

UNI STRATEGY 2025-2028



uni
A WELL MADE WORLD





**Text approved on 25 September 2025
by the Strategic Steering Committee.**

All rights reserved.

The content may be reproduced
or disseminated provided
the source is cited.

Graphic design, layout
and text editing by UNI.

Published in Novembre 2025.

Gender-neutral document.

SUMMARY

VISION.....4

Contribute to building "a well made world"

MISSION.....5

Promote responsible progress and competitiveness of Italy through voluntary technical standardisation

GOAL 1.....6

Listen to and involve all stakeholders for shared solutions

GOAL 2.....8

Integrate legislation and standardisation

GOAL 3.....10

Support italian leadership in european and international markets

GOAL 4.....12

Spread awareness of UNI and the culture of standardisation everywhere



VISION

Contribute to building “A well made world”

To be the benchmark for technical standardisation which, through a participatory and consensual process, transfers knowledge and enables innovation, working towards sustainable progress for the benefit of people, organisations and communities.



MISSION

Promote responsible progress and competitiveness of Italy through voluntary technical standardisation

Generate knowledge and enable innovation by involving whole society – industry and professions, labour and consumers, public authorities, academia and societal stakeholders – in a transparent, participatory and consensual process, with the aim of creating shared value and improving the quality and safety of products and services, supporting the digital and sustainable transition and spreading the culture of standardisation as a strategic lever for the well-being and protection of people and communities.



GOAL 1

Listen to and involve all stakeholders for shared solutions

Strategy 1.1: Digitalisation and AI for strategic inclusiveness

- Implement artificial intelligence (AI) solutions, as a tool at the service of human intelligence, for predictive market analysis, proactive identification of new stakeholders and optimisation of consensus-building processes.
- Develop collaborative digital platforms to facilitate broader and more inclusive participation, making the involvement of under-represented parties in technical standardisation work more effective through innovative modes of interaction.
- Propose new SMART solutions for machine-readable services and software applications, developed on the basis of a user feedback programme, in line with ISO and CEN solutions and in collaboration with other national standardisation bodies.

Strategy 1.2: Territorial ecosystems and micro-SMEs

- Take an active role, in close collaboration with UNI Federated Bodies, in the creation of territorial involvement networks specifically designed to meet the needs of micro, small and medium-sized enterprises and innovative local realities, enhancing the specificity of the Italian productive sector.
- Develop dedicated standardisation/innovation pathways that enhance emerging skills in strategic sectors, ensuring an inclusive approach that respects the dimensional and sectoral diversity of the Italian system.

Strategy 1.3: Adaptive interdisciplinary collaboration

- Experiment with horizontal and multidisciplinary normative approaches for emerging cross-cutting issues (*Digital Product Passport*, circular economy, AI), overcoming the traditional vertical logic by product and seeking an effective balance between decision-making agility and consensus guarantee.
- Actively engage, taking the opportunity of the pioneering position of UNI and its Federated Bodies, to promote innovative approaches and adaptive regulatory solutions, setting up flexible Task Forces for the preventive discussion of strategic issues.

Strategy 1.4: Strengthening Italian Quality Infrastructure

- Consolidate strategic synergies between metrology, standardisation, accreditation and conformity assessment through new collaborative models, while maintaining the operational independence of each entity.
- Enhance the UNI brand and develop *downstream* activities that create shared value throughout the quality chain, as a guarantee of compliance with UNI standards for the market.

Strategy 1.5: Participatory governance and simplification

- Simplify the rules and procedures for member registration and participation in governance electoral processes, in line with the principles of equality and inclusiveness, to encourage broader and easier involvement of the membership base.
- Develop the principles of collegiality and subsidiarity, enhancing collaboration and the flow of information between the Statutory Bodies and the UNI staff, in order to strengthen an increasingly participatory and agile governance model.



GOAL 2

Integrate legislation and standardisation

Strategy 2.1: Proactive oversight of the interaction between Regulations and Standards

- Establish a system for systematically monitoring the correlation between technical standardisation and regulation, operating from the early stages of the legislative process.
- Open the way for the implementation of a national model inspired by the european *New Legislative Framework*, which ensures optimal integration between mandatory and voluntary, supporting legislative simplification.

Strategy 2.2: Operational partnership with the Public Administration

- Activate the Public Administration Coordination Committee as a strategic forum for the systematic alignment of legislative needs and the standardisation programme.
- Develop targeted collaboration and training programmes for public officials at central, regional and local level, promoting expertise in the use of standardisation as a tool for simplification and administrative efficiency.

Strategy 2.3: Sustainable access to standards cited in legislation

- Define and propose models for free access to the standards cited in Italian legislation that balance the need for consultation with the economic sustainability of UNI, also through institutional dialogue to identify appropriate forms of financing.
- Actively contribute, with the support of the Federated Bodies, to the process of revising EU Regulation No. 1025/2012 by promoting a European framework that enhances the role of national standardisation bodies and ensures their economic and financial balance.

Strategy 2.4: Proactive institutional support

- Strengthen the systematic presence of UNI, in synergy with the Federated Bodies, in parliamentary hearings and ministerial tables, enhancing the role of the UNI System as a system at the service of the Italian society.
- Ensure the technical independence of standardisation by maintaining a constructive dialogue with institutions to promote the usefulness of UNI standards in public policies.



GOAL 3

Support italian leadership in european and international markets

Strategy 3.1: Strategic leadership in international standardisation

- Constantly analyse the evolution of the geopolitical and technological scenario in order to develop strategic responses that strengthen the resilience and development opportunities for the Italian system.
- Concentrate resources and expertise to assert the Italian technical leadership at CEN and ISO level, with a focus on national manufacturing excellences and cutting-edge sectors (AI, circular economy, sustainability, digitalisation) and areas of new strategic interest.
- Provide structural and effective support for Italian representation in CEN and ISO governance bodies, promoting the acquisition of key positions and roles and strategic Technical Secretariats.

Strategy 3.2: Skills development and international sharing

- Develop specialist training and refresher programmes to increase the awareness and effectiveness of Italian stakeholders operating in international regulatory contexts.
- Strengthen coordination and systematic sharing of work results among UNI System delegates, including Federated Bodies and CEI, to maximise the impact and effectiveness of Italian participation in international technical bodies.

Strategy 3.3: Integration with national industrial policy

- Contribute to promoting the priorities of Italian industrial policy within the framework of European and international normative strategies, enhancing national excellence through partnerships with business representatives, major players and business networks.
- Constantly monitor emerging needs at European and international level to protect and promote the production of Italian goods and services.

Strategy 3.4: Strategic alliances in Europe

- Build a solid system of multilateral alliances with other European standardisation bodies to develop common strategies and positions in CEN and ISO.
- Use targeted bilateral agreements as a tactical tool to deepen collaboration with specific partners on issues of mutual strategic interest.



Spread awareness of UNI and the culture of standardisation everywhere

Strategy 4.1: Making the value of standardisation accessible

- Use innovative digital tools and channels to make regulatory content accessible and understandable to a wide and diverse audience, with communication, information and advertising initiatives developed in collaboration with national publishers.
- Describe the positive impact of standards on everyday life and the economic system through testimonials and concrete cases, in collaboration with market leaders.

Strategy 4.2: Integrating standardisation into the education system

- Structurally integrate standardisation into educational pathways, from school to university, promoting it as a cross-cutting skill for competitiveness.
- Train new generations of professionals and experts, including through dedicated courses and qualifying degrees and facilitated access to standards, also to ensure generational change in the standardisation system.

Strategy 4.3: Personalised value-added services

- Diversify the offering beyond the traditional sale of standards through personalised services for specific segments and advanced subscription models.
- Develop the UNITRAIN *brand* as an integrated support system throughout the normative chain, providing tailored consulting and training support for different types of users.

Strategy 4.4: Building alliances for widespread impact

- Develop alliances with Representative Members in partnerships that generate shared value and innovation.
- Strengthen collaborations with UNI national institutions and government agencies to extend participation in the standardisation process.





The compass
is a precision
instrument
that draws a
perfect circle.

The flat globe
is the perfect circle
par excellence.

A world designed
to be precise,
well made.

uni
A WELL MADE WORLD



FOLLOW US



normeUNI



@normeUNI



normeUNI

www.uni.com



UNI - Italian Standards Body
Italian ISO and CEN member



Via Sannio, 2 - 20137 **Milan** (REGISTERED OFFICE)
Tel. +39 02 700 241 - uni@uni.com

Via del Collegio Capranica, 4 - 00186 **Rome**
Tel. +39 06 699 23 074 - uni.roma@uni.com