amount can be broken down as follows:

Amounts in € 1,000	Deloitte accountants	Deloitte network	Other accountants	Total	Deloitte accountants	Deloitte network	Other accountants	Total
	2021	2021	2021	2021	2020	2020	2020	2020
Audit of the financial statements	240	0	91	331	250	0	6	256
Other non-audit assignments	0	0	42	42	0	0	97	97
Fiscal advisory services	0	10	0	10	0	19	0	19
	240	10	133	383	250	19	103	372

18 - Share in result from non-consolidated companies

Amounts in € 1,000	2021	2020
Building Projects	150.701	144.310
Building Services	268.790	219.507
Other clusters	281.925	226.990
	701.417	590.807
Intercompany	-38.262	-51.861
	663.155	538.946

19 - Financial income and expenditure

Number of FTEs	2021	2020
Unica Building Projects	470	459
Unica Building Services	1.333	1.107
Other clusters	1.344	1.149
Support staff	140	128
	3.287	2.843

20 - Taxes

Amounts in € 1,000	2021	2020
Result from normal business operations before tax	38.662	30.922
Addition: amortisation of goodwill	9.101	5.250
Addition: limited deductible costs	597	500
Ex: participation exemption	-25	0
Ex: investment schemes	-43	0
Taxable amount	48.292	36.672
Addition: temporary differences in valuation	2.966	0
Taxable amount for tax authorities	51.258	36.672
Corporation tax to be paid	11.411	9.238
Effective burden of corporation tax	30%	30%

21 - Of which third-party interests

This relates to the third-party interests in the results of Synto BV and Numan & Kant BV.

Transactions with associated parties

Unica Groep BV invoiced Unica Financial Services BV for the sum of €2.2 million (2020: €1.4 million) for management of ATES systems. The company has concluded a management agreement with its parent company Prisma Technologies BV for the management task.

Unica Groep and its operating companies entered into rental and lease obligations with UniVastgoed BV.

22 - Transactions with associated parties

Unica Groep BV invoiced Unica Financial Services BV for the sum of € 2.2 million (2020: € 1.5 million) for management of ATES systems. The company has concluded a management agreement with its parent company Prisma Technologies BV for the management task.

Unica Groep and its operating companies entered into rental and lease obligations with UniVastgoed BV.

Other explanatory notes

Remuneration of the directors and members of the Supervisory Board

The wages and salaries for 2021 include €1,073,000 (2020: €963,000) for the remuneration of the directors, including former directors. This includes a pension burden of €58,000 (2020: €33,000). Remuneration of the Supervisory Board in the financial year amounted to €161,000 (2020: € 120,000).

Occurrences since the balance sheet date

The war in Ukraine that started in early 2022 has deeply and personally affected the directors and employees of Unica. It goes without saying that our concerns and sympathies are above all extended to the people of Ukraine, as they suffer the immense consequences of this war, on a daily basis.

The expected operational and financial effects of the war in Ukraine on the operating results of Unica are limited. Unica has neither customers nor partners in Ukraine or Russia. As a consequence, we have no direct procurement, delivery or invoicing relations with parties in the countries under such pressure. Because Unica is only active in the Netherlands and operates in euros, there are also no currency risks.

One consequence of the war in Ukraine is that Unica is faced with new price rises and further restrictions on the availability of materials. For the time being, the impact on our projects is limited. For the financial year 2022, Unica has accounted for the fact that price rises could have a slight impact on the revenue and/or results of the Unica Groep.

The extensive customer portfolio served by Unica may well include certain business relations heavily dependent on deliveries from or to Ukraine and Russia. For any customers identified as falling into that category, strict credit controls have been introduced. For new orders, tighter conditions of delivery and contracts will be negotiated.

Although the impact of the geopolitical situation gives reason for further alertness, it can in general be concluded that Unica's capacity for crisis resilience is considerable. The diversity of specialisations within the Unica organisation helps spread any potential effects. The stable customer portfolio, with a focus on recurring business and sectors less susceptible to market fluctuations, will also help limit the impact of circumstances beyond the control of Unica.

Company financial statement



Company balance sheet

Amounts in € 1,000		2021		2020
Assets				
Fixed assets				
Intangible fixed assets				
Goodwill		33.418		38.498
Financial fixed assets (1)				
Participating interests in group companies	77.712		46.761	
Other participating interests	108		2.252	
Receivables from participating interests	90		0	
		77.910		49.013
Current assets				
Receivables				
Receivables from other associated companies	258		446	
Receivables from group companies	23.604		0	
Receivable from shareholder	0		3.275	
Other receivables and accrued income	1.099		0	
		24.961		3.721
Cash and cash equivalents		15.293		37.416
		151.582		128.648

Amounts in € 1,000		2021		2020
Liabilities				
Equity (2)				
Issued capital	10.000		10.000	
Statutory reserve for participating interests	125		2.200	
Statutory reserve for development costs	2.025		1.019	
Other reserves	59.717		37.162	
Result for the financial year	26.813		21.485	
		98.680		71.866
Long-term liabilities		0		0
Current liabilities				
Liabilities to suppliers	94		0	
Personnel costs to be paid	18		0	
Liabilities to group companies	0		55.235	
Liabilities to shareholders	1.116		0	
Other liabilities	1.674		1.547	
		2.902		56.782
		101.582		128.648

Company profit and loss account

Amounts in € 1,000	2021	2020
Result from participating interests after tax		
From group companies	35.427	24.948
From other associated parties	22	3.038
	35.449	27.986
Other income and expenditure after tax	-8.636	-6.501
Result after tax	26.813	21.485

Notes to the company financial statements

General accounting principles for preparing the financial statements

The company financial statements were prepared in accordance with the provisions in Part 9, Book 2 of the Dutch Civil Code. For the general accounting principles used to compile the financial statements, the principles for the valuation of the assets and liabilities and for the determination of the result, as well as the notes on the various assets and liabilities and the results, please refer to the notes to the consolidated financial statements unless stated otherwise below.

Participating interests in group companies

Participating interests in group companies over which significant influence is exercised in terms of the commercial and financial policy are valued at net asset value, but never less than zero. This net asset value is calculated using the accounting principles of Unica Groep BV. If the net asset value is negative, the participating interest is valued at zero. Furthermore, other long-term interests are taken into consideration that should in practice be classed as part of the net investment in the participation. A provision is formed if the company acts as guarantor in full or in part for the debts of the participating interest in question, or has an actual obligation to guarantee payment (for its share) by the participating interest in question, of its debts. When determining the size of this provision, provisions for bad debts already deducted from receivables from the participating interest are taken into account.

Notes to the various items in the company balance sheet

1 - Financial fixed assets

The movements were as follows:

Amounts in € 1,000	2021	2020
Balance as at 1 January	46.761	47.144
Acquisition of new participating interests	0	2.013
Result	35.427	24.948
Dividend	-5.274	-27.523
Corrections	798	179
Balance as at 31 December	77.712	46.761

Movements in the other participating interests were as follows:

Amounts in € 1,000	2021	2020
Balance as at 1 January	2.252	508
Acquisition	0	403
New loans	30	0
Share in result from participating interests	22	3.213
Dividend	0	-1.711
Reclassification	0	14
Provision	0	-175
Corrections	-2.106	0
Balance as at 31 December	198	2.252

2 - Equity

Issued capital

The authorised share capital of the company totals €50 million, subdivided into 50 million ordinary shares with a nominal value of €1 each. The ordinary shares are grouped into class A, B, C, D and E shares.

Amounts in € 1,000	2021	2020
Issued and fully paid are:		
5,000,000 ordinary class A shares	5.000	5.000
5,000,000 ordinary class B shares	5.000	5.000
	10.000	10.000

Statutory reserve for participating interests

Amounts in € 1,000	2021	2020
Balance as at 1 January	2.200	444
Movement	-2.075	1.756
Balance as at 31 December	125	2.200

Statutory reserve for development costs

Amounts in € 1,000	2021	2020
Balance as at 1 January	1.019	624
Movements	1.006	395
Balance as at 31 December	2.025	1.019

Other reserves

Amounts in € 1,000	2021	2020
Balance as at 1 January	37.162	57.210
Movements in statutory reserve for participating interests	2.075	-1.536
Movements in statutory reserve for development costs	-1.006	-397
From profit appropriation 2020	21.485	21.249
Dividend payment	0	-39.617
Correction share premium	1	253
Balance as at 31 December	59.717	37.162

Of the other reserves, 50% is linked to the class A shares and 50% to the class B shares.

Results for the financial year

Amounts in € 1,000	2021	2020
Balance as at 1 January	21.485	21.249
Result for the financial year	26.813	21.485
Profit appropriation, to other reserves	-21.485	-21.249
Balance as at 31 December	26.813	21.485

Share premium

Relates to the difference between the value of the assets introduced at the time and the nominal value of the issued shares.

Appropriation of 2020 profit

In accordance with the decision taken by the General Meeting of Shareholders on 16 March 2021, the profit for 2020 was added to the other reserves.

Proposed profit appropriation for 2021

The Board of Directors proposes that the General Meeting of Shareholders add the profit for 2021 in the amount of €26.813.000 to the other reserves.

Off-balance sheet obligations

The company forms part of a group tax entity for corporation tax and turnover tax and as such is jointly and severally liable for the corporation tax debt of the group tax entity as a whole. The legal entity is a partner in several general partnerships (v.o.f.) and as such is jointly and severally liable for the debts of these general partnerships.

ING Bank NV, ABN AMRO Bank NV, Deutsche Bank AG and Rabobank have provided Unica Groep BV and its subsidiaries with credit facilities in their current accounts and/or guarantee facilities. As a result, the group companies have pledged receivables, stocks and fixtures and fittings to the bank.

Transactions with associated parties

Unica Groep BV charges interest to its operating companies. This interest amounted to €1.2 million in 2021.

Number of employees

The company did not have any employees in 2021 (2020: 0).

Signatures to the financial statements

Hoewelaken, 31 March 2022

Board of Directors

John Quist

Ron van Laar

Supervisory Board:

Michiel Jaski

Luc Hendriks

Henk ten Hove

Other data

Independent auditor's report

Please refer to the Dutch auditor's report contained in the deposited financial statements.

Provisions under the Articles of Association concerning the profit appropriation

The General Meeting of Shareholders is authorised to decide on the appropriation of the profit as determined by adoption of the financial statements. If the General Meeting of Shareholders does not pass a resolution on the appropriation of the profit prior to or, at the latest, immediately following the resolution to adopt the financial statements, the profit shall be added to the reserves.

Dutch Heat Act

Information reported under the Dutch Heat Act (Warmtewet):

		Hoog Catharijne	deltaWonen
Connection year end 2021			
up to 100 kW	aantal	196	1.309
Heat sales			
up to 100 kW	GJ	4.175	23.847
Total connection capacity			
up to 100 kW	kW	2.410	5.236
Revenue split by rate components			
Energy sales	€	88.009	626.242
Fixed charges	€	65.462	75.732
Measurement costs	€	4.345	29.952
Fixed costs of delivery set	€	20.329	-
Storage exchanger	€	5.074	-
Storage > 25 kW	€	1.358	-
Registration and cancellation charges	€	-	0
Maintenance costs	€	204.175	393.885
Result	€	-66.542	-141.855

Report of the Works Council



Works Council Report

Unica's Works Council looks back on a successful 2021 and a year of pleasant and open cooperation with the Board of Directors of Unica. Clear consideration was given by the Works Council to the acquisitions made by Unica in the past year, and the Board change that took place in 2021. At the same time, the employee survey, the introduction of the mobility scheme and allowance for working from home, as well as other changes to the conditions of employment were important agenda items.

Composition of the Works Council

In 2021, Unica's Works Council comprised 15 members. The allocation of seats is linked to the various Unica clusters, all of which have at least one representative in the Works Council, depending on their size. Works Council members are appointed for a four-year term. Elections are held every two years, for around half the seats on the Works Council. Members can be re-elected once, for a second term. In the elections held at the end of 2021, the number of seats on the Works Council was increased to 17, starting in 2022. The former employee representation at Regel Partners BV was dissolved, and starting in the new year, the company will be represented on the Unica Works Council.

Because two members of the Works Council executive had reached the end of their second four-year term, the chairman's gavel was handed over to Wilbert van Abswoude. To ensure a smooth transition to a new Works Council executive, Johan van Tongeren (vice chair) and Roelof Lindeboom (secretary) were introduced as new members in the executive. In February 2022, the Works Council in its new composition formally confirmed their appointments.



The Works Council is assisted by an official secretary. In addition, a number of committees active within the Works Council focus on specific subjects such as health, safety, welfare and the environment (HSE), finance, HRM, ICT and communication. The committees prepare subjects for discussion by the Works Council, and decisions are subsequently taken by the Works Council as a whole. In addition to regular consultations with the Board of Directors and an annual meeting with a delegation from the Supervisory Board, the Works Council attempts to meet with the directors of all clusters, twice a year, in order to share views on the developments within each specific cluster.

Appointment of a new CFO

In the period under review, a change took place in the Board of Directors of Unica, following a positive recommendation by the Works Council. At the end of the selection procedure, Ron van Laar personally introduced himself as new Chief Financial Officer (CFO) during a meeting of the Works Council. He then offered the Works Council the opportunity to ask questions. Following this pleasant introduction, the Works Council expressed considerable confidence in the new appointment. The Works Council would also like to express its gratitude to his predecessor, Bert Moser, who for more than three decades worked as a dedicated director of our group of companies. The Works Council is delighted to hear that despite his departure as CFO, Bert has agreed to continue his association with Unica as an advisor to the Supervisory Board.

Acquisitions

In 2021, the Works Council was involved in the acquisitions concluded by Unica. Two of the newly acquired companies have their own Works Councils, which were of course also consulted on the proposed acquisition. Both the Works Council of Unica and the Works Councils of Pranger-Rosier and Gerco & Applicom, respectively, issued positive recommendations on the acquisitions. Both councils view the fact that their companies have joined the Unica network as a positive step towards achieving their growth ambitions, and better safeguarding the continuity of the companies in the longer term.

Targeted acquisitions have for some years been an integral part of the Unica business strategy. The content of the requests for recommendations to the Works Council on acquisitions has steadily improved over the past few years. A fixed list of questions has been drawn up on the themes in respect of which the Works Council is informed, including the financial forecasts, the development and the breakdown of the personnel at the proposed acquisition parties. Also thanks to the excellent preparations by Unica's Mergers & Acquisitions team, requests for recommendations on acquisitions can be appropriately dealt with by the Works Council.

Conditions of employment

With regard to conditions of employment at Unica, in 2021, the main focus was on the mobility scheme introduced at the end of the year. In close consultation with the fleet manager and HRM, the Unica lease scheme was modernised, with much attention for improved flexibility and incentives for sustainable modes of transport. This marked the conclusion of a scheme that for some time had been a point of focus for the Works Council. The same applied, to some extent, to the introduction of the working from home allowance. Broadly speaking, the employees of Unica have become used to remote working, and in the face of the COVID-19 pandemic it is still the norm for many of them. Against that background, an appropriate contribution towards the costs incurred by employees for working from home was high on the Works Council agenda. The initiative proposal on this issue submitted by the Works Council was introduced in mid-2021.



The Board of Directors of Unica adopted the recommendations from the Works Council on a number of other elements of the conditions of employment. From 2022 onwards, for example, the mandatory ADV days (shorter working hours) will be less centrally allocated, giving employees greater freedom of choice as to when they wish to take up these days. The full results of the employee survey will also be provided to the Works Council, to enable them to submit more clearly structured questions to the Board and to allow the information to be used to prepare for discussions with cluster directors.

Outlook

Unica is a growing and successful company, two facts that form a favourable starting point for representing the interests of the employees and the business. The Works Council views the growth of Unica as a positive development that offers our companies and our employees many new opportunities. In addition to acquisitions, improving the performance of the existing organisation is a permanent item on the agenda for discussions between Works Council and Board of Directors. In order to remain competitive now and in the future, there will also have to be attention for further process improvements within Unica.

We have every confidence that we as members of the Works Council, together with the new CFO Ron van Laar and the current CEO John Quist, are in a position to make a positive contribution to those processes. We look forward to working on achieving our goals in the years to come!

31 March 2022

Wilbert van Abswoude

Johan van Tongeren

Roelof Lindeboom

Annex



Annex: GRI overview

Supplementing the financial report for 2021, this annex contains a social performance report for the past year. As well as being transparent on its economic performance, Unica also wishes to report on its environmental achievements and its efforts for the benefit of society. In drawing up this social performance report, the guidelines of the Global Reporting Initiative (GRI) have been followed, based on the 'Core' option of the GRI standards.

The aim is to report on the impact generated by all the organisations that are part of Unica's own network of companies. Data regarding a number of recently acquired companies have not been included in this report. Even without taking account of the social and environmental impact of these new Unica companies, the report provides a reliable impression of the social performance of Unica. The social report does not cover participating interests and joint ventures.

No external assurance was carried out with regard to the social elements of the annual report. Nonetheless, the reported information has been assessed and approved by our Board of Directors.



Overview of GRI indicators

Generic indicators

GRI indicator	Description	Location or explanation
Organisation profile		
102-1	Name of the organisation	Unica
102-2	Main brands, products and/or services	Unica Group profile
102-3	Location of the head offices of the organisation.	Hoevelaken, Nederland
102-4	Number of countries in which the organisation is active.	Primarily the Netherlands
102-5	Ownership structure and legal form	Organisation structure en Corporate Governance
102-6	Sales markets (geographical distribution, sectors and customer types).	Unica Group profile
102-7	Size of the reporting organisation.	Unica Group profile
102-8	Total number of employees according to type of work, gender, employment contract and region.	Regional distribution is not relevant. The activities primarily take place in the Netherlands.
102-9	Description of the organisation's supply chain.	Internal operations
102-10	Significant changes during the reporting period with regard to size, structure, ownership or value chain.	Unica Group profile en Acquisitions
102-11	Explanation of whether and how the precautionary principle was implemented by the reporting organisation.	Not applicable
102-12	Externally developed economic, environmental and social charters, principles or other initiatives subscribed to by the organisation.	Sustainability for clients
102-13	Memberships of associations (e.g. sector associations) and national and international interest groups.	Social value
Strategy and analysis		
102-14	Statement from most senior decision maker in the organisation on the relevance of sustainable development for the organisation and its strategy.	Report of the Board of Directors
Ethics and integrity		
102-16	Description of the values, principles, standards and standards of behaviour applied within the organisation, such as a code of conduct.	Compliance
Governance		
102-18	Management structure of the highest governing body and committees responsible for decision making with regard to the economic, social and environmental impact.	Corporate Governance
Involvement of stakeholders		
102-40	List of groups of stakeholders involved by the organisation.	Sustainable business practice
102-41	Percentage of employees covered by a collective labour agreement.	100%
102-42	Principles for the identification and selection of stakeholders.	Sustainable business practice
102-43	Manner in which stakeholders are involved.	Sustainable business practice
102-44	Key topics and concerns that have been raised through stakeholder engagement and how the organisation has responded.	Sustainable business practice
Profile of the report		
102-45	Overview of entities included in the consolidated financial statements of the organisation or in equivalent documentation.	Notes to the consolidated financial statements
102-46	Process for determining the contents and specific boundaries to the report and the assumptions applied.	Sustainable business practice
102-47	Overview of material issues that are identified during the process to determine the content of the report.	Sustainable business practice
102-48	Consequences of any reformulation of information provided in an earlier report about the reasons for this reformulation.	Not applicable
102-49	Significant changes compared with previous reporting periods in respect of the scope and boundary.	There were no significant changes.
102-50	Reporting period to which the information provided is related.	2021
102-51	Date of the previous report.	26 March 2021
102-52	Reporting cycle.	Annual
102-53	Contact for questions about the report or its content.	marketing@unica.nl
102-54		This report is drawn up in accordance with the GRI Standards option, CoreOverview of GRI indicatorsNo external assurance has been carried out.

Specific indicators

GRI indicator	Description	Location or explanation
Economic		
<i>Aspect: Economic performance</i> 201-1 201-3	Direct economic values that are generated and distributed.	Key figures
	Coverage of liabilities in relation to the defined benefits plan of the organisation.	Wages and salaries
<i>Aspect: Anti-corruption</i> 205-1 205-2 205-3	Total number and percentage of activities that are assessed for risks with regard to corruption, and the significant risks identified.	Compliance
	Communication and training about anti-corruption policy and procedures.	Compliance
	Confirmed incidents with corruption and measures taken.	No incidents have taken place.
<i>Aspect: Unfair competition</i> 206-1	Total number of legal actions for anti-competitive behaviour, anti-trust and monopoly practices and their outcomes.	Not applicable
Environment		
<i>Aspect: Energy</i> 302-1	Energy consumption within the organisation (incl. consumption of and amount of fossil and non-fossil), methods/standards and conversion factors.	Direct and indirect energy consumption
<i>Aspect: Emissions</i> 305-1 305-2	Direct emissions (Scope 1) of greenhouse gases, incl. amount, standard/ methods of measurement and conversion factor.	Direct and indirect emissions
	Indirect emissions (Scope 2) of greenhouse gases, incl. amount, standard/ methods of measurement and conversion factor.	Direct and indirect emissions
<i>Aspect: Waste</i> 306-2	Weight of waste per type and waste treatment method (reuse, recycling, incineration, etc.) and determination of the waste treatment method.	Waste flows and Social value
<i>Aspect: Transport</i> 305-1	Significant environmental impact of the transport of products and other goods and materials, which are used for the organisation's activities, and the transport of employees.	Internal operations
<i>Aspect: Products and services</i> 305-2	Initiatives for compensation of the environmental impact of products and services and the amount of this compensation.	Internal operations and Direct and indirect emissions
Social		
<i>Aspect: Employment</i> 401-1 401-2	Total number of (new) employees and turnover in personnel per age group and gender.	Number of employees
	Benefits for full-time employees that are not available for temporary or part-time employees, per large-scale activity.	All forms of remuneration are also available for part-time employees.
<i>Aspect: Safe and healthy working</i> 403-2	Nature and number of injuries, occupational disease, lost days and absenteeism, and the number of work-related fatalities by region and gender.	Health and safety and Accidents overview
<i>Aspect: Education and training</i> 404-1 404-2 404-3	Average number of hours of training per employee (per employee category and gender).	Education, performance and career development
	Programmes for competence management and lifelong learning that guarantee the permanent employability of employees and help them with completing their career.	Education and development and Training, performance and career development
	Percentage of employees who are informed regularly about performance and career development, subdivided by gender and employee category.	Education and development and Training, performance and career development
<i>Aspect: Supplier assessment</i> 414-1	The percentage of new suppliers that have been audited according to our criteria.	No new suppliers have been added for which there is a significant risk that our criteria are not satisfied.
<i>Aspect: Customer satisfaction</i> 102-44	Result of customer satisfaction survey.	Commercial
<i>Aspect: Compliance</i> 419-1	Monetary value of significant fines due to non-compliance with legislation and regulations.	No sanctions have taken place.

Direct and indirect energy consumption by primary energy source

Energy consumption	Eenheid	2021	2020
Building-related energy consumption	GJ	28.569	29.638
Building-related energy consumption	GJ / m ²	0,456	0,548
Energy consumption of vehicles	GJ	101.646	96.498
Number of declared kilometres (private cars)	GJ	7.083	6.603
Number of purchased litres of petrol	GJ	38.405	34.538
Number of purchased litres of diesel	GJ	53.923	55.039
Self-generated heat from ATES (gas equivalent)	m ³	33.161	29.230
Self-generated cold from ATES (gas equivalent)	m ³	20.272	14.188
This relates to:			
• Amsterdam			
• Hoevelaken			
• Oosterhout			
• Rotterdam			
No information received from:			
• Venlo			
Return electricity from PV panels*	kWh	167.922	165.521
Het betreft:			
• Barendrecht			
• Hoevelaken			
• Groningen			
• Lemelerveld			
• Oosterhout			
• Rotterdam			
• Strijen			

* The measurement of the energy yield from the PV panels was changed in 2019. Since 2019, only the figures of the returned energy are available.

Direct and indirect emissions

		Unit	Data	CO2-equivalent 2021	Data	CO2-equivalent 2020
CO2 scope 1						
Natural gas for heating	Fuels	m3	160.199	302	239.673	452
Passenger cars petrol	Business travel	litre	1.236.873	3.443	1.112.338	3.097
Passenger cars diesel	Business travel	litre	1.499.935	4.893	1.531.001	4.994
(Sub) total				8638		8.543
CO2 scope 2						
Purchased electricity	Electricity	kWh	2.716.213	1.510	2.522.042	1.402
Of which green electricity from biomass	Electricity	kWh	0	0	0	0
Returned electricity	Electricity	kWh	167.922	-93,4	165.521	-92
Electric cars	Business travel	kWh	620.999	345	88.288	49,1
Commuting traffic	Business travel	km	3.022.182	589	2.817.290	549
(Sub) total				841		506
CO2 scope 3						
Drinking water	Water & wastewater	m3	6.514	1,94	6.214	1,85
Paper with eco label	Office paper	kg	13.526	16,3	28.055	33,9
(Sub) total				18,24		35,75
Total				9.497		9.085
Compensation (green gas)			160.199	-302	239673	-452
Net CO2 emission		tonne		9.195		8.633

Waste flows

The diagram below shows the distribution of waste flows generated by Unica in 2021. The waste flows for certain branches are unknown. They have therefore been omitted from the total volume. A breakdown of the waste materials is provided each year. Construction site waste cannot be included in this breakdown, because Unica is not responsible for its disposal. Waste flows are processed in accordance with Dutch standards.

Waste type	2021	2020
Waste / residual waste	52%	49%
Construction & demolition	6%	7%
Foil / plastics	1%	1%
Hazardous waste	5%	2%
Wood	3%	3%
Paper / cardboard	24%	23%
Scrap	4%	8%
Confidential paper	5%	3%
Others	0%	4%
	100%	100%



Energy labels of Unica offices

Unica office	Postcode & number	Energy label 2021	Energy label 2020
Amsterdam	1042 AX - 92	A	A
Arnhem	6831 AE - 19	not known	not known
Barendrecht	2993 LK - 1	C	C
Bodegraven	2411 NG - 2	not known	not known
Den Bosch (*)	2411 NG - 2	A	A
Deurne	5753 SZ - 1	nb	nb
Deventer (*)	7418 AH - 31-B	C	C
Ede (*)	6718 WS - 8	not known	not known
Eindhoven (Son)	5692 EG - 5204	A	A
Emmen	7812 HZ - 34	A	A
Geleen	6163 HG - 8-10	B	B
Goes	4462 GE - 17-19	not known	not known
Groningen	9743 AJ - 5	A	A
Hengelo	7556 BS - 20	A	A
Hoewelaken	3871 MT - 15	A++	A++
Hoewelaken	3871 MS - 18	A	A
Lemelerveld	8152 BA - 18	A	A
Meppel (*)	7944 HZ - 2	B	B
Oosterhout	4901 BC - 1	A	A
Rotterdam	3045 AS - 200	A+	A+
Tiel	4001 CN - 14	A	A
Strijen	3291 CA - 8	A	A
Venlo	5928 LD - 2	A	A
Venray	5802 MA - 11	not known	not known
Waalre (*)	5582 GL - 40	not known	not known
Zwolle	8024 HA - 2	A	A
Zwolle (*)	8024 HB - 1	A	A

* This concerns multi-company buildings.

Overview of accidents

Figures for injuries, occupational illness, lost days and absenteeism and the number of work-related fatalities.

Overview of accidents	2021	2020
Accident frequency index	4,3	3,6
Average duration of absenteeism	27 days	30 days
Accident absenteeism percentage	0,09	0,11%
Absenteeism due to sickness	5,1%	5,2%
Number of reports to the Inspectorate SWZ following an accident	0	3
Number of reports with a fatal outcome	0	0

Education, performance and career development

Participants	2021	2020
Personal effectiveness	121	60
Management	111	98
Customer and Commerce	48	51
Project management	73	13
Professional training	2.407	2.284

On average, employees spend 24.2 hours on training, per year.
There is no breakdown according to employee category.

93% of employees are regularly informed about their performance and career development.
26% of employees have a personal education plan.

Number of employees

	2021	Male	Female	2020	Male	Female
Number of employees	3.440	3.057	383	2.966	2.637	329
Temporary employment	354	288	66	323	260	63
Permanent employment	3.085	2.768	317	2.643	2.377	266
Support staff (%)	14,59%	9,13%	58,23%	14,40%	9,10%	57,38%
Indirect (%)	34,80%	34,94%	33,68%	33,68%	33,81%	33,90%
Direct (%)	50,61%	55,93%	8,09%	51,92%	57,09%	8,72%
Number of FTEs	3.287	2.988	299	2.843	2.583	260

Reference date, week 52 of 2021

	Incoming 2021						Outgoing 2021					
	Male	%	Female	%	Total	%	Male	%	Female	%	Total	%
< 30 years	119	29,55%	17	27,87%	136	28,34%	84	23,33%	12	25,53%	96	23,59%
30-39 years	115	26,14%	20	32,79%	135	27,69%	90	25,00%	12	25,53%	102	25,06%
40-49 years	72	20,83%	17	27,87%	89	22,15%	74	20,56%	15	31,91%	89	21,87%
50-59 years	60	16,29%	7	11,48%	67	15,64%	68	18,89%	8	17,02%	76	18,67%
> 60 years	21	7,20%	0	0%	21	6,19%	44	12,22%	0	0%	44	10,81%
Total	387	100%	61	100%	448	100%	360	100%	47	100%	407	100%

Percentage incoming and outgoing based on the average number of employees in 2021. Reference, week 52 of 2021

Glossary

Tax burden	Taxes as a percentage of the result from normal business operations
Cash flow	Net profit plus depreciations
Current ratio	Current assets/current liabilities
EBIT	Earnings before interest and taxes
EBITA	Earnings before interest, taxes and amortisation of goodwill
EBITA margin	EBITA/total operating income
EBITDA	Earnings before interest, taxes, depreciation of tangible fixed assets and amortisation of goodwill
EBT	Earnings before tax
GRI	Global Reporting Initiative
KPI	Key Performance Indicator
Quick ratio	Current assets less stocks/current liabilities
Return on shareholders' equity	Net profit as a percentage of equity
Solvency	Equity/total capital
Working capital	Equity plus third-party share plus provisions

Colophon

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