

2025 Sustainability Report



uni
A WELL MADE WORLD

2025 Sustainability Report



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.

Before we begin

Letter to stakeholders

The value of continuing to do better

by **Marco Spinetto, President**
and **Ruggero Lensi, Director General**

2025 was a year of transition and, at the same time, of continuity.

The Members' Assembly held in April renewed the entire governance structure, appointing a **new President** and launching a new phase for the Body, aimed at strengthening its role in Italy, Europe and the world, whilst consolidating transparent, representative leadership that is consistent with the values that have always defined us. It is within this context that we have chosen to confirm and relaunch the governance model inspired by the UNI EN ISO 26000 standard on social responsibility, embedding it even more deeply within our strategies and daily practices. Building on this, we have **updated our Vision and Mission** and conducted a wide-ranging consultation process to update the Strategic Guidelines: because change is only meaningful when it is shared, the result of an open dialogue with those who will be at the heart of it.

The **2025–2028 Strategic Guidelines** – the first immediate result of this new governance – have a broad and ambitious vision: to strengthen the integration between standardisation and legislation, to accelerate the digital transformation, including through responsible experimentation with artificial intelligence, and to promote the culture of standardisation and the use of standards among an ever-wider audience. They express the desire to make standardisation a lever for continuing to create ‘a well-made world’, reinforcing the sense of making a concrete contribution to the development of society. We have then translated these strategic guidelines into the **2025–2028 Operational Plan**, which defines projects, responsibilities and dedicated resources, so that every action is oriented towards achieving a positive and lasting impact for all stakeholders involved.

PTo precisely guide the established priorities, a structured stakeholder engagement activity was

conducted in 2025 with the aim of updating the **Materiality Matrix**. This year, we have made it more intuitive by focusing it on five key areas that reflect what is essential for UNI and its stakeholders: innovation in services and business model, quality of normative production, organisational ethics, valuable partnerships, dissemination of standards, and recognition of the role by the wider public. The matrix is not merely a graphical exercise: it is the roadmap that gives even greater strength to our strategic choices, which the Report makes transparent and verifiable.

The year saw other significant outcomes. On a key issue such as **workplace safety**, a new legal provision has effectively recognised our standards as a fundamental component for the prevention of injuries and occupational diseases, including them among the qualifying elements of the organisational model compliant with the requirements of the relevant national regulation; an agreement between the Ministry of Labour and Social Policies, INAIL and UNI will also allow **free access to technical standards** on these issues.

There has also been a significant strengthening of Italy's political role in the world of international standardisation.

The election of the Director General as **ISO Technical Vice-President** for the two-year period 2027–2028 recognises the **Country's standing** and opens up new opportunities for the business and social sectors to make an impact. This achievement highlights the value of our networking with the European standardisation organisation CEN and the international standardisation organisation ISO, and confirms our ability to connect research, industry and institutions to create standards that are more useful, interoperable and future-oriented. In this context, we will intensify the involvement of Italian expertise in supranational processes, contributing more decisively to the evolution of the sustainable development model within the work of CEN and ISO.



This very ability to network and act as a meeting point makes us a key reference point for European work on **Business Model Innovation** and for participation in the revision of Regulation (EU) No 1025/2012: a modernisation project in which we are actively involved, also in view of the 2026 meeting in Italy for the delegations of all CEN/CENELEC members. Managing change means making **our standards more accessible**, timely and capable of integrating into digital platforms, without compromising the principles of transparency, impartiality and consensus that are the essence of standardisation. It means being at the forefront of issues such as inclusion and **gender equality**, which today, finally, thanks in part to UNI, are at the centre of public attention. We discussed this with public and private organisations we met during our first **Road Show**: a tour of Italy to meet those working towards gender equality in accordance with the reference practice UNI/PdR 125.

At the same time, UNI has continued to **strengthen its market position**, with solid financial results and a balance between profitability, operational efficiency, user accessibility and medium-term sustainability – essential elements for supporting the evolution of the UNI System's business model.

People remain at the heart of everything we do. This is confirmed by the growth of our professional community, with a generational shift that brings new skills to complement the wealth of existing experience, and with development pathways that link merit, well-being and results. We have implemented tools across the entire organisation to help build

careers on solid foundations (career *anchors*), strengthened training and welfare, and renewed for the period 2026–2028 the Supplementary Agreement for work-life balance and responsible participation.

To support this evolution, we are increasingly consolidating our IT infrastructure, enhancing digital tools, systems and processes to ensure operational efficiency, security and a better experience for our entire community of experts.

In every decision, we recognise the **dignity** of each individual, promote professional **freedom** and autonomy, practise **equality** and equal opportunities, cultivate **solidarity** and cooperation, and act with justice in accordance with our concept of **citizenship**: these are the guiding principles of the UNI Ethical Charter, through which we put the principles of our Statutes into practice. In every choice, we recognise the irreplaceable value of people's work and everyone's responsible contribution to our shared goals.

We look ahead with a simple yet demanding promise: to continue on this pathway, transparently assessing what works and what needs improving. The **Sustainability Report** remains the tool through which we account for our impacts, listen to stakeholders and make our course traceable. We invite you to read it as a pact: governance that listens, a strategy measured by results, people growing together, standards that serve the common good. This is how, together, we will continue to help build *a better-made world*.

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UNI's key figures for 2025

Production value in euros:

€ 16,2 millions

Added value generated in euros:

€15,5 millions

Our production: standards, reference practices (UNI/PdR)

There were

1.276

occasions for stakeholders to meet, discuss and reach consensus, with a view to develop standards, reference practices and draft national and international standards.

Total normative documents published:

1.519

including Reference Practices:

24

UNITRAIN training courses

We have delivered a total of

149

training courses aimed at promoting and implementing technical standardisation

Members and customers

4.884

Members

7.256

Subscriptions

27.633

Customers

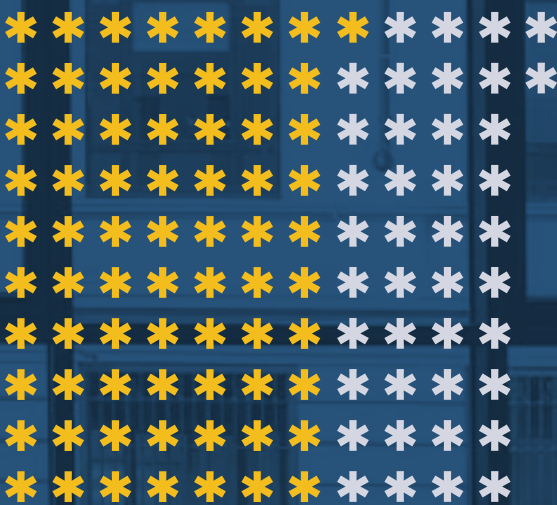
55.024

Single standards sold

14.544

Active subscriptions

People



112 → 94%

Permanent staff

71
women

Management team
56% women

41
men

First line of reporting to senior management
58% women

Environment

100%

of the energy we consume at our Milan office comes from renewable sources.

Correlation table between the materiality matrix and the contents of this Report

Based on our materiality matrix, this document focuses primarily on the following topic:

Normative production and product/service quality

- **Normative production 2025**
(Chapter 2 – Normative production in 2025, p.52)
- **Reference Practices (PdR) 2025**
(Chapter 2 – Reference Practices in 2025, p.58)
- **Service quality and customer feedback**
(Chapter 1 – Management approach, p.41)
- **UNI Mark**
(Chapter 2 – Promoting the culture of technical standardisation and brand awareness, p.60)
- **UNITRAIN as an extension of the service to the market**
(Chapter 2 – The training programme... UNITRAIN!, p.61)
- **Presence and leadership in European and international standardisation contexts**
(Chapter 1 – UNI's network of resources / CEN/ISO Secretariats, p.34-35; Chapter 1 – International highlights of 2025 / ISO Council, pp.46-49)

Ethics and values of the body

- **Governance and values: Vision, Mission, new Strategic Guidelines 2025–2028**
(Chapter 1 – Who we are, pp.21-27; Governance, pp.32-33)
- **Organisational integrity of UNI staff**
(Chapter 3 – Charting the course of integrity, pp.91-93)
- **Integrated management system and compliance**
(Chapter 1 – Management approach, p.41)
- **Our people management model**
(Chapter 3 – The people of UNI, pp. 82-95)
- **Diversity, inclusion and equal opportunities**
(Chapter 3 – The diversity and inclusion strategy, pp. 94-95; Chapter 1 – Gender equality in our Bodies, pp. 44-45)
- **Responsible supply chain management**
(Chapter 1 – Our approach to the supply chain, p.43)
- **Management of direct environmental impacts**
(Chapter 4 – Our commitment to the environment, pp. 104-109)

New business models

- **Evolution of the standardisation business model and future scenarios**
(Chapter 1 – Business model innovation, p.46; international highlights of 2025, pp.47-49) • Chapter 2 – Security Decree and the future UNI-INAIL portal (Ministry of Labour, p.57)
- **Innovation in offering and services to support the market**
(Chapter 2 – The training programme... UNITRAIN!, p.61)
- **Digital transformation and organisational innovation**
(Chapter 3 – Digital transformation, p.88)
- **European-funded projects as a strategic development focus**
(Chapter 2 – European-funded projects..., pp.75-79)
- **Membership and commercial policy**
(Chapter 1 – Membership policy, pp.36-37; Commercial policy, p.38)
- **Economic value generated**
(Chapter 3 – The value of production, pp.100-101)

Brand Awareness

- **Promotion of the culture of standardisation and recognition of the value of standards**
(Chapter 2 – Promotion of the culture of technical standardisation and Brand Awareness, pp. 64–74)
- **Presence across various communication channels and the STANDARD magazine**
(Chapter 2 – The press and social network – pp. 72–74)
- **Communication campaigns and promotional and marketing activities**
(Chapter 2 – Communicating standardisation, pp. 73-74)
- **Participation in events, trade fairs and conferences**
(Chapter 2 – Promotion of the culture of technical standardisation and brand awareness, pp. 64–72)
- **Lecturing and dialogue with younger generations**
(Chapter 2 – UNI and Universities, p.632)

Partnership

- **Collaboration agreements**
(Chapter 2 – Collaboration Agreements, p.64)
- **Partnerships with Ministries/Public Administration and institutional initiatives**
(Chapter 2 - Security Decree and future UNI-INAIL Ministry of Labour portal, p.57; UNI/PdR 186: a concrete opportunity for businesses and the market, p. 59; UNICA DESK, p.65)
- **Participation in networks**
(Chapter 2 – Participation in networks, p. 66)
- **Local initiatives**
(Chapter 3 – Involvement of local communities, p.96)

Methodological note

Since 2020, the Sustainability Report has been the key tool for reporting to our stakeholders on the most significant economic, social and environmental impacts generated by our activities. This Report covers the period January–December 2025. All economic and financial data are consistent with the figures in the financial statements for the year ended 31 December 2025, ensuring the integration and reliability of the information.

The Sustainability Report, together with the annual financial statements, is submitted for approval to the Members’ Assembly and is published on our [website](#), ensuring accessibility for people with visual impairments. This approach ensures the widespread dissemination and usability of the document, in line with our principles of inclusivity and transparency.

The Report is the result of a collaborative and cross-functional effort, involving all departments of the Body, coordinated by the Deputy Directorate General - Sustainability and Values. This working method ensures a strategic and integrated view of sustainability issues, reinforcing our commitment to responsible management and continuous improvement.

Standards and methodological references

In preparing the Report, we adopt the main internationally recognised standards and guidelines on sustainability, in particular: the UNI EN ISO 26000 standard (§ 7.5.2) – *Guidance on social responsibility* and the application models defined by UNI 11919-1:2023 *Application guidelines to UNI EN ISO 26000 Guidance on social responsibility* and UNI 11919-2:2025 *Reporting and accountability processes*, as well as ISO/IWA 48:2024 *Framework for implementing environmental, social and governance (ESG) principles*. As our reporting standard, we apply the GRI (Global Reporting Initiative) International Standards, 2021 version, applied in accordance with the *‘in compliance’* option.

The principles set out below aim to illustrate how our initiatives have a direct impact on the community, how they can meet readers’ expectations, and how readers can trust the reliability of the information we report.



Principles for defining content

Stakeholder inclusivity

In 2025, we carried out a structured process of stakeholder engagement and consultation, which we generally repeat every two years. In 2026, we also plan to engage with employees through a workplace climate analysis. For those not directly involved in these initiatives, we maintain ongoing channels for dialogue and listening, such as meetings, working groups and seminars, public consultations/enquiries, surveys on the application of reference practices, handling of complaints and technical questions, our magazine, newsletter and social media channels.

Sustainability Context

The information presented in this Report forms part of the broader role we play within the context of sustainability. In particular, our activities contribute to the implementation of the National Recovery and Resilience Plan (NRRP) and to supporting the Country’s sustainable development and innovation processes.

Materiality and responsiveness

The Report focuses on the material issues we have identified through stakeholder engagement and outlined in the [Materiality Matrix](#).

Comprehensiveness

Material issues are addressed in a consistent manner, with data covering the entire reporting period and, where possible, compared with the previous financial year. This enables readers to assess the effectiveness of our actions and their progress over time.

Principles for ensuring the quality of information

Accuracy

The information is sufficiently detailed to allow a clear understanding of the sustainability policies and actions adopted and the impact of our choices.

Balance

In the Report, we present both the results achieved and the areas for improvement, offering a transparent and balanced view to enable readers to see both our strengths and the challenges that remain.

Clarity and comprehensibility

The information is presented in a simple and direct manner, supported by tables and infographics. The Report is also available in a version accessible to people with visual impairments.

Comparability

Where possible, we ensure consistency of data with previous financial years, facilitating analysis of how our performance has evolved over time.

Verifiability

Information is collected and managed through processes that are verifiable in terms of quality and materiality. Since 2023, we have introduced a dedicated platform (ESGEO), which supports greater data traceability, accuracy in collection and monitoring over time.

Timeliness

The Report is published annually, within the first few months, in line with the timetables of the Governance Bodies, ensuring the availability of up-to-date and timely information.



For information, enquiries or comments, please contact us! sostenibilitaevalorizzazione@uni.com

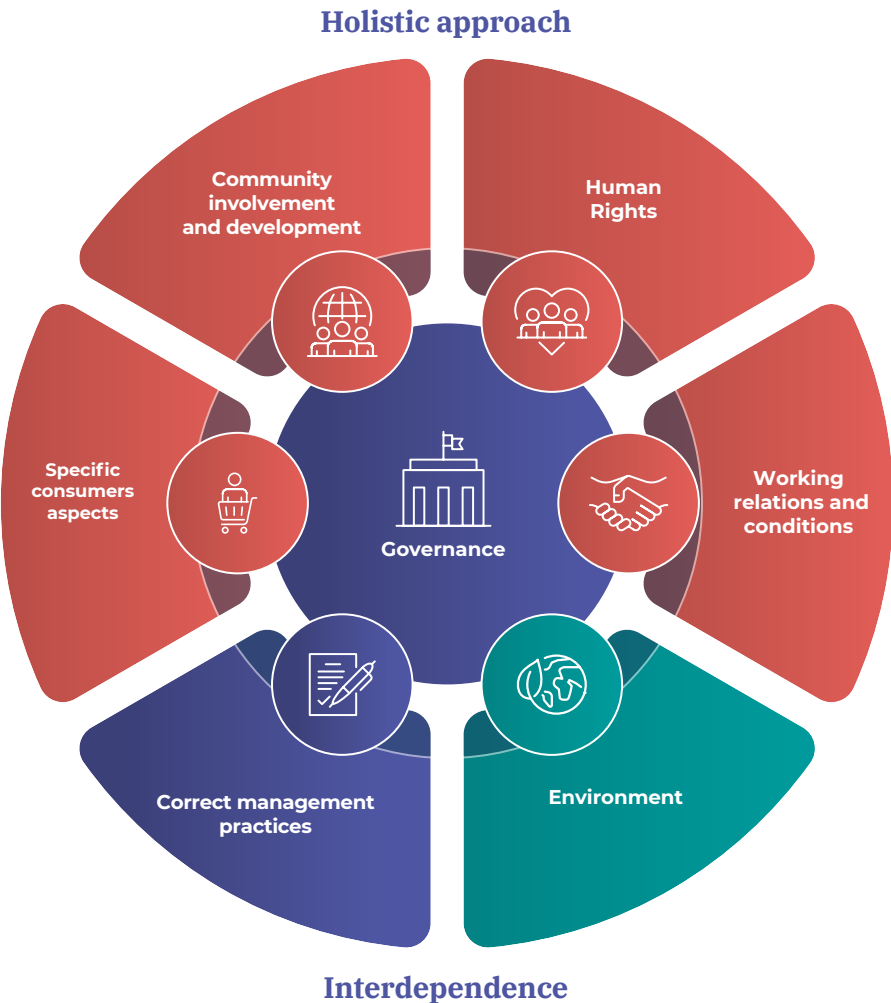
Sustainability

UNI standards, as well as European and international standards, are developed through an **open and inclusive** process **involving all stakeholders**: experts, businesses, consumer representatives, institutions, associations and the academic community. The voluntary nature of the standards requires **broad dialogue** to build shared knowledge and contribute to ‘a well-made world’. Standardisation provides concrete support for UN Goal 17, fostering effective partnerships and steering the market towards sustainability by integrating environmental, social and economic aspects.

Standards are practical tools for managing **environmental** impacts, promoting circularity and responsible consumption, and addressing issues

such as eco-design, climate change and the efficient use of resources. On a **social** level, they contribute to well-being through safety, inclusion, gender equality, accessibility and the protection of people. On an **economic** level, they strengthen governance, international trade, quality infrastructure and the dissemination of best practices, working in synergy with legislation. Since 2024, we have adopted a more holistic approach to the classification of standards in relation to sustainability: every standard, thanks to the participatory process and its aim of improvement, contributes to some extent, and in a concrete way, to the sustainability of the Country System. We will therefore present illustrative examples of standards that highlight this value ([see dedicated section](#)).

Core Subjects of UNI EN ISO 26000:2020



UN 2030 Goals

Within the Report, we include the symbols of the **Sustainable Development Goals (SDGs)** and the core subjects from UNI EN ISO 26000:2020 to indicate their relevance to the text.

We have decided **not** to **mention** Goal 17 in the text, as the entire standardisation process, its typical activities and the processes that characterise it implement Goal 17: *Partnerships for the Goals*.

The contribution of national technical standards to the SDGs

From this year, we have mapped in detail the contribution that each individual national standards can make to the Sustainable Development Goals (SDGs), rather than linking them to the Technical Committees where the standards are developed. This is a new approach that allows us to highlight more clearly how technical standardisation in general, but in particular the specific technical standards developed at national level, can be a useful tool in supporting the achievement of these important goals.

UNI EN ISO 26000:2020, which address as many as 16 of the 17 SDGs, precisely because the two parts relate to the application of Social Responsibility and its many focal points.

For UNI, sustainability is a goal of fundamental importance and is typically realised through its mission to standardise and regulate sustainability challenges, to foster the ongoing transformations towards ‘a well-made world’.

In this framework, a single standard can be linked to multiple SDGs. An example is provided by the two parts of UNI 11919 *National Application Model of*

Number of national technical standards published during the year whose work relates to individual Sustainable Development Goals





Outcome of commitments from the 2024 Report

Commitments from the 2024 Report	Developments	Page where to find updates
1. The materiality matrix will be reviewed in 2025, on occasion of the new Governance's inauguration, which will lead UNI for the 2025–2028 term. This dedicated stakeholder engagement will ensure alignment with changes in the context and the expectations of stakeholders.		30
2. We are committed to continuing technological development and testing models applicable to our normative activities in the production and delivery of services, through new platforms (Smart, OSD Online Standard Platform) suited to new business developments, including through artificial intelligence.		48
3. In 2025, we will promote the evolution of monitoring standardisation activities to foster increasingly sustainable development through more structured measurement models and dashboards, including by expanding our capacity to manage data using artificial intelligence; we will identify more precise criteria for assessing which standards to translate for the domestic market; we will support the publication of standards in new formats.		53
4. We will replicate a similar information service to Objective 45001, focusing on the upcoming revision of the standard on occupational health and safety management systems, an extremely sensitive issue in the context of sustainability due to its impact on workers.		61
5. In 2025, we are committed to extending the project to the entire population to identify the motivational drivers around which to build one's career path and the criteria on which one's job satisfaction is based.		89
6 We will continue to raise awareness among the various Technical Commissions, promoting the best alignment possible with the ISO/IEC Guidelines for the preparation of Gender Responsive Standards (GRS) Assessment forms – for every new or revised standard that has a potential impact on gender issues. The aim is to examine every standardisation product through a gender lens, using criteria and indicators to identify and subsequently manage any potential gender-related implications of normative and para-normative products.		94
7. We will therefore continue to organise significant in-person events that add further value to two themes particularly relevant to our framework: the correlation between standardisation and education – recognising the importance of raising awareness of the standardisation system in schools and universities; gender equality, which, three years after the implementation of UNI/PdR 125:2022, will allow us to take stock of what has been achieved and what still needs to be done.		67
8. The application of the circular economy standard UNI/TS 11820 within UNI is not merely a technical exercise, but a step towards a cultural paradigm shift. It involves every organisational unit within UNI and extends to our external stakeholders.		107

Chart key



Commitment: Goal Achieved



Commitment: Goal Partially Achieved



Commitment: Goal NOT Achieved



Chapter 1 | **Governance**

**A WELL-MADE WORLD
is our mission**



About us

Technical standardisation for the public value

UNI Italian Standardisation Body, founded in 1921, is the national standardisation body pursuant to Legislative Decree No. 223/2017, implementing Regulation (EU) No. 1025/2012. It is a private, non-profit association operating in the public interest to foster enabling conditions for innovation and sustainability within the Country System.

UNI studies, develops and disseminates documents for voluntary application — technical standards, technical specifications, technical reports and reference practices — through an open, inclusive and transparent process that actively involves all stakeholders.

UNI acts as a hub for experience and knowledge, a **crossroads** that **facilitates the connection and sharing of knowledge**.



[Click here to find out what technical standards are](#)

Technical standards provide practical guidance and clear requirements for working well and safely: they are a shared reference that defines requirements, methods and best practices for products, processes, services and management systems, supporting quality, safety, environmental protection and operational efficiency.

Over more than 100 years of activity, **technical standardisation has been able to progressively expand its scope**, following and anticipating the needs of the market and society. This has enabled

us to keep pace with technological and business developments, responding to **national and global challenges in the interests of businesses and people**.

Technical standards accompany and complement laws and are updated periodically to remain aligned with socio-economic and regulatory changes.

Find out here what technical standards are
UNI, with offices in Milan and Rome, has been working both in-person and remotely since 2022. At the heart of standardisation work lies the collaboration between thousands of experts from various sectors, who work together within the Technical Bodies of UNI and its Federated Bodies to find shared solutions.

UNI represents Italy at CEN (European Committee for Standardization) and ISO (International Organization for Standardization), forging international partnerships that are essential for advancing technical standardisation and giving voice to Italian expertise on the global stage.



[Let's get to know each other better: **meet our management team here!**](#)



[Our 100+ years of history](#)



Our identity



Human Rights

Since 2017, we have been adopting a governance model based on UNI EN ISO 26000 *Guidance on Social Responsibility*, and we are committed to putting it *into practice* every day. In 2020, this approach was consolidated in Article 1 of the Statute, which places fundamental human rights at the heart of our actions. Ethics, integrity, respect for dignity: these values guide our decisions and shape our corporate culture.

In 2025, we **redefined** our **Vision**, **Mission** and **Strategic Guidelines**, making them more innovative and future-oriented. Comparing the new governance structure with UNI's existing framework has enabled us to clearly identify the new challenges and opportunities that await us. The new Vision makes UNI not just a *place* but an active agent that *transfers* and *empowers*; the new Mission shifts the focus from the internal (how to enhance standardisation) to the external (serving the competitiveness of the Country System) by supporting the actions of our stakeholders.

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 the 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.



See the Article 1 of the Statute

The new UNI STRATEGY 2025–2028: a participatory process looking to the future of the Country



Governance

In 2025, UNI launched a comprehensive and structured process to update its Strategic Guidelines, with the direct involvement of the governance bodies, the main stakeholders they represent and the management team.

The aim was clear: to establish a shared approach capable of guiding the Body in a context where digitalisation, changing business models and new expectations from institutions are redefining the role of national and international standardisation.

The path, broad and inclusive

The 2021–2024 Strategic Guidelines had guided UNI through a four-year period of significant change, based on four key pillars: listening to stakeholders, integration between legislation and standardisation, supporting Italian leadership in European and international markets, and disseminating the culture of standardisation. The need to ensure continuity whilst, at the same time, updating these guidelines made it essential to launch a comprehensive and documented path to gather expectations.

The path included preliminary consultations (including with UNI's management structure), formal contributions from the governing bodies (Board of Directors, Central Technical Commission, Executive Council) and a workshop of the Strategic Steering Committee (CIS), a genuine opportunity for collective discussion.

The workshop, based on collaborative methodologies, enabled discussion of the Vision, Mission and the four strategic goals, defining priorities and areas for improvement in a shared manner.

The development of the Strategic Guidelines also drew inspiration from the synthesis and systemic approach highlighted in the new [materiality matrix](#), developed in parallel with the 2025 Sustainability Report, through an inclusive and participatory approach which the parties expressed their appreciation for.

From strategy to impact: the 2025–2028 Operational Plan

The work did not stop at defining the Strategic Guidelines. In December 2025, the Board of Directors discussed the 2025–2028 Operational Plan, initially drafted by the UNI structure under the coordination



of the Directorate General and with the contribution of the Executive Council.

The Plan translates the strategic goals into numerous concrete projects, each with clear objectives, teams, timelines and necessary resources. Particular attention was paid to: managing digital change; improving the experience of businesses and experts; spreading the culture of standardisation to a wider audience; strengthening Italian leadership in European and international contexts; and increasingly integrated sustainability.



Commitment for the future:

Overseeing the implementation of the Operational Plan.

A system that evolves alongside the Country

This entire path reflects UNI's decision to evolve, confirming the Body's role as a key reference point capable of listening to, guiding and coordinating the needs of the Country System, whilst strengthening a governance model that is consistent, transparent and focused on the long term.

These Strategic Guidelines are not merely a document: they are a shared vision that will guide UNI in becoming increasingly a hub of knowledge, innovation and collaboration for the Italian economic and social system.



UNI Strategy 2025-2028

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 with the standardisation programme.
- Develop targeted collaboration and training programmes for public officials at central, regional and local levels, 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.



Goal 4

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

The stakeholder map



Our stakeholder mapping, which we generally update every four years, is a useful tool for conducting transparent and effective stakeholder engagement activities. The concentric circle structure shows how the impact of UNI's activities spreads: the map centres on a core, grouping together those essential to the body's functioning; it then expands outwards, where those upon whom the influence of our activities progressively diminishes are represented.

The inclusion in the map of stakeholders of *indirect and unconscious* relations reflects UNI's long-term vision of a sustainable and inclusive future, acknowledging the broad impact of its activities beyond the body's immediate boundaries.

The management of the map reflects our values:

- **Transparency:** through clear and documented processes.
- **Competence:** through methodical and structured analysis.
- **Effectiveness:** by achieving concrete and measurable results.
- **Accountability:** by considering the impacts generated and the ability to account for them.

Commitment to the future

Updating the stakeholder map to capture changes in relational dynamics more accurately and assess the resulting impacts in a timely manner.

Stakeholder engagement



In 2025, we once again engaged stakeholders in a targeted manner to update the *Materiality Matrix* that guides the drafting of the Report. This activity enabled us to focus on material issues, i.e. those deemed to be of greatest interest and impact for stakeholders and for UNI.

The engagement was conducted using a **mixed approach**, **combining quantitative and qualitative methods**, in parallel with the consultation on the new 2025–2028 Strategic Guidelines, fostering an integrated view of emerging priorities (see dedicated chapter).

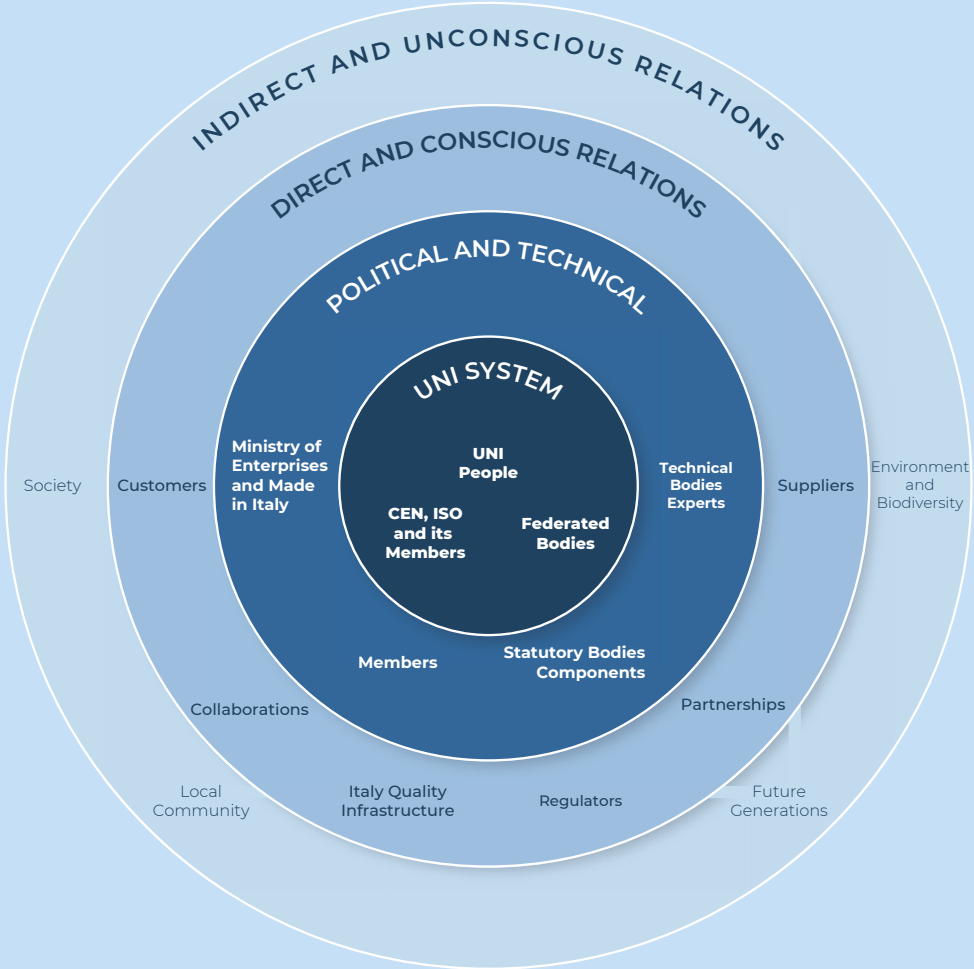
Stakeholder mapping guided the selection of parties to involve, to represent the various voices:

the quantitative analysis was sent to 110 external parties, including members of the Governance Bodies, suppliers, UNIttrain trainers, partners in funded projects, and key clients.

The process was divided into several phases:

- **an online survey** to gather assessments across **5 dimensions** and **15 key themes**
- **weighting and re-scaling of scores** to make the responses of external parties and the UNI management team—representative of the company's positioning—comparable
- **one-to-one interviews** to explore motivations and validate the data collected.

This methodology not only enabled the collection of different opinions but also established a constructive dialogue with the stakeholders involved, strengthening transparency and mutual trust. Furthermore, the inclusion of opportunities for direct discussion facilitated the emerging of valuable qualitative insights, useful for interpreting the needs and expectations of each group in greater depth.



UNI System

- UNI People
- Federated Bodies
- CEN, ISO and its Members

Political and technical governance structure

- **Ministry of Enterprises and Made in Italy**
- **Representative Members** (including Large Members), **Ordinary Members, Members by right** (Ministries, ACCREDIA, CNR)
- **Components of Statutory Bodies** (Chairperson, CIS, CD, GE, CCT, CCPA, Legal Auditors, Arbitrators, Vigilance Body – OdV, CSN)
- **Experts appointed by members to the Technical Bodies** (Chairpersons/Co-ordinators/Rapporteurs, CEN and ISO expert)

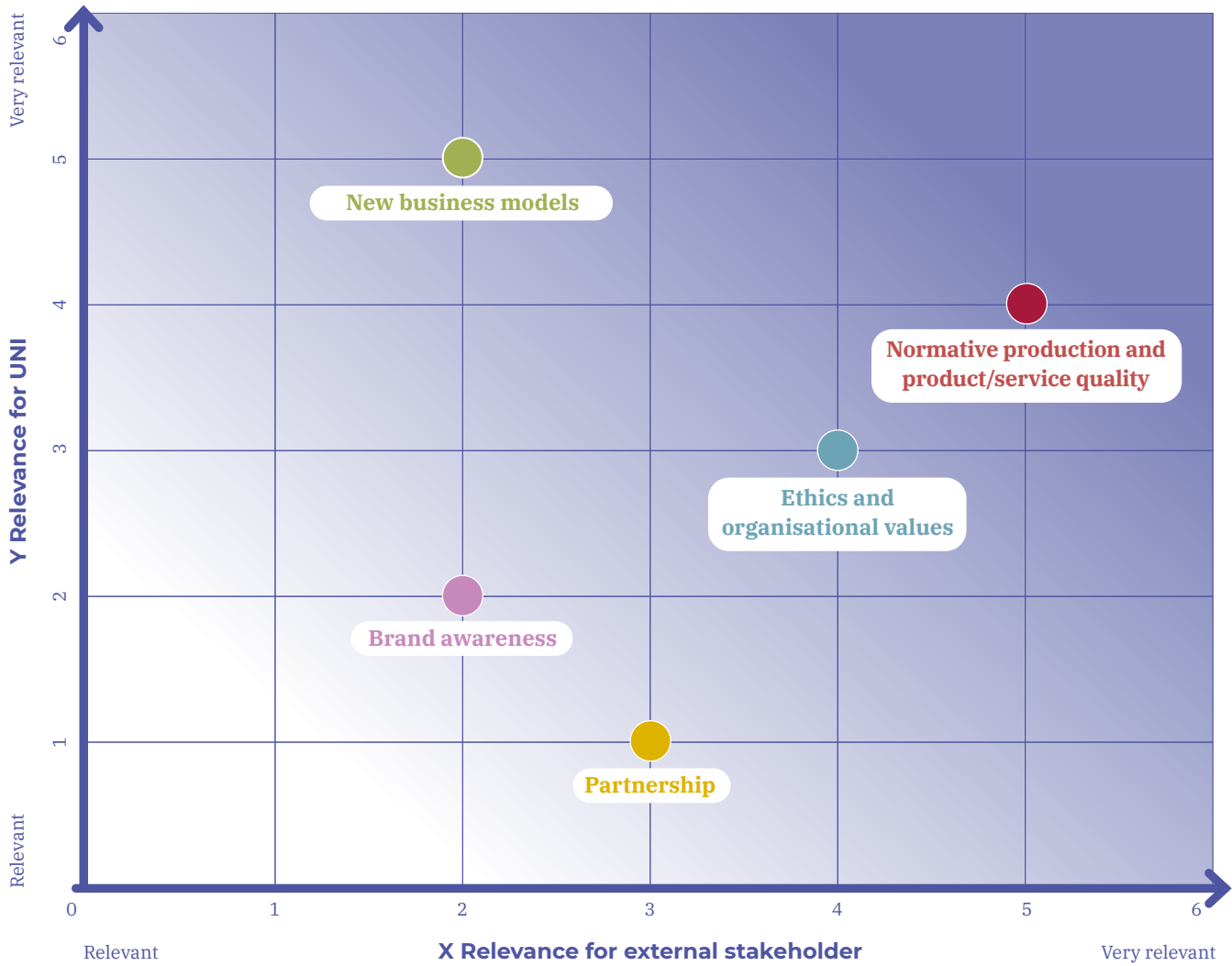
Direct and conscious relations

- **Customers** (standards, subscriptions, UNITRAIN and other services)
- **Dedicated collaborations** (universities, consumers' associations, UNI/PdR, special projects, Mark UNI, CEN/ISO Secretariats)
- **Infrastructure Quality Italy** (INRIM, CEI, ACCREDIA, Certification and/or Verification Bodies – OdC, Laboratories)
- **Regulators, contracting stations**
- **Partnerships** (EU-funded projects, research activities)
- **Suppliers** (banks, insurance companies, utilities, IT developers, media partners, UNITRAIN tutors) **and consultants** (accountant, lawyer, etc.)

Indirect and unconscious relations

- **Society as a whole – Set of entities that do not have a direct relationship with UNI** (citizens, consumers, professionals, civil society, enterprises, institutions, public administration)
- **Local community** (in the proximity of UNI offices)
- **Future generations**
- **Environment** (air, land, water) **and Biodiversity**

Materiality matrix



Key Dimensions

- New business models
- Ethics and organisational values
- Normative production and product/service quality
- Brand Awareness
- Partnership

The analysis led to the development of a **new materiality matrix**, presented in a more innovative graphical format than in previous years. In choosing the presentation style, we paid particular attention to the needs of the reader, adopting a visual summary of our materiality based on the 5 macro-dimensions of sustainability most significant to UNI, rather than the 15 material topics.

This aggregated approach aims to provide a clearer and more immediate communication of strategic priorities, whilst maintaining a strong link to the in-depth analysis carried out during the process. Below are the 15 material topics ranked by combined relevance as assigned by both stakeholders and UNI.



Commitment made: goal achieved

- 1 Dissemination of standardisation
- 2 Organisational integrity and transparent, participatory governance
- 3 Standardisation content in line with market and community needs
- 4 Innovation in UNI's standardisation services and products
- 5 Support to the competitiveness of the enterprises
- 6 Valuable and highly innovative partnerships and collaborations
- 7 Accessibility and usability of standards
- 8 Management and enhancement of people
- 9 Project of involvement and development of the community
- 10 Contribution of standardisation in the field of innovation, sustainability, environmental protection and digitalisation
- 11 Economic, qualitative and compliance results
- 12 Recognition and establishment of UNI as a hub for knowledge and innovation
- 13 Synergy between standardisation and legislation
- 14 Transparent, fair and reliable contractual relations
- 15 Image, recognition and authority of UNI and the UNI brand

The results revealed a strong alignment between external and internal perceptions on two dimensions considered central to the body's identity: **Standards production and product/service quality, and Ethics and values of the body**. These aspects are unanimously recognised as pillars of UNI's authority and are fully reflected in the **2025–2028 Strategic Guidelines**. In particular: **Goal 1** promotes the inclusive involvement of stakeholders and the adoption of smart digital tools to improve the quality and accessibility of standardisation production; **Goal 2** strengthens the integration between standardisation and legislation, emphasising transparency and ethics as founding elements of the UNI system. .

Innovation is seen as a strategic element for the future, to be built on solid foundations. In this context, the **'New Business Models'** dimension takes on a dual significance: on the one hand, ensuring internal economic sustainability, even in the face of new challenges such as, for example, free access to standard on the other, strengthening the competitiveness of enterprises. Here, a difference in perspective has emerged: internal stakeholders emphasise the urgency of evolving to maintain the best possible Body's sustainability; external stakeholders particularly appreciate the solidity of the current offering. This constructive tension, highlighted in the materiality matrix, is reflected in the strategies: **Goal 4** aims to spread awareness of the UNI System and the culture of standardisation everywhere, including through the expansion of the offering and strategic alliances; **Goal 3** promotes Italian excellence on European and international markets, thereby supporting the priorities of national industrial policy.

In terms of **Brand Awareness**, all stakeholders recognise the role of standardisation as a lever for external impact, capable of strengthening the competitiveness of businesses and the sustainability of the system. External stakeholders give greater importance to the functionality and quality of services, considering UNI's reputation to be already well-established and reliable (a well-made standardisation product generates authority in itself). Strengthening UNI's reputation remains a strategic priority, as set out in **Goal 4**, to make the Organisation increasingly recognisable and to raise awareness of its role and value amongst the widest possible audience. This commitment is an integral part of the material and sustainability topics.



Alignment with UNI's Values and Goals

The matrix demonstrates a strong alignment with UNI's ethical principles and values:

- **Dignity and Equality:** Reflected in the priority given to managing and valuing people.
- **Solidarity and Citizenship:** Evident in community engagement and development projects.
- **Competence and Innovation:** Central to issues related to regulatory production and new business models.
- **Effectiveness and Efficiency:** Underlined by the focus on economic and qualitative results.

Governance



The 4 levels of Governance

With the update of the Statutes in 2020, UNI's governance structure was rationalised into four levels, enabling it to respond more effectively to the growing complexity of the issues that standardisation is asked to oversee.

The **Members' Assembly** represents the heart of UNI's associative nature: it is the forum where all members, who have voluntarily and consciously chosen to contribute to building a 'well-made world', participate in defining the Body's general guidelines..

The **Strategic Steering Committee** serves as a broad multi-stakeholder platform, bringing together representatives from the economic, academic and institutional sectors, civil society and UNI staff. It is here that UNI's sustainable action strategy is developed to support the Country.

This commitment to participatory and inclusive governance finds concrete expression at the governance level in the multi-stakeholder model characteristic of the Strategic Steering Committee.

For the first renewal of the Governance structure, which took place in 2025, staff were also invited to stand for re-election. This transparent and innovative approach values active participation, setting a rather unique example in the Italian landscape and reflecting the most advanced corporate governance practices. UNI thus anticipates the new regulations promoting staff participation in organisational life (Law 76 of 15 May 2025), encouraging involvement in management, financial, organisational and advisory matters. The UNI model allows staff to contribute to strategic decisions, share in financial results and actively participate in business processes at all levels, thereby strengthening its participatory and consensual identity.



The **Board of Directors** performs the traditional role of an administrative board, focusing in particular on the economic and financial management of the organisation and ensuring the operational continuity of projects and activities.

The **Executive Council** acts as the President's operational tool, with the function of monitoring the progress of programme activities and supporting their implementation.

The **General Director** leads UNI's People, coordinating them towards the achievement of the objectives defined by the governing bodies and ensuring the Body's operational effectiveness.

With the election of the engineer Marco Spinetto as **the new President**, which took place in April at the Members' Elective Assembly, UNI inaugurates a new phase in its development, characterised by a renewed governance structure that is even more focused on strengthening the Body's role within the Country's economic, productive and social system.

The **new Governance framework** is part of a context of continuity in terms of values and, at the same time, a renewed commitment to innovation, high-quality standardisation and dialogue with stakeholders. The statutory bodies work in synergy to ensure solid, transparent and representative leadership, capable of addressing the current and future challenges of technical standardisation.

Within this framework, UNI reaffirms its focus on the themes of sustainability, inclusion and social responsibility, recognising the composition of its Governance as a central element in the quality of the Body's decision-making processes.

Participants at the Members' Assembly (year 2025)

Women	85	Men	191
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Remuneration Policy - Governance Bodies



Governance

The remuneration of the governance bodies, where applicable, is regulated by the Statute.

The allocation of remuneration follows a **structured and participatory process**: a proposal by the Board of Directors approved by the Members' Assembly. The details are set out in *the Supplementary Note to the Financial Statements*.

Remuneration Scheme:

Role	Type of remuneration	Normative basis
President	Remuneration	Assembly resolution
Vice-President and President of the CCT	Specific indemnity (CCT Presidency)	Assembly resolution
Legal Auditors	Professional fees	Assembly resolution
Other Members	No remuneration	-

UNI's resource network

Network expansion



Participation in standardisation activities

Standardisation activities are managed by the UNI structure, which coordinates the Technical Secretariats and ensures the integrity and progression of the standardisation process. A key role is played by the experts appointed by

UNI Members to participate in working tables and produce standards, based on consensus among the stakeholders involved. Without this network of expertise, standardisation would not exist.

Data	Value 2025	Value 2024
Total number of UNI members	4.884	4.780
Total number of UNI shares subscribed by members	7.256	6.939
Number of institutional agreements with members	64	54
Number of UNI Technical Commissions (CT)	59	59
Total number of UNI Technical Bodies (OT)	572	565
Total number of experts in UNI Technical Bodies	6.526	5.006

There are more than **6.000** experts sitting on UNI's technical tables.

But perhaps the most significant indicator is the number of roles within our Technical Bodies (OT), as a single person may work in several working groups, multiplying his/her commitments and thus ensuring his/her expertise is brought to multiple tables: [there are more than 13.000 roles](#). We also measure these two indicators over time with a view to expanding the network of valuable expertise that enables us to create value through our

standardisation work. Over the course of the year, the number of UNI Technical Commissions remained stable at **59**. Instead, the total number of **Technical Bodies**, increased from 565 to **572**, thanks to the establishment of several working groups to support the Technical Commissions created in 2024 and the allocation of new topics to existing Technical Commissions.

CEN/ISO Secretariats

UNI continues to support Italian leadership in European and international markets: this is achieved not only through active participation in numerous European (CEN) and global (ISO) tables, thanks to the network of UNI experts who form the national delegations, but also, and above all, by directly managing the European and international Technical Secretariats acquired over time. This result is made

possible by the technical and financial resources made available by the relevant market sectors, in order to address new topics such as the ecological and digital transition. In 2025, Italy's leadership in CEN and ISO in terms of the number of Secretariats has increased compared to the previous year and now stands at **294**:

	2025	2024
Total CEN Secretariats managed by Italy (UNI)	205	191
Total ISO Secretariats managed by Italy (UNI)	89	93
Total	294	284
Total CEN/ISO Secretariats managed by Italy (UNI) by type:		
Committees or Subcommittees (TC or SC)	59	59
		23 ISO 36 CEN
Working Groups or other working groups (WG)	206	203
Workshop Agreement (CEN/WS)	29	22



Membership policy

In 2025, 2.378 Members took advantage of economic benefits to join UNI.

The main reason driving companies, professionals, associations and all other representative bodies to join UNI is the opportunity to **actively participate in standardisation activities**. The value that the market places on this participation is reflected in the steady increase recorded in recent years, both in the number of members and in the membership fees paid.

Participating in UNI's membership activities, and consequently in the standardisation work of our tables, means **having a say in defining shared standards** that are increasingly suited to and aligned with the needs of national stakeholders.

UNI's membership policy was updated in 2024 to be more equitable: the fee payable depends on the Member's economic weight, and, based on the fees paid, Members can participate in a corresponding number of Technical Commissions. This allows everyone, even the smallest organisations, to have a real impact on the sector's rules.

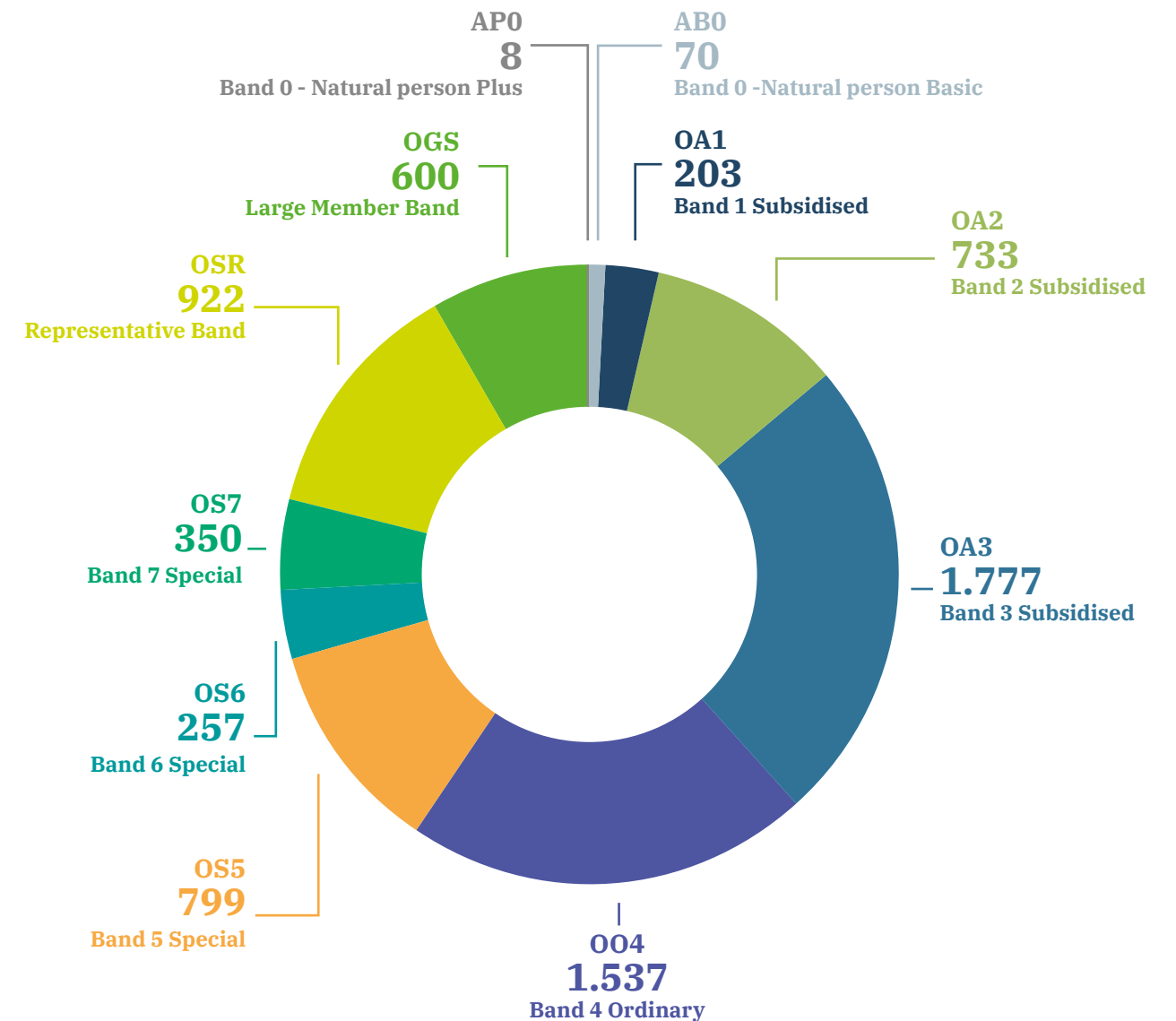
In practice: by joining UNI, you have the opportunity to make a real difference in the normative development that affects you.

UNI's membership base is growing: :

the number of members has risen to	and the number of membership subscriptions to
4.884	7.256
(4.780 in 2024)	(6.939 nel 2024).

The key development was **the increase in Members paying subsidised contribution**, including self-employed individuals, SMEs and representatives of civil society, confirming the wisdom of the decision to amend the membership policy in favour of those with fewer financial resources. In 2025, **48,7% of members** (2,378) benefited from financial concessions, an increase of **+6,3%** compared to 2024.

Distribution of the number of shares by membership category



Band	Membership fee	Number of shares
AP0	250,00 €	8
AB0	140,00 €	70
OA1	300,00 €	203
OA2	400,00 €	733
OA3	550,00 €	1.777
004	900,00 €	1.537
OS5	1.200,00 €	799
OS6	1.600,00 €	257
OS7	2.000,00 €	350
OSR	550,00 €	922
OGS	550,00 €	600
Total	-	7.256



The graphic shows the number of membership shares by contribution band. The type of member and the corresponding band are set out in the [Membership Policy Regulations](#).

Commercial policy



There are two ways to access the normative production: via subscription or by purchasing individual standards.

The total number of customers in 2025 was
27.633

Subscriptions registered
14.544
of which **84% were at a subsidised rate.**

The number of **customers - 27.633** - remains essentially unchanged from last year.

Consultation **subscriptions** promote the **dissemination of normative culture** thanks to easy and unlimited access to full-text documents. Growth continued in 2025, with active subscriptions rising by **+2,1%**, from 14.241 of the previous year to **14.544**. Some subscription types also allow users to download individual standards of interest. The number of standards downloaded at a reduced price through subscriptions also grew in 2025 by approximately +2% compared to the previous year.



Subscription discount details

Members type	Subscription price	Number of subscribers in 2025
Subsidised ordinary members	200,00 €	169
Indirect members: through Enterprise Representations (Confindustria, Finco, Confederazione Nazionale dell'Artigianato e della Piccola e Media Impresa, Confartigianato)	200,00 €	1.323
Indirect members: through professional bodies (National Council of Engineers, National Council of Industrial Experts, National Council of Surveyors and Graduate Surveyors, National Federation of Chemists' and Physicists' professional Bodies)	50,00 €	10.761
Total number of subscribers 2025	-	12.253

Single standards purchased

55.024
of which
26%
at a subsidised rate.

Sales of **single standards** have seen a slight decline, falling from 58.962 to **55.024**, a drop of 6,6%.

Details of the subsidy for the purchase of single standards

Members type	Subsidised price standards	Standards purchased at a subsidised price in 2025	Standards purchased at a subsidised price in 2024
Indirect members: through professional bodies (National Council of Engineers, National Council of Industrial Experts, National Council of Surveyors and Graduate Surveyors, National Federation of Chemists' and Physicists' professional Bodies)	15,00 €	14.388	14.105



Staying ever closer to our customers

The system for managing complaints and technical-normative questions is a well-established tool, essential for improving our services and strengthening dialogue with users.

The complaints management process aims to give the utmost care and attention to the needs of external parties, particularly customers, in order to improve internal processes and services.

Complaints management

In 2025, **19 complaints** were received, marking a further decline compared with previous years. In 70% of cases, these concerned issues relating to the use of the UNISore e-commerce platform; in other cases, they concerned membership conditions (fees, participation in technical bodies linked to the number of shares held) and in just one case, issues relating to the payment of concession fees for the UNI Mark.

Overall, average response times were reduced to around **5 days**. We have further enhanced direct communication. The successful handling of complaints during the year does not mean we are relaxing our focus on relationship management; indeed, the e-commerce platform itself will be subject to a specific assessment in 2026 to improve the user experience – as also provided for in the [Operational Plan](#) (see Governance section).

Management of technical-normative questions

Together with complaints, even if for different purposes, we have long since consolidated the process for managing technical questions, namely requests from users for clarification on the content and normative requirements contained in our standards. Technical-normative questions are handled by the Technical Bodies, which are the sole

19 Complaints



83 Questions



bodies responsible for drafting standards and their interpretation where necessary. Those received during 2025 were therefore classified by the relevant Technical Commission and by the specific standard/PdR to which the question related. We have always provided a response to requests, even if only for support, where the question did not constitute an **actual clarification** of a normative requirement. General requests for assistance are in fact handled through dedicated customer contact channels.

We received **83** admissible technical questions, compared to 107 in 2024. There has been an increase in questions regarding standards from Federated Bodies, for which the response system is not centralised. The sectors/topics primarily involved are fire safety and construction in general, gender equality (UNI/PdR 125) and safety.

The average response time has been significantly reduced to **24 days**, down from 60 in 2024, thanks to a more structured internal system and more effective collaboration with the Technical Commissions, which still has room for improvement.

Management approach



Correct management practices

For several years now, we have defined and implemented an integrated management system based on the ISO HS (*Harmonised Structure*) model, which unifies the structure of all our management system standards. Our system integrates, within a coherent and holistic management, all of UNI's activities and related processes, with constant reference to a governance system inspired by social responsibility and the development of a culture of integrity towards staff. It therefore incorporates issues such as:

- Quality management (UNI EN ISO 9001)
- Health and safety at work (UNI/PdR 83:2020)
- Gender equality (UNI/PdR 125:2022)
- Regulatory compliance and voluntary frameworks (e.g. Model 231)
- Quality management of UNITRAIN training activities (UNI ISO 21001).

This approach not only ensures compliance with current regulations but also demonstrates our commitment to being a best practice at management level, promoting operational excellence and social responsibility in every aspect of our organisation – a concrete expression of our values of transparency and responsibility and a support for sustainable governance.

Furthermore, we have extended our system to cover the circular economy, to facilitate the implementation within UNI of [UNI/TS 11820](#).

Anti-corruption, whistleblowing, Supervisory Body



Correct management practices

In 2025, the Supervisory Body (Organismo di Vigilanza, ODV) held eight formal meetings and numerous informal discussions, approving an annual plan that included staff training, document audits and inspections. The OdV **provides** training to staff through annual sessions and those dedicated to new recruits, covering topics such as: the structure of the 231 Model, the handling of reports, the prevention of the risk of unlawful conduct, and regulation on workplace bullying and straining. The correct application of internal procedures was monitored, revealing a **high level of awareness** among the departments involved. The document audit highlighted the full integration of the 231 Model within the organisation – with due attention paid to updating the relevant regulatory documents – and the compliance of whistleblowing procedures. The **reporting channels** via Whistleblowing, offering maximum protection and confidentiality for the whistleblower, include:

- Post by registered letter to the President of the Supervisory Body in two sealed envelopes
- Verbal channel, with a request for a personal meeting with the President of the Supervisory Body (in person, by telephone or online).

In 2025, the Supervisory Body handled a behavioural report via the whistleblowing system, not relating to criminal or disciplinary matters, which concerned the organisation’s ethical standards, in the management of roles and the consensus between technical and governance functions.



See our whistleblowing reporting channels

Audits in 2025

As part of the Management System and the 231 Model, 5 audit days were carried out:

1. Delivery activities of UNITRAIN training courses
2. Activities related to the management of the UNI Mark
3. Documentary audit of Model 231, conducted by the Supervisory Body
4. Gender equality management system at UNI and related KPIs, with the Supervisory Body present
5. Organisation and Management Model for occupational health and safety (MOG-SSL), as referred to in Legislative Decree No. 81 of 9 April 2008.

The assessment was then carried out by CEN through **a Peer Assessment**: this is an external process to verify quality and competence, conducted by ‘peers’ – that is, experts from other national standards bodies – to ensure that a given body operates in accordance with the required European and international standards. The outcome confirmed UNI’s compliance with the criteria for membership of the CEN/CENELEC system. We have also initiated the **periodic evaluation of the Federation Agreement**, in accordance with Article 7 of the Regulation for the Federation Agreement of the Federated Bodies with UNI. The first two audits concerned the activities of UNSIDER, the UNI Federated Body in the steel sector, and those of UNICHIM, the UNI Federated Body in the chemical sector, and returned positive results overall.

Finally, the triennial renewal audit for the certification of the management system for UNITRAIN’s training activities took place, confirming compliance with the UNI EN ISO 9001 standard on quality management systems and UNI ISO 21001 standard, which is specifically designed for organisations that provide training.

Overall, the audits confirmed the compliance of the activities observed; the resulting corrective actions are a useful tool for improving our processes.

Our approach to the supply chain



Correct management practices

92

new suppliers in the year

Since 2023, we have strengthened our sustainable management model of the supply chain, with a Code of Conduct and greater focus on qualification criteria. Collaborating with UNI means sharing principles, transparency and up-to-date information: essential conditions for maintaining the relationship over time.

All contracts include references to the Occupational Health and Safety Policy, the 231 Organisational Model and our commitment to human rights, with particular reference to the prevention of violence and discrimination throughout the supply chain.

The adoption of the Circular Economy Strategy and **UNI/TS 11820** has further increased attention on the social and environmental performance of our partners.

To make our sustainability assessment more structured, we have started a partnership with Cribis and adopted the Synesgy platform: a dedicated questionnaire, aligned with GRI, ESRS (*European Sustainability Reporting Standards*) and UNI and ISO standards, enables suppliers to carry out a self-assessment that indicates their alignment with environmental, social and governance issues, whilst providing guidance on areas for improvement. From 2024, an analysis specifically tailored to micro and small enterprises, aligned with their operations, is also available. New suppliers are invited to take part in this initiative so they can focus on their positioning on these issues; existing suppliers repeat the analysis annually to update the picture of their current status. On a scale from A to E, 98% of our suppliers achieved a rating of at least C, confirming a satisfactory level of ESG performance.



Working relations and conditions

Yes: **UNI** is also assessed using the Synesgy questionnaire! UNI’s assessment recorded an overall score **of A**, an improvement on previous assessments.



Total expenditure in 2025 on purchases from qualified suppliers amounted to approximately €4 million; 63% of purchases were made from suppliers based in the Lombardy region; 50% of these are based in Milan. In Rome, where we have our second operational headquarters, the value of purchase turnover is €286.334, with 99% of purchases made in Lazio.

Percentage of expenditure on local suppliers

2025: 50%

2024: 48%



Gender equality in our bodies



Human Rights

Governance bodies

Whenever the governing bodies are renewed, UNI's management actively encourages nominations that take gender equality into account, whilst ensuring that skills and merit remain central. This commitment is not merely formal: the variety of experiences and perspectives truly enriches the organisation's ability to face the changes and ongoing transition. For those who participate or stand as candidates, it means joining a context that values diversity and inclusion, where social responsibility is not an abstract principle, but a concrete element that guides decisions and working methods. In practice, **being part of the UNI System** means **contributing to collective growth**, knowing that **every voice, regardless of gender or background, finds space and consideration**.

An analysis of the composition of the new governance bodies highlights a total of 108 members, of whom 21 are women and 87 are men: with a limited female presence, less than 20% of the total composition, there is significant **room for improvement**.

This picture confirms the importance of continuing to focus on gender equality, by promoting ever broader and more diverse participation.

Two employees, one woman and one man, also sit on two governance bodies.

	Directive Board	Executive Council	Board of Arbitrators	Board of Legal Auditors	Strategic Steering Committee	Total
Women	6	1	0	1	13	21
Men	28	10	5	4	40	87
TOTAL	34	11	5	5	53	108

Gender equality in Technical Bodies

Distribution of roles within national Technical Bodies

Role in the national technical staff	Women 2025	Women 2024	Men 2025	Men 2024	Total 2025	Total 2024
Member	2.893	2.631	9.931	9.649	12.824	12.280
President/Coordinator	79	77	375	371	454	448
Total	2.972	2.708	10.306	10.020	13.278	12.728

The proportion of roles assigned to women in Technical Bodies (OT) stands at 22%, a slight increase compared to the previous year. We constantly monitor this figure and, as far as we are directly concerned, we will continue to raise awareness amongst our Members when they appoint their representatives.

The figures in the table refer to the number of positions held, even if performed by the same person but in different roles (and therefore in different Technical Bodies). To avoid distortions in the data, UNI staff (Technical Officers and Secretarial Assistants) working within the Technical Bodies are not included in the count.

Focus on the role of national president/coordinator by structure

President/coordinator of:	Women 2025	Women 2024	Men 2025	Men 2024	Total 2025	Total 2024
Technical Commission	12	9	45	44	57	53
Subcommittee	8	8	40	41	48	49
Working Group	59	60	290	286	349	346
Total	79	77	375	371	454	448

Distribution of roles of Italian members of supranational Technical Bodies (CEN and ISO)

Role in supranational Technical Bodies (CEN and ISO)	Women 2025	Women 2024	Men 2025	Men 2024	Total 2025	Total 2024
Member	2.577	1.260	7.694	6.576	10.271	7.836
President/Coordinator	29	31	237	276	266	307
Total	2.606	1.291	7.931	6.852	10.537	8.143



AIFAN General Assembly held in Italy for the first time

As part of its stakeholder engagement strategies, in October 2025 UNI hosted the General Assembly of IFAN – the *International Federation of Standard Users*, which represents the global community of standard users, bringing together delegates from all over the world.

The free *Standards Education* workshop highlighted the contribution of standards as an enabling infrastructure for safety, organisational competitiveness and environmental protection, strengthening the relationship with those who adopt and apply our standards.

International highlights of 2025

Business model innovation: the activities of CEN and CENELEC

The world of standardisation is considering the innovation of its business models: both at European level – with CEN and CENELEC, both under Italian chairmanship in 2025 with Stefano Calzolari and Riccardo Lama – and within individual national bodies (NSBs – National Standard Bodies).

On this topic, the NSB delegations on *Business Model Innovation* have discussed the main future challenges in two meetings. One issue concerns our core business: European technical standardisation currently supports itself through self-financing, mainly through the sale of standards; this source of income is increasingly being called into question by the market, which expects to have free access to standardisation content. In some cases, the legislator shares this expectation: a significant example is the judgment of the Court of Justice of the European Union of 5 March 2024 – Case C-588/21 P – which ruled that access to harmonised standards is a higher

public interest than the copyright protection held by standards bodies, and called on the European Commission to make them available free of charge.

The other major issue concerns digital evolution and artificial intelligence, which raises questions and presents opportunities for standardisation in support of the dissemination and application of standards.



Commitment for the future

Thanks to its leadership, recognised at European level as best practice in business model innovation, UNI is preparing to organise and host the final meeting of the CEN/CENELEC *Business Model Innovation* group in Italy, positioning itself as a point of reference for identifying the most effective solutions to the future challenges of standardisation.

Revision of EU Regulation 1025/2012: an opportunity to modernise the system

In 2025, we actively participated in the study promoted by the European Commission for the revision of EU Regulation No 1025/2012, which governs the key rules on technical standardisation, contributing in a constructive and proactive manner.

We actively contributed to the modernisation of the European Standardisation System (ESS), presenting concrete proposals to strengthen its coherence and ensure it remains a driver of competitiveness, innovation and social progress in Europe. Italy is, in fact, the **third European country in terms of the number of contributions submitted**, with largely convergent responses.

The current situation presents a crucial opportunity to consolidate the role of standardisation within the broader ecosystem of Quality Infrastructures (EQIN), safeguard the Single Market and the European sovereignty. CEN, CENELEC and all national standards bodies emphasise the importance of adapting the system to the rapid changes imposed by digital transformation and global competition, **without ever compromising on the founding principles of transparency, openness, impartiality, consensus, effectiveness, relevance and consistency**, – the

pillars of reliable, fair and inclusive standardisation. With this in mind, we have defined a position paper and actively participated in the European Commission's consultation, collaborating with the main standardisation bodies and contributing to the Advisory Committee of the *European Policy Hub* within the Board Standing Committee on Policy and Strategy.

Furthermore, we have promoted an advocacy campaign involving members and stakeholders of the quality infrastructure, inviting them to participate in the European initiative and to express their views at [UNI Position Paper](#).



Read the Position Paper here



Commitment to the future

To initiate the development of an Italian model aligned with that of the European New Legislative Framework, including through the promotion of greater coordination between Laws and Standards.



The governance activities of the CEN Technical Board: towards strategy-driven and future-proof standardisation

The rapid evolution of legislation, particularly in strategic sectors such as the digital sector, makes it essential to have high-quality standards that are developed and delivered quickly. This is even more relevant in the context of the current discussions on the revision of EU Regulation No 1025/2012.

To respond effectively to these new requirements, on the recommendation of the CEN and CENELEC Administrative Boards, the CEN BT (*Bureau Technique*) has launched studies and initiatives to improve the standardisation process. The aim is to propose more effective and flexible solutions, in line with the real needs of stakeholders and the requirements of the regulation.

A key **change for those who use standards** concerns the development of so-called *SMART Standards*: these are digital, machine-readable standards, designed to be intuitive, structured and efficient. This will allow users to integrate the standards directly into their own systems, reducing the risk of errors and saving valuable time in their daily work.

In addition, the BT has introduced the obligation for technical committees to use the OSD (*Online*

Standard Development) digital platform, which UNI itself distributed among its own secretariats. This new tool guides experts in drafting technical content, accelerating and simplifying all activities related to the study and definition of standards, in line with technological evolution.a.

For those who work with standards, these innovations mean more accessible tools, faster processes and the possibility of using standards that can be immediately integrated into corporate operating systems.



Committment made: goal achieved

ISO Council

At a global level, the work of the **ISO Council** over the course of the year has outlined a **framework of priorities** aimed at strengthening the role of international standardisation in a rapidly changing global context. Activities focused on improving governance models, the evolution of mechanisms for the economic sustainability of standardisation organisations, and the acceleration of digitalisation processes, considered key elements in ensuring the accessibility, effectiveness and impact of standards. Through its direct participation in the ISO Council, in 2025 UNI continued to closely follow the strategic guidelines, ensuring consistency between the international level and initiatives developed at national level.

A new Technical Vice-President for ISO: Ruggero Lensi

The ISO General Assembly in Kigali, Rwanda, in October 2025 elected our Director General, Ruggero Lensi, as Technical Vice-President for the three-year period 2026–2028. Director General of UNI since 2017, Ruggero succeeds Spain's Javier García, who will conclude his second term on 31 December 2026. The appointment is a historic achievement for Italy: never before has an Italian held this role. This result strengthens the position of UNI and our Country in international standardisation, with tangible impacts on Italy's competitiveness and influence at

a global level. The Technical Vice-President, a key figure in shaping ISO policies, chairs the ISO/TMB (Technical Management Board) and coordinates the activities of the ISO Technical Committees and the implementation of the Strategic Plan.

This achievement follows the election of Ruggero Lensi to the ISO Council for the 2023–2025 term. With the support of the institutions and the national socio-economic system, this new role further strengthens Italy's position within European and international standardisation bodies' scenarios.





Chapter 2 | Normative production and brand awareness

**A WELL-MADE WORLD
complies with
UNI standards**

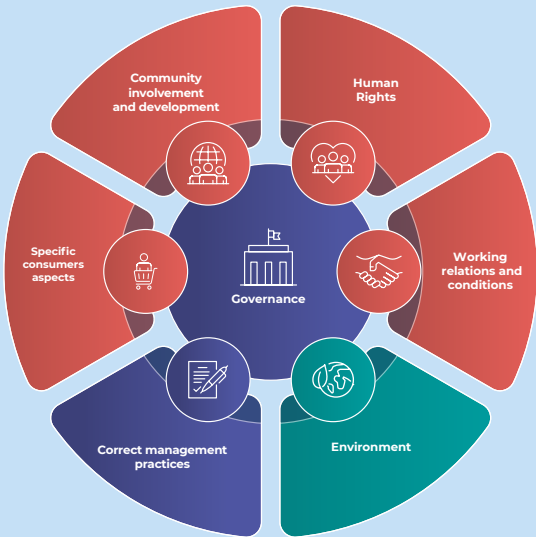


In Chapter 2, the normative production process and aspects relating to its communication, dissemination and recognition are common to all areas of the Report: Governance, People and Community, and Environment.

The normative production process and aspects relating to its communication, dissemination and recognition are common to all areas of the Report: Governance, People and Community, and Environment.

The dissemination and recognition of the value of standards represent what is commonly referred to as *brand awareness*: that is, the ability to ensure that people and enterprises recognise the value of standardisation and its importance in the various areas covered in this report.

Standardisation aims to give expression to Article 2 of our Statutes, respecting human dignity and safeguarding fundamental human rights. Standards arise from a consensual process, transcending individual interests to offer shared and voluntary solutions. In this way, we not only resolve immediate problems but also promote innovation and responsibility, ensuring sustainable well-being for present and future generations. The recognition of



the value of standards – that is, our brand awareness – is fundamental because it enables people and organisations to understand how important standardisation is in daily life and in the world of production.

The normative production in 2025

Total number of normative documents currently in force	22.833
of which reference practices (PdR) currently in force	186
Total number of normative documents published during the year	1.519
of which national UNI standards published	80
of which published reference practices	24
of which 18% were publications in Italian (national UNI standards and translated standards, reference practices and national annexes)	18%
Total standards withdrawn	324
Total draft standards under study	692
Total reference practice drafts under study	20

Remote meetings and consensus management

Standards are developed through discussions in which experts come together to address specific issues. It is precisely here, at the working tables, that the content of the standards is shaped, through a structured consensus-building process. Each participant contributes by bringing different experiences and perspectives, thereby fostering shared and innovative solutions. This approach ensures that standards are the result of a balance between different interests and effectively meet the needs of society. The transparency and inclusivity of these processes are key to ensuring that the standards created are of high quality and recognised as valid by all.

UNI standards are developed directly in Italy to meet the specific needs of our Country, in areas not already covered by European (CEN) or international (ISO) standards. UNI EN standards, on the other hand, are the Italian version of the European standards drawn up by CEN: their adoption is mandatory for all member States of the European Union. CEN may also publish so-called ‘harmonised’ standards, which are drawn up on behalf of the European Commission to support EU directives or regulations requiring specific technical specifications. Finally, UNI ISO standards are standards defined at international level by ISO and adopted by UNI on a voluntary basis so that they are also valid in Italy. If, on the other hand, an ISO standard is directly adopted by CEN as a European standard, it too becomes mandatory in all member States and takes the designation UNI EN ISO.

To calculate the total standard production, reference practices and national annexes must be included: the latter are a new product, introduced this year, which allows international standards to be adapted to specific Italian needs, when necessary and foreseen by the rules.

In 2025, total production amounted to 1.519 technical documents: these included 1.495 Standards, comprising Technical Specifications, Technical Reports and National Annexes, and 24 Reference practices. The volume of output remained stable compared to the previous year, with a slight but steady increase. Two-thirds of the production consists of European standards, confirming the trend of recent years.

Translations into Italian of standards implemented or adopted in English have decreased slightly, but

Online OT meetings	767
Face-to-face OT meetings	108
Total OT meetings	875
Online PdR meetings	153
Face-to-face PdR meetings	12
Total PdR meetings	165
Online CEN/ISO meetings	174
Face-to-face CEN/ISO meetings	62
Total CEN/ISO meetings	236
Total meetings	1276

the commitment to improving both their quality and quantity continues. Furthermore, 5 national standards and 5 Reference Practices have been translated into English with the aim of proposing national standards as a reference for supranational standardisation activities.

In 2025, UNI’s normative portfolio had reached a total of 22.833 technical documents available to the market. These documents, representing the state of the art or best practices across various industrial and social sectors, are updated or, where necessary, withdrawn, constantly responding to the market’s demands for efficiency, effectiveness and sustainability. This is why the normative portfolio grows every year, as each new publication is added to the existing ones whilst obsolete standards are withdrawn or replaced, thus ensuring that references remain up-to-date and reliable.

 Commitment made: goal partially achieved

In 2025, we took concrete steps towards achieving our goals, introducing periodic monitoring models and dashboards for a more structured and sustainable management of standardisation activities. Certain workflows for the management of draft standards were reviewed, and more precise criteria were also provided for the selection of standards to be translated into Italian. Furthermore, our commitment to progressively increasing the number of standards available in XML (Extensible Markup Language) format continues: this is an innovative digital format that facilitates automatic reading, sharing and integration into IT systems, promoting access to and use of standards by software and digital platforms.



Some examples of the 2025 normative production that illustrate more concretely the contribution of standards to sustainability

UNI 11993:2025 Hospitals and healthcare facilities – Terms and definitions

The UNI 11993 standard sets out a glossary for the design of next-generation hospitals: given the social and cultural significance of the standard, we have decided to make it **freely available** on our website, with the aim of helping to ensure the widest possible dissemination of this terminology.

One of the fundamental rights of citizens is undoubtedly the right to health, and the facilities dedicated to this purpose – hospitals, care homes, day centres, hospices and other types of social and healthcare spaces – are, from an architectural perspective, highly complex and multifaceted. This has given rise to Hospital Design, which introduces a new way of designing spaces for healthcare. In developing the standard, the UNI Working Group also involved the Design & Health Lab at the Polytechnic of Milan, with the support of the Joint Research Partnership Healthcare Infrastructure of the Fondazione Politecnico, an initiative in which UNI is also a key player. The methodology followed was developed in collaboration with the Next Generation Hospital Working Group of the Alta Scuola Politecnica programme at the Polytechnic of Milan and the Polytechnic of Turin.

UNI EN 18144:2025 Online gambling - Markers of harm in support of identification and prevention of risky and problem gambling behaviour

The document defines a structured set of markers of harm, useful for the early identification of risky or problematic online gambling behaviour. The standard arises from the need to move beyond reactive approaches, based on harm that is already evident, and instead promotes a preventive approach by providing tools to reduce the risk of addiction and the social costs associated with problem gambling.

UNI 11919-2:2025 National Application Model for UNI EN ISO 26000:2020 – Part 2: Reporting and accountability processes

UNI 11919-2:2025 provides national guidance on applying the principles of UNI EN ISO 26000 to reporting and accountability processes, helping organisations to make their sustainability reporting structured and transparent. The standard is particularly relevant in the current European context, marked by second thoughts regarding the implementation of the Corporate Sustainability Reporting Directive (CSRD), which have caused confusion, particularly amongst enterprises. In this scenario, the standard serves as a **practical guidance tool**, capable of supporting companies in maintaining consistency, reliability and continuity in their sustainability paths.

+ Sostenibilità

UNI EN 18144:2025

UNI ISO 37001:2025

UNI 11919-2:2025

UNI 12000:2025 Management system for the prevention and combating of bullying in the sports, leisure, recreational and hospitality sectors

UNI 12000:2025 is **the only technical-normative document** within the UNI/CEN/ISO framework to specifically deal with the prevention and combating of bullying, offering a comprehensive set of requirements applicable to a wide variety of contexts, from sports facilities to summer camps, from residential communities to youth clubs – regardless of size or organisational model. It was born from the experience gained with UNI/PdR 42:2018, **the world's first pre-normative document** about **bullying** and is now a recognised tool for the certification of anti-bullying management systems. The validity of the content of the UNI 12000 standard and its value are such that a reference to it could be included in the National Anti-Bullying Plan, under the coordination of the Department for Family Policies of the Presidency of the Council of Ministers.

UNI ISO 37001:2025 Anti-bribery management systems – Requirements with guidance for use

The UNI ISO 37001:2025 standard defines the requirements and provides practical guidance for designing, implementing and improving a management system for the prevention of bribery. The approach is based on risk analysis and the accountability of senior management, promoting preventive measures, control mechanisms, reporting processes and targeted corrective actions. The document applies to bribery risks in the public, private and non-profit sectors and covers corrupt behaviour by the organisation, its staff and business partners, whether direct or indirect. The aim is to help organisations prevent, detect and address corruption, ensuring compliance with anti-bribery laws and commitments made.



Standards dissemination on the market: the 2025 top list

As in previous years, the most requested standards during the calendar year were **those relating to management systems**. In addition to their positive impact on the Body's revenues, these standards are also notable for their widespread recognition and market penetration: they are among the most widely adopted by both large organisations and SMEs, thanks to their ability to provide a shared and reliable framework for corporate governance. Their constant presence in the 'top list' of the most purchased publications from the UNI catalogue testifies to their regulatory significance and the added value they bring to the national productive fabric, reinforcing a culture of quality, safety and sustainability within Italian enterprises.

In particular, UNI EN ISO 9001 on quality systems, UNI EN ISO 45001 on occupational health and safety, UNI CEI EN ISO/IEC 27001 on information security, cybersecurity and privacy protection, and UNI EN ISO 14001 on environmental management – all management systems widely used in Italy, to the extent that the Country tops the rankings for the number of certified enterprises ([see also ISO SURVEY](#)).

It is worth taking this opportunity to mention UNI's new information service, called Obiettivo Plus, which covers the revision process of the main standards on management systems ISO 9000, ISO 9001, ISO 19011 and ISO 45001 currently underway at international level ([see text on Goals 9001-45001](#)).

In addition to management systems, it is interesting to note that the top 20 includes **numerous purely national standards**, such as **UNI 11958** *Confined and/or suspected polluted environments - Criteria for hazard identification and risk assessment* of great social value for the life of workers, which was the best-selling standard of the year after having already achieved excellent circulation in the previous year, 2024, the year of its publication.

Also of interest is the national standard that follows in the ranking: **UNI 10801 for block of flats administrators**, revised and republished in the first half of 2024, and which gained considerable popularity in 2025, partly thanks to a **specific agreement with ANACI**, a UNI representative member and a body that is highly representative of the professional category.

The top 20 also includes several standards from the fire safety sector (UNI 10779 on hydrant networks, UNI 9795 on detection and alarm systems, UNI EN 12845 on sprinklers, UNI 11224 on inspection and maintenance, and UNI 11988 on voice alarm systems). Another national standard, UNI 11961, has also been widely diffused; it provides guidelines for integrating the management system and the Organisational Model resulting from Legislative Decree 231/2001. Finally, a curious fact: although it does not appear in the ranking of the 20 most popular standards, the **UNI 7697:2021** standard, *'Safety criteria for glazing applications'*, was the standard that generated the most traffic to the UNI website from the main web search engine. We can therefore award it the prize for **the most Googled standard of the year!**

This focus on the best-selling standards confirms some well-established trends:

- Predominance of national standards
- Relevance of management system standards
- Impact resulting from references in the Official Gazette/tenders or de facto mandatory (fire safety)
- Importance of periodic normative updates (recent standards among the top).

UNI 7697:2021 – Safety criteria for glazing applications is the most Googled standard of the year!

The Safety Decree and the future UNI INAIL Ministry of Labour portal: a step forward for workplace prevention

In 2025, we worked alongside the Ministry of Labour and Social Policies and INAIL on a strategic project aimed at **improving workplace safety**, strongly supported by Minister Calderone's Technical Secretariat and INAIL's senior management, starting with President D'Ascenzo, Vice-President of UNI.

The first tangible result was the "Security Decree" (Decree-Law 159/2025, subsequently converted by Law 198/2025), which amends Article 30 of the Single Text on Safety (Legislative Decree 81/2008), **introducing for the first time** the possibility of **free access to technical safety standards** for employers, Prevention and Protection Service Managers (RSPP) and their Assistants (ASPP), Workers' Safety Representatives (RLS) and Local Workers' Safety Representatives (RLST), Occupational Health Physicians, Coordinators for the design and execution of works, training providers, joint bodies, and public supervisory bodies. The initiative recognises **our standards as a fundamental component for the prevention of injuries and occupational diseases, to the benefit of those working in the sector**. The economic sustainability of the operation (which is expected to lead to a decline in sales of these standards) is guaranteed by funding from INAIL, a large UNI Member, which has always been at the forefront of supporting technical standardisation and participating in and managing related normative activities concerning occupational safety.

The Official Bulletin of Technical Standards is also being established, which will be published by UNI on the websites of the Ministry of Labour and INAIL, enabling more comprehensive updates for all stakeholders. Finally, UNI EN ISO 45001 is recognised as the new reference standard for organisational models of safety management (pursuant to Article 30 of Legislative Decree 81/2008), replacing the previous British standard BS OHSAS 18001.

ISO SURVEY: global dissemination of management system standards

With regard to the dissemination of management system standards, ISO conducts an annual global survey on the spread of these standards, using as an indicator the number of organisations holding a certification issued under accreditation (in collaboration with the IAF – International Accreditation Forum). The survey made available in 2025 refers to certificates valid as at 31 December 2024.

2.963.862: this is the number of management system certificates issued worldwide.

Ranking first overall, **ISO 9001:2015 stands as the most widely used standard globally**, with 1.474.118 certificates. Of these, more than 100.000 certificates are held by Italian organisations, **placing Italy second in the world rankings by number of certificates**, behind only China (which is hardly comparable to us in terms of the number of enterprises, as well as population). Italy also ranks third behind China and South Korea in terms of the dissemination of ISO 14001 certification for environmental management systems (the second most widely used standard in the world) and again second behind China for the dissemination of ISO 45001 certification for occupational health and safety management systems (the third most widely used standard in the world). Also noteworthy are the nearly 3.000 certifications issued for the ISO 37001 standard, making Italy the world leader in the adoption and certification of the anti-bribery standard, previously mentioned as it is due for revision in 2025.

In this context, the data confirm the strategic role of standardisation for Italy, not only due to the high number of management system certifications but above all because of the value this brings to the Country. The widespread dissemination of standards and a comprehensive certification system ensures higher standards of quality, safety and transparency in production processes and services, as well as protection for individuals and enterprises, thereby making a tangible contribution to sustainable development and national competitiveness.



Reference practices in 2025

Reference practices (UNI/PdR) are flexible tools that promote technology transfer and innovation, offering timely responses to market needs. UNI/PdRs represent a preliminary and preparatory phase for the future development of new technical standards: within 5 years from publication, they must be converted into UNI standards or withdrawn, unless justified extensions are granted. They are drafted in Technical Tables comprising organisations representing the market, with the support of experts from the UNI System. To ensure their widest possible dissemination, UNI/PdRs are freely downloadable from our website. Below are some examples of **UNI/PdR published in 2025 (24) that are particularly relevant to the three pillars of sustainability.**

Environmental pillar

UNI/PdR 132 *Requirements for the monitoring and verification of municipal waste streams for purpose of reporting and calculation of recycling targets*: This is a practical tool for organisations that need to track flows and monitor the destination of sorted and residual municipal waste in order to report on quantities, thereby contributing to the achievement of recycling targets in line with national and European legislation.

UNI/PdR 179 *Requirements for assessing and managing the biodiversity footprint and for generating Biodiversity Credits projects*: the practice provides organisations with a clear methodological framework for measuring and reducing the biodiversity footprint associated with their activities, designing environmental restoration projects capable of generating Biodiversity Credits, and communicating, in a transparent and verifiable manner, their commitment to safeguarding ecosystems.

Social pillar

UNI/PdR 183 *Equipment and services in domestic, shared and public environments - Guidelines for specifying accessibility and safe usability requirements, aligned with UNI EN 17161 (“design for all” approach)*: the document was created with the aim of providing designers with specific guidelines that clearly define accessibility and usability requirements for small and large household appliances used on a daily basis and commonly used devices for accessing services, as well as alarm and home automation systems. All this through the holistic ‘design for all’ approach, offering flexible and universally usable solutions, with a fully intergenerational and intercultural perspective.

UNI/PdR 184 *Circular Economy professional profiles – Circular Economy Manager (CEM) and related professional roles – Knowledge, skills, autonomy and responsibility requirements*: a fundamental tool for those tasked with organising and managing organisations’ circular economy initiatives, promoting integrated strategies for reducing environmental impacts, the efficient use of resources and innovation in production and consumption models.

UNI/PdR 167 *Establishing an adequate organizational, administrative and accounting setting for SMEs - Requirements and operational guidelines for conformity assessment*: the practice stems from the need to rationalise a system of principles, rules and procedures that enable the implementation of corporate strategic plans to be monitored as objectively as possible, following a performance-based approach – that is, a technical-normative approach focused on the ‘what’ (expected outcome) rather than on the ‘how’ (specific methods of fulfilment/compliance).

Economic pillar



UNI/PdR 186: a concrete opportunity for enterprises and the market

UNI/PdR 186 *Requirements for the identification and assessment of a low-risk level for the issuance of the certification report under Article 3 of Legislative Decree 103/2024*.

This PdR represents the finest example of **coordination and cooperation** between the legislator and the Quality Infrastructure. In summary, the legislator – in this case led by the Ministry of Enterprises and Made in Italy (MIMIT) – and the Department of Public Administration – in a legislative decree proposes that the public administration (PA) simplify checks on enterprises, where these are recognised as low-risk, and delegates to technical standardisation the task of defining what constitutes low risk and to accredited certification the task of verifying such low risk.

The benefit is for all stakeholders:

- The public administration responsible for inspections, which can reduce or simplify its checks on businesses by relying on the

- Quality Infrastructure system
- The businesses subject to inspections, which can benefit from a reduction or simplification of public administration inspections where they are recognised as low-risk, thanks in part to their voluntary choice to adopt standards and obtain accredited certification
 - Accredited certification bodies, which see the value of their certifications recognised; these are issued on a voluntary basis, but their value is thus affirmed not only by the market in commercial relations but also by the public controller.

The Reference Practice 186 creates a **virtuous circle** that confirms UNI’s central role, rewards enterprises committed to quality and compliance, improves relations with the public administration, and offers the market clear and recognised tools for risk assessment: a concrete and effective contribution to the sustainable growth and competitiveness of the entire economic system.

Italy Quality Infrastructure

The Italian Quality Infrastructure (IQ) is a project involving organisations, the legislative framework, technical regulations and the activities necessary to support and improve:

- the quality of products and services in the broadest sense of the term, with a focus on aspects such as safety, health protection and the environment;
- the effectiveness and efficiency of organisations’ processes and management systems;

- the quality of skills and the reliability of the performance of specialists and professionals.
- The components of IQ are metrology, standardisation, accreditation and conformity assessment, all of which are carried out in Italy by specialist organisations in accordance with a system that is also in place at international level.



The UNI Mark

One of UNI's core activities is the promotion of **correct conformity assessment** with respect to technical standards and other regulatory documents. The UNI Mark provides a concrete guarantee of this: it certifies the quality of products, services, professionals, organisations and declarations that comply with UNI standards. This mark is synonymous with reliability and transparency for those who choose to adhere to the sector's shared rules.

The UNI Mark is licensed by Certification Bodies (OdC) accredited by Accredia, through specific

agreements that allow it to be used in conjunction with the specific OdC's mark. All conditions of use are set out in a public Regulation on our website, which is constantly updated to ensure clarity and protection.

The total number of licensed OdCs and certification activities under the UNI Mark have increased further compared to the previous year, particularly the [UNI/PdR 125](#) gender equality certification, confirming our commitment to quality and inclusion.

Description	Data 2023	Data 2024	Data 2025
# total OdC licensed	54	62	71
# certified products	247	266	412
# certified services	0	33	226
# certified professionals	105	169	601
# validated claims	15	13	26
# certified BIM (Building Information Modelling) management systems	58	70	93
# certified gender equality management systems	2.149	6.800	12.263

The training offer to discover and apply UNI - UNITRAIN products!



	Total	In the catalogue	In house
UNITRAIN courses	149	129	20
UNITRAIN course participants	1.004	776	228

UNITRAIN is the UNI training school, dedicated to spreading knowledge of standards within organisations and society, through a range of offerings that varies from the most traditional training courses to the latest and most innovative info-training services.

publication of the two important management system standards, which have now entered the revision stage.



Technological evolution and an ever-increasing focus on listening to market needs make UNITRAIN a centre of continuous research, where innovative and diverse proposals are designed and developed.

Alongside these new developments, it is important to highlight the elements of continuity that characterise the School and guide its strategic direction:

- 2025 was marked by a number of significant developments:
- the production of **the first e-learning courses, in form of training pills**, accessible via smart devices at any time. The development of these courses is also made possible by the use of an Artificial Intelligence tool that allows for greater efficiency during the production phase, without replacing the human contribution in terms of content creation and content oversight;
 - the strengthening of **the technical-normative Assistance Service**, created to help organisations orient themselves within the world of standards and identify those most relevant to their needs;
 - the launch of **the Goal 45001 service**, which aims to replicate the success of Goal 9001: these are digital platforms containing content curated by UNI, which is constantly updated, designed to enable users to keep up to date in view of the

- The Academy: the UNITRAIN teaching staff, comprising mainly those who already sit at technical tables and contribute directly to the drafting of standards thanks to their experience; their contribution to the design and delivery of training initiatives ensures authoritative oversight of the topics covered.
- Partnerships: the development of a network through which to pool individual specialist skills to create training proposals that genuinely support the market. In 2025, two particularly significant and successful projects were implemented, among many others: the Training Week on Reference Materials, in partnership with Accredia, and the collaboration with the CEI for the co-design of courses within the scope of the Machinery Directive.

Among the most popular courses in 2025, the training programme dedicated to the future new ISO 9001, gender equality (including the ISO 53800 guideline), Artificial Intelligence and Quality Management Systems stands out.



Goal 9001 and Goal 45001: info-training services to anticipate change

In 2025, UNI strengthened its role in supporting organisations with the development and continuous improvement of management systems, complementing its normative production with info-training services dedicated to the main international standards. This is the context for the services known as *Goal Plus (Obiettivo Plus)*, digital content platforms designed to support enterprises and professionals through the revision process of some of the most significant standards due for publication. These platforms feature monthly updates, including preview documents, translations of draft standards, interviews and multimedia content produced by a network of experts coordinated by UNI. The constant updating of content and the progressive approach enable organisations and professionals to be guided along a structured path, aimed at strengthening competitiveness, the reliability of management systems and the ability to address change effectively and in a planned manner.

Goal 9001 (Obiettivo 9001) is the first info-training service – launched in 2024 – dedicated to the revision of ISO 9001, the benchmark standard for quality management systems, one of the most widely used and applied globally. The update of ISO 9001 – scheduled for autumn 2026 – represents a crucial step for organisations and professionals. Through up-to-date content and technical insights, **the platform enables users to closely follow**

the revision process of the ISO 9000 family of **standards** and ISO 19011, offering useful tools to interpret the changes and prepare for the future transition with full awareness. .

2025 also see the launch of **Goal 45001 (Obiettivo 45001)**, dedicated to the future new ISO 45001, the international standard for **occupational health and safety** management systems, which is also undergoing a revision process. Through Goal 45001, UNI extends the model already successfully tested with ISO 9001 to a standard of great social relevance, confirming its commitment to **promoting a culture of prevention and responsible risk management**.

With this range of services, UNI consolidates an approach that goes beyond the simple publication of standards, providing the market with **value-added services** capable of transforming the evolution of standardisation into accessible knowledge, operational support and conscious guidance through change. A contribution that strengthens the role of technical standardisation as a lever for the quality, safety and sustainability of organisations and territories.



Commitment to the future

Supporting innovation in new business models, designing services that enable a more effective interaction with standards and facilitate their understanding and use.



UNI and Universities



Lectures in 2025 **16** totalling **44** hours of training delivered

2025 confirms UNI's commitment to teaching activities within the university sector and in high-level master's programmes. This commitment demonstrates UNI's desire to be an active protagonist in the dialogue with the younger generation, future professionals and leaders of change. This enables us to build a bridge between the worlds of education and standardisation, fostering conscious and responsible growth capable of generating value for both individuals and society. All the lectures delivered addressed topical issues with a significant impact on sustainability,

particularly in environmental and social terms. Once again, the circular economy has been the recurring theme.

In addition to university lectures, which includes collaborations with the prestigious Catholic University of the Sacred Heart in Milan, Bocconi University, the University Alma Mater of Bologna, the Milan Polytechnic, the Turin Polytechnic, the University of Pisa and the University of Padua, partnerships with leading Business Schools such as Istud have been confirmed.



Promoting the culture of technical standardisation and brand awareness

For UNI, communication and brand recognition are key drivers for **spreading the value of standards** and making a tangible contribution to a safer, fairer and more sustainable society.



- This brand awareness objective:**
- ranges from **partnership agreements** that facilitate access to standards and our services for a diverse range of subjects, making them increasingly accessible;
 - sees us participating in inter-company networks and events;
 - actively **promotes knowledge** through the **press**, our **magazine** and **social** media.

Through **all these channels**, we aim to make ourselves increasingly visible, so that we can offer practical tools and concrete opportunities to grow, innovate and generate value on an ever-wider scale. We can also **strengthen the relationship of trust** with our existing users and engage new stakeholders.

-  **Commitment for the future**
- To enhance and diversify the use of tools and channels, in order to increase UNI's visibility and promote the value of standardisation even more effectively.

Collaboration agreements



Through these collaborations, the core activity of standardisation – promoting UN Sustainable Development Goal 17 (Partnerships for the Goals) – finds further expression.

In 2025, UNI strengthened the promotion of technical standardisation through **64 active collaboration agreements**, a further increase compared to the previous year (54). These partnerships, established with institutions, business representatives, professional bodies, consumer associations, and the academic and research communities, are essential for **spreading the culture of standardisation**, encouraging dialogue among the various stakeholders, and developing joint projects.

- The agreements mainly concern:
- the participation of experts in standardisation activities
 - facilitated access to the UNI standards catalogue
 - collaboration and/or training on specific projects
 - the joint organisation of seminars and initiatives that highlight the role of technical standards in various sectors.

- An overview of our agreements, by sector:
- **Industry and business:** renewed agreements with CNA – the Italian Confederation of Craft Trades and Small- and Medium-Sized Enterprises and Confartigianato; a further agreement with Confapi – the Italian Confederation of Small and Medium-sized Private Industry - **new Representative Member of UNI**.
 - **Academia:** annual renewal of the agreement with CRUI – Conference of Italian University Rectors; renewed collaborations with the Higher Schools of the Catholic University of the Sacred Heart; ongoing collaboration with CESQA (Department of Civil, Construction and Environmental Engineering – Centre for Quality and Environment Studies) at the University of Padua.
 - **Professional bodies:** renewal of the framework agreement with the Large Member CNI – The National Council of Italian Engineers, to which

- new agreements have been added with the Engineers' professional Bodies of Rome and Milan, as Representative Members; new collaborations with the National Association of Agricultural Expert and Graduate Agricultural Experts, National Association of Agricultural Technicians and Graduate Agricultural Technicians, Council of the National professional Body of Doctoral Agronomists and Doctoral Foresters, and National Federation of Biologists' professional Bodies.
- **Institutions:** agreement with INRIM, the National Metrology Institute of Italy; new agreement with RFI – Italian Railway Network.

The Framework Agreement with Unioncamere has confirmed the stable and long-standing collaboration with the chamber system, focused on supporting businesses, with particular attention to micro, small and medium-sized enterprises, through the dissemination of technical standards.

UNICA Desk: a widespread service for inclusive and aware access to technical standardisation



The UNICA Desks are one of the outcomes of the collaboration with Unioncamere. These are counters operating within the Chambers of Commerce that enable professionals, businesses, public administration and citizens to approach the world of UNI standards in a simple and guided manner, from consultation through to their practical application. In 2025, the network expanded significantly: from the initial 10 desks active in 2024, the number has risen to **25 desks** at as many participating Chamber of Commerce. This expansion has made it possible to extend access to the complete catalogue of UNI standards, which can be consulted either by visiting

the desk in person or by requesting to view them online.

Particular attention is paid to **accessibility**: various remote access methods are provided for people with disabilities, to ensure a truly inclusive service consistent with the principles of equity and equal opportunities promoted by the UNI system.

UNI standards can also be consulted free of charge at the UNI offices in Milan and Rome. In addition, various remote access options are available for people with disabilities.



Participation in networks

We continue to play an active role in various sector-specific networks, where we bring the experience of UNI people – both in normative and non-normative fields – for the common value. Some examples of our 2025 activities:

HR Community (HRC) is the leading network for human resources management, providing a practical forum for discussion and development. Through our active participation, we have helped to raise awareness of our activities and best practices, enriching the dialogue among companies. In 2025, we contributed our expertise to the publication of the book *HR beyond: Giving to Receive*, addressing the central theme of the balance between happiness, well-being and performance.

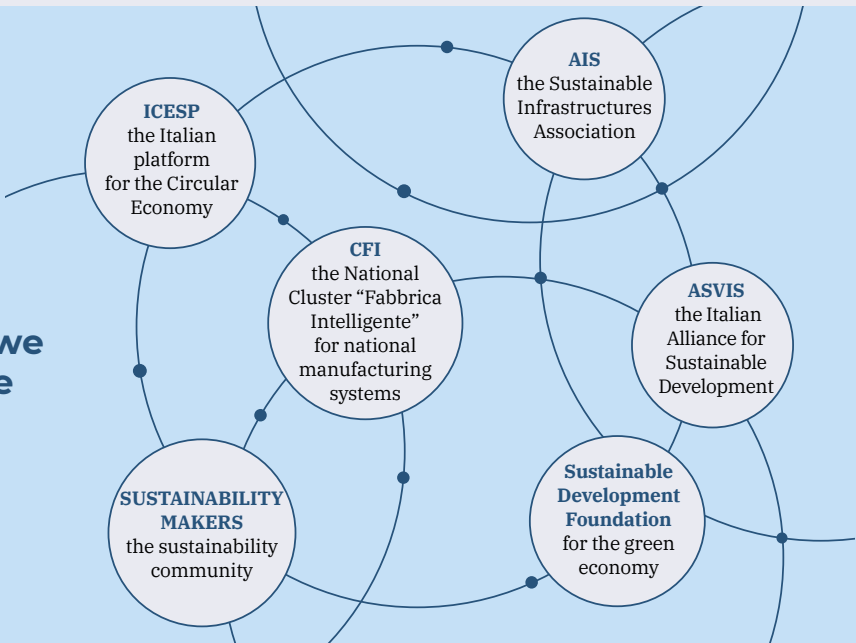
Fondazione Libellula (Dragonfly Foundation), committed to combating violence against women and gender discrimination. This year we took part in various networking events and worked together to organise an in-person training session for all UNI staff: *Care and leadership: a gender issue?* In this context, the theme of care – often underestimated or relegated to traditionally female roles – was highlighted as a fundamental dimension not only in personal relationships but also in organisational culture, serving as a lever for change to promote a cross-cutting leadership capable of listening, attention and mutual responsibility.

SODALITAS: UNI’s membership in the Sodalitas Foundation contributes to dialogue with a wider community of stakeholders committed to sustainable

and inclusive development. On occasion of *European Diversity Month*, promoted by the European Commission, SODALITAS highlighted UNI’s commitment to building an inclusive workplace that values the uniqueness of every individual. The video of our Director General, presented in this context, provides concrete evidence of UNI’s vision and commitment.

Transparency International: in 2025, we significantly strengthened our collaboration with Transparency International, the leading global organisation dedicated to promoting transparency and combating corruption. This joint initiative took shape not only through our joint participation in major international events, such as the **Zero Corruption Forum**, but above all through the establishment of an ongoing strategic dialogue on tools and practices for ethical and effective corporate governance. Transparency International’s decision to associate with UNI and involve us in the activities of the Business Integrity Forum confirms the relevance of UNI standards (such as ISO 26000 and ISO 37001) in preventing and combating corruption, offering operational models and innovative solutions as a benchmark for companies and institutions. The collaboration has also led to a significant editorial contribution: an entire issue of the magazine *Standard* was dedicated to the fight against corruption, thereby strengthening UNI’s ability to provide quality content and stimulate strategic reflection for the national production system.

Other networks we collaborate with:



Events, trade fairs and conferences

2025 was another year of intense activity and commitment for UNI, both in terms of participating in and organising events, and in terms of trade fair activities. Here are some particularly significant examples.



No Gender Gap Roadshow

There were **4 stops** on the **Road Show** organised by UNI to explore the data, figures and dissemination of gender equality policies in our Country. Starting in May in **Catanzaro**, this tour of Italy also visited **Florence** and **Genoa**, before concluding in **Milan**. It was a comprehensive journey that also provided an opportunity to know better the companies, public and private organisations, institutions and professionals who are working towards, or have already achieved, certification in accordance with **UNI/PdR 125**, the document that guides organisations towards gender equality. This journey made us reflect on **the figures relating to gender inequality** and understand the scale of the problem, both globally and nationally: according to the World Economic Forum’s latest Global Gender Gap Report, it will take an average of **123 years to fully close the global gender gap**, whilst – closer to home – Italy currently ranks only 85th out of 148 countries in terms of overall equality.

During the various events, it became clear that the issue of gender equality is not merely a matter of social equity, but is also closely linked to **efficiency and competitiveness**. Several key participants from the four stages emphasised that there is a

close correlation between female employment and GDP growth, just as the pursuit of genuine gender equality (which is also one of the 17 Sustainable Development Goals of the UN’s 2030 Agenda) has positive repercussions in terms of productivity and innovation. In short: **gender equality improves business performance**. Significant progress has been made, but it must be said that there is still a long way to go, and the *No Gender Gap* Road Show will be able to continue next year with new stops and new experiences to share.

The final stop of the Road Show in Milan concluded with a special guest, **Neri Marcorè**, who, through a engaging monologue, musical interludes and witty references to the words of several songs, demonstrated that even the most sensitive topics can be addressed with lightness and irony without being banalised. Because laughing at oneself – with intelligence and sensibility – is a good starting point for truly beginning to build a fairer and more inclusive society..



Commitment made: goal achieved



Gender equality certification in Italy: impact, dissemination and future of UNI/PdR 125

In 2025, Italy ranked **85th out of 148 countries** in the World Economic Forum's *Global Gender Gap Index*, showing a gender gap that remains very wide and far from full equality. Gender equality is a principle included in our Constitution, but it has also become a **strategic priority for UNI**, both in the marketplace and in internal management.

In recent years, the legislator has promoted targeted measures to consolidate the legal foundations of this issue, which is now, at last, at the centre of public attention. A decisive step was the launch, in 2021–2022, of the **Gender Equality Certification Scheme** based on **UNI/PdR 125**, promoted by the Department for Equal Opportunities. The PdR encourages organisations to adopt concrete measures to reduce inequalities, improve transparency, combat the gender pay gap and support maternity and career development.

The certification is based on the synergy between **technical standardisation, legislation and accredited certification Bodies**, enabling companies to measure and monitor their level of maturity regarding equality through qualitative and quantitative indicators, thereby supporting inclusion in a measurable and concrete way.

In 2025, UNI organised the **No Gender Gap Road Show**, fostering dialogue with enterprises and stakeholders and sharing best practices.

Three years after its launch, UNI/PdR 125 has entered a phase of evolution towards a future **UNI standard**, thanks to the work of Working Group 04 of the UNI/CT 038 Technical Commission, *Sustainability and social responsibility of organisations*: this is a strategic tool to help public administrations systematically integrate the gender perspective into decisions on policies, programmes, expenditure and investments, with a

particular focus on **female employment growth** and the recognition of companies committed to equality. UNI/PdR 125 will continue to be a rewarding criterion in public procurement evaluations, reinforcing the recognition of companies committed to equality. In parallel, the **applicative FAQs** have been updated and a **new UNI/PdR for the Public Administration** has been launched, dedicated to the *Gender Impact Assessment* of public policies.

UNI has also published **UNI EN ISO 53800**, Guidelines for the promotion and implementation of gender equality and women's empowerment, which complements UNI/PdR 125, alongside UNI ISO 30415 on Human resource management – Diversity and Inclusion. Finally, at the end of the year, an online survey was launched among Italian organisations to gather experiences and proposals on the dynamics of diversity and inclusion currently existing in Italy.

Data and trends in gender equality certification

UNI/PdR 125 gender equality certification has seen exceptional growth: **from 150 certified organisations in 2022**, the figure rose to 2,500 in 2023, over 6,500 in 2024 and **more than 12,000 in 2025**. If all the premises of these organisations are taken into account, the number of certified sites exceeds 40,000 (source: Accredia).

These figures place UNI/PdR 125 among the most significant certifications in Italy, on the same level as the spread of environmental management systems, in accordance with UNI EN ISO 14001, and occupational health and safety, in accordance with UNI EN ISO 45001, but achieving similar results **in just 3 years** with an extremely significant trend. UNI/PdR 125 now represents an essential benchmark for promoting innovation, equity and competitiveness, creating tangible value for businesses and the market.



The Mediterranean Diet as a tool to support the 2030 Agenda

As part of the “[Milan Urban Food Policy Pact](#)”, UNI took part in the event dedicated to the Mediterranean Diet, conceived as a tool to support the UN 2030 Agenda. The meeting highlighted the need to promote a **genuine food culture** based on informed and responsible choices: hence the focus on the **Mediterranean Diet as a dietary model capable of providing primary prevention**. It emerged that UNI/PdR 170, developed by the Mediterranean Diet Observatory, could be used as a tool to create training programmes suitable for all age groups, in order to take advantage of all the benefits inherent in the Mediterranean Diet. The Observatory, of which UNI is a founding member, has strengthened its commitment to prevention and to the promotion of healthy lifestyles, thanks in part to its collaboration with the new Task Force of the LILT (Italian League for the Fight against Cancer) and initiatives such as this event, emphasising the link between diet, health and sustainability, in line with UNI/PdR 170:2024.

BeBOP Workshop: standardisation, research and sustainability

The workshop [Biofuels, e-fuels and sustainability strategies: research meets standardization](#), organised by the European BeBOP project (*Biomass to bio/E-methanol by Breakthrough SOEC-based Process: the BeBOP innovation*) at UNI's Milan office, was a great success. The event brought together PhD students, young researchers, experts from the energy sector and the world of standardisation, with the aim of **fostering dialogue between research, industry and standardisation** on the themes of circularity, sustainable fuels (bio/e-) and industrial symbiosis. The session dedicated to the presentation of research posters, ‘Research meets standardisation’, attracted considerable interest, featuring more than 10 scientific posters. The work has ranged from the production of bio-/e-fuels to the recovery of critical materials from residual biomass, and included new

methodologies for assessing the environmental impact of technologies. A very interesting example of how standardisation and innovation meet at UNI!

An event on sustainable buildings and cities: the contribution of UNI 11973

Sustainability in construction is now central, and standardisation provides guidelines for integrating buildings into sustainable cities. This was discussed at the conference organised by UNI and ENEA in Rome in December, where the new **UNI 11973:2025** was presented: *Sustainable Cities, Communities and Infrastructure– The contribution of buildings to sustainability – A methodological model for the integration and interconnection of sustainable buildings in cities*. The document proposes an innovative methodological model for designing and managing sustainable buildings, promoting their integration into urban contexts in line with European energy and climate policies. The standard offers a practical and applicable reference for public administrations to achieve more effective territorial governance and the adoption of sustainable and digital urban policies. During the event, particular emphasis was placed on the importance of using shared models and methodologies to measure the sustainability of our cities.



Asbestos Forum 2025: innovation and prevention

In December, Rome hosted the *Asbestos International Forum 2025*, the leading national and international conference on asbestos, organised by the National Asbestos Helpdesk, with the patronage and participation of UNI and Italian and European institutions. UNI presented the latest developments in technical standardisation and training relating to asbestos risk. The event also provided an opportunity to present the newly established collaboration between UNI, the National Asbestos Helpdesk and ACCREDIA, aimed at creating the **Asbestos Risk Training Academy**. This academy aims to become Italy's most advanced training facility dedicated to asbestos risk, offering certified quality courses and making a tangible contribution to safety, health and the protection of the environment.



EDU4STANDARDS

UNI hosted an event in Milan entitled: *'Standards, Enterprises and the Circular Economy: Building Tomorrow's Sustainable Future Today'*, a day of discussion and training dedicated to the strategic role of technical standardisation in supporting the transition towards a more sustainable and circular economy. The event was attended by a diverse audience, including numerous master's students from universities such as the Polytechnic of Milan, as well as professionals in the fields of environmental sustainability, the circular economy and regulatory innovation. The event forms part of the *Academic Standards Days* initiative of the European EDU4Standards project, which aims to **strengthen the culture of standardisation in academia** and to stimulate dialogue between universities, enterprises and standardisation bodies. Marco Spinetto, President of UNI, and Professor Nizar Abdelkafi of the Polytechnic of Milan highlighted the importance of standards for competitiveness, innovation and market access, whilst with the round table discussion *'Standardisation: a strategic asset for companies or a barrier to innovation?'*, which involved MAPEI, 3M and Da.Mi srl, the role of standards in the sustainability, competitiveness and inclusivity of SMEs was recognised. A dedicated session also illustrated the contribution of standards to EU projects, with BIORADAR as a case study. The day confirmed the growing value of technical standardisation in the green and digital transition and the need for dialogue between enterprises, universities and standardisation bodies.

ECOMONDO

UNI took part in several events organised as part of the *ECOMONDO* trade fair. We discussed sustainability in road construction and maintenance with ECOPNEUS, industrial symbiosis and professional profiles within the Circular Economy, with UNI/PdR 184. We also discussed innovation, traceability and European certification in the bio-based sector with the EU BioReCer project, and how standards developed within the textile and clothing sector are reshaping the future of fashion and consumption. We discussed risk management in management systems and how these have a positive impact on organisations' business strategies. Furthermore, we organised a workshop dedicated to the future of the bioeconomy and how standardisation can be a tool to accelerate the transition towards a more sustainable future.



The CSR Exhibition

In 2025, we took part in the *CSR and Social Innovation Exhibition*, Italy's leading event dedicated to sustainability. Our presence highlighted how the promotion of a **solid culture of standardisation** is fundamental to promoting sustainability policies and driving change. We contributed by sharing our expertise at two key sessions: *Transparency and Competitiveness: The Importance of Certification*, and *Innovating in Harmony: The Importance of Good Governance*. The Exhibition enriches our experience of dialogue among different stakeholders, reinforcing the awareness that dialogue is truly the tool that will enable us to shape a better world.

HANNOVER MESSE

We participated in *Hannover Messe 2025*, the leading international trade fair dedicated to **industrial transformation and technological innovation**. UNI participated in the event with a stand dedicated to **RobétArmé**, a project funded by the Horizon Europe programme, of which it is a partner. The project operates within the construction sector, aiming to develop a collaborative human-robot system with advanced perception, cognition and digitalisation capabilities, with the objective of automating certain stages of sprayed concrete application. During the fair, UNI also presented the **standardisation toolkit** from the project: a free interactive tool designed to facilitate the identification of standards relevant to the construction and robotics sectors.



SAIE and MADE EXPO

We also took part in two major trade fairs for the construction sector: the *International Exhibition of Building Industrialisation (SAIE) – Construction Fair*: design, building, and systems, held in Bari, and Made Expo, in Milan. Both events provided an opportunity to present the new technical regulations relevant to the fields of building and safety. Among the topics addressed, the role of standardisation within the framework of EU regulations highlighted how **standards support legislators** in facing the challenges of sustainability and digitalisation in key sectors such as construction.



Participation in third-party events

UNI's participation in events organised by third parties is an effective way of promoting a culture of standardisation among businesses, institutions, the public administration and, more generally, throughout the territory and society. UNI contributes through direct participation in significant public events organised by authoritative bodies, on topics relevant to standardisation, selected and managed according to a codified process.

In 2025, we took part in **99 events** organised by various entities with whom we collaborate to promote and ensure the success of standardisation in specific sectors.

- Recurring themes included:
- gender equality management (15%)
 - general presentations on UNI and standardisation (11%)
 - health and safety at work (10%)
 - sustainability (9%)
 - non-regulated professional activities (5%)
 - circular economy (3%)
 - quality management and the future ISO 9001 (3%).

Communicating standardisation

Communication initiatives support the Body's activities. These initiatives utilise traditional channels (website, social media, newsletters, magazines, press releases) whilst also seeking new and tailored methods to convey messages to specific target audiences.

The **website** (www.uni.com and store.uni.com) serves as a reliable point of reference for an annual audience of around 500.000 to 600.000 users, who demonstrate a high level of engagement, with an average session duration of over three and a half minutes and more than 5.400.000 page views, reflecting strong interaction with the content provided, both institutional and commercial.

On the social media front, **LinkedIn** continues its growth trend in terms of follower numbers (now standing at over 25.000). Among the posts published, the topics that gained the most views were two UNITRAIN courses on machine safety and ISO 45001, UNI's initiatives on gender equality, and the publication of the UNI 11972 standard on honey.

The aim was to consolidate the Body's reputation among qualified stakeholders and to expand awareness of the importance of standards as a strategic lever for competitiveness and innovation. The campaign ran from June to November and covered **print media** (advertisements in the newspaper Il Sole 24 Ore), **radio** (on Radio 24) and the **web** (on ilsole24ore.com).



The press and social networks
Some figures:

UNI's presence on social media has been consolidated; we are on YouTube, X and LinkedIn.

LinkedIn
25.451
followers
(+ 4.032 from the previous year)
150
posts published

X
4.749
followers
(-70 from the previous year)
1.236
tweets published

YouTube
2.232
subscriptions
(+ 153 from the previous year)
14
videos published

422
news items published
44
newsletters to Members
457.452
users on our website

UNI was mentioned in:
4.290
articles and
16.850
online posts



As for **X** (formerly Twitter), the channel is affected by the difficulties faced by this social network at an international level, whose strategic plans are increasingly moving towards paid models that drain the overall number of users. The UNI profile on X has maintained a largely unchanged number of followers (around 4.750), but the general trend nevertheless suggests testing other social media platforms to broaden the possibilities for engagement..

In 2025, we entered into a strategic partnership with the **24 Ore System** group, the advertising agency of the 24 ORE Group. This agreement enabled us to develop a **communication campaign** aimed at promoting the distinctive values of standardisation and the concrete benefits of using standards, with a specific focus on the B2B segment.

Standard
In 2025, STANDARD magazine addressed topics that confirmed the evolution of its role from a container of technical articles to a point of reference, **demonstrating the value of technical standardisation in everyday life**. The single-theme FOCUS sections:

- Pets
- Well-being
- Diversity, inclusion, accessibility
- True or false?
- (Anti)corruption
- Strategic Guidelines of the UNI System.

The cross-cutting nature and wide range of topics, combined with an innovative approach – thanks in part to the contribution of the Editorial Committee, which values the expertise and network of the Body's governance representatives – have encouraged the submission of significant contributions. These include Alessandra Locatelli (Minister for Disability), Alessio Butti (Undersecretary of State to the Prime Minister's Office with responsibility for Technological Innovation) and Giuseppe Busia (President of the National Anti-Corruption Authority). Contributions were also made by Ferruccio de Bortoli (President of VIDAS), Don Stefano Stimamiglio (Editor-in-Chief of Famiglia Cristiana), Sergio Valentini (Executive Committee of Transparency International Italy) and Leonardo Ferrante (Civic Anti-Corruption Officer for Gruppo Abele and Libera).



The press

Number of press releases in 2025:
9

Communication activities, supported by press office and public relations initiatives, resulted in 9 press releases during the period under review, which led to the publication of numerous news and articles in the media, contributing significantly to the promotion of the culture of standardisation. Overall, press coverage

of UNI's activities resulted in over **3.900** print publications, more than **15.800** online publications and **662** social media posts. The publication that covered our topics most frequently was the newspaper: Il Sole 24 Ore.



Marketing Activities

In 2025, UNI strengthened its presence on LinkedIn, achieving almost **25 million impressions**: the number of times a piece of content, such as a post or an advertisement, appeared on someone's screen increased by 15,24% compared to 2024. Users clicked **58.700** times to explore content from our website or the UNITRAIN training programme. Membership campaigns and UNITRAIN training, alongside the themes of quality management and the circular economy, consistently characterised the 2025 programme.

Specifically, the main campaigns covered: the UNI 2025 membership campaign, subscriptions for consulting standards, quality management, the circular economy, health and safety at work, Diversity and Inclusion, and UNITRAIN courses.

Promotional communications are sent only with explicit consent and focus on useful content, not exclusively commercial: this includes information on the publication of new standards and on possible services that may be useful to our users for exploring regulatory topics of interest to them.

Funded European projects,
for a sustainable
and responsible innovation



In 2025, UNI consolidated its commitment to research and innovation projects funded by the EU's Horizon framework programme, achieving significant results and consolidating a strategic and continuously expanding business line. This approach aligns with the European Strategy on Standardisation, which recognises technical standards as key tools for strengthening the Single Market and driving the dual digital and green transition. The European Commission promotes the integration of standards into Horizon projects, recognising their role in fostering innovation, enhancing the competitiveness of European businesses, and ensuring the interoperability of technologies across Europe. In 2025, UNI partnered on 9 Horizon Europe projects and 1 Horizon 2020 project, contributing to technological development and anticipating normative needs in strategic European sectors.

What is our role? UNI supports its partners by helping them find their way through the complex world of technical standardisation. A key aspect of this commitment is the **standardisation toolkit**: an interactive tool that maps relevant standards and suggests those best suited to the specific needs of projects and target markets, thereby facilitating

their adoption. These projects also enable UNI to disseminate the culture of standardisation within innovation and research, promoting dialogue between partners and the relevant CEN/ISO Technical Committees. The agreements facilitate the exchange of expertise and integrate standardisation into research and development processes, expanding the network of experts dedicated to standards. UNI's contribution often takes the form of proposing and implementing **CEN Workshop Agreements (CWAs)**, flexible and rapid pre-standardisation documents, ideal for bringing the innovations of the projects in which we are partners to market, ensuring they are immediately interoperable, safe and applicable. Through Horizon projects, UNI thus promotes an open and responsible innovation ecosystem, based on transparency, consensus, collaboration and democratic participation, where innovation, sustainability and collaboration are the key elements for facing global challenges and building a more resilient and circular future.

In 2025, we collaborated with **140** organisations, including universities, research centres, companies of all sizes, non-profit organisations, public bodies and certification bodies.



All active projects

There are **10** active projects

Total number of entities we have collaborated with **140**

During 2025, UNI participated as a partner (or *affiliated entity*) in 10 research projects funded under the Horizon framework programme.

Project	Number of partners involved (including UNI)
BEBOP	12
BIORADAR	7
CIRCTHREAD	32
MOZART	9
ROBETARME	19
UNITED CIRCLES	43
SARAH	11
BIOSPACE	9
STAR4BBS*	7
BIORECER	16

This approach strengthens trust between the parties involved and ensures that standardisation effectively meets the needs of the market and society, promoting sustainable and inclusive growth. Three initiatives from 2025 fully embody this mission.



UNITED CIRCLES - CIRCTHREAD

United Circles aims to accelerate the transition towards a sustainable, circular and waste-free future by optimising the transformation of urban waste into resources through the integration of cities and industrial processes. The project, launched in November 2024, involves the creation of seven Hubs for Circularity (H4C) across Europe and beyond, three of which will develop advanced demonstrators – prototypes and pilot plants – innovating production chains to promote industrial-urban symbiosis, whilst the other four will replicate the models to maximise impact. Fifteen innovative technologies will be developed and ten up-cycled resources produced, namely waste materials that are transformed through ‘creative recycling’ into new valuable products (such as cement, biofuels, synthesis gas, biochar and biostimulants). The project includes digital tools to support strategic decisions and promotes the definition of European standards (CWA) to facilitate the industrial adoption of circular approaches. United Circles delivers tangible value to key sectors – construction, water treatment and biorefining – by promoting a resilient, integrated and sustainable industry, and positioning Europe as a leader in the circular economy.

Programme Details: **Horizon Europe GA n. 101178798**
Theme: **Bio-based products and raw materials, Industrial-urban symbiosis, Circular Economy**
Period: **November 2024 - September 2028**

BIORECER - biOSpaCE

biOSpaCE is a European project that helps industries in bio-based sectors to become more digital and sustainable. Through an open online platform, biOSpaCE provides tools and technologies that facilitate the adoption of the circular economy. A key aspect is the creation of digital passports for Industry 4.0 products that collect clear and secure information on the sustainability of bio-based products. This system will also increase consumer confidence, helping them to choose genuinely sustainable products and raising trust in environmental claims. In short, biOSpaCE makes it easier for everyone to understand the environmental impact of products and choose better solutions for the future. .

Programme Details: **Horizon Europe GA n. 101182453**
Theme: **New services and technologies (DPP 4.0) for sustainable bio-based industries**
Period: **January 2025 – December 2027**



UNITED CIRCLES - MOZART

Picking up objects of different shapes is a simple task for many children, but for robots it remains a challenge. The European MOZART project was launched precisely to overcome this obstacle: its aim is to enable robots to grasp and handle soft and varied objects, thereby improving their use in factories and in everyday life. The research is developing a new control system that utilises flexible, sensitive surfaces, controlled by artificial intelligence. This hand will be able to change its shape to adapt to different objects, just as we do when we grasp objects of different shapes. This technology will be tested in three types of food processing: removing scales from fish, and the sorting and presentation of poultry. Automating these processes will enable food packaging processes to be managed more quickly, with reduced risks to human safety and greater efficiency.

Programme Details: **Horizon Europe GA n. 101069536**
Theme: **Training smarter robotic hands**
Period: **October 2022 – September 2026**



Standards+Innovation Awards 2025

In 2025, we consolidated our role as **enablers of standardisation in support of research and innovation in Europe**, promoting expertise, scientific results and technology transfer pathways.

At the **CEN CENELEC Standards+Innovation Awards 2025** in Brussels, we proudly celebrated the success of **two candidates we supported**, who were recognised for the excellence of their work.

Together with **Rembrandt Koppelaar**, recognised as an Individual Researcher/Innovator, we have helped to advance the European **CircThread** project and **CWA 18186:2025** on the **Digital Product Passport**: one of the first European pre-standardisation tools capable of addressing this strategic issue in a structured manner, anticipating the regulatory debate.

Together with **Nizar Abdelkafi**, Associate Professor at the Milan Polytechnic, we have strengthened the dissemination of standardisation culture through innovative training programmes. His commitment, combined with his expertise in supply chains, sustainable business models and innovation, earned him the **Education Award**.

These results confirm our ability to identify and support initiatives of high strategic value.

A European award from CEN and CENELEC dedicated to those who successfully link research, innovation and standardisation was awarded this year to Fabrizio Tacca, Technical Officer at UNI. The *Standards + Innovation Technical Body Officer Pin Award* recognised his **contribution to involving the research community in standardisation work**, for managing innovative projects that culminated in several CEN Workshop Agreements, and for coordinating the CEN/TC 207 *Furniture* and CEN/TC 346 *Cultural Heritage* committees. His work has strengthened the quality of European standards, whilst also supporting the digital transformation through initiatives such as the *CEN/CENELEC SMART Standards Initiative* and confirming UNI's commitment to modern, innovation-oriented standardisation.



Innovating through Standardisation: CEN Workshop Agreements, tools for the Europe of the future

Here are two relevant ones in support of the Digital Product Passport (DPP):

CWA 18291:2025 TRICK - Guidelines on data collection from Textile supply chains for the Digital Product Passport.

This CWA provides textile companies with guidelines for collecting and validating the data necessary for the traceability, transparency and sustainability of textile products. It is a practical tool for aligning with the requirements of the EU textile strategy, facilitating information management throughout the supply chain and ensuring data integrity through technologies such as blockchain. In this way, companies can prepare for future European regulations and strengthen trust with their customers.

The main aim is to help companies collect the information that will then be published in the DPP, using simple guidelines and accessible resources.

For those using this CWA: it means being able to rely on a shared language and common semantics, facilitating collaboration and reducing costs in supply chains that are often fragmented. Furthermore, those involved in policy-making or supply chain management can find practical examples and proven solutions to overcome normative and organisational obstacles, improving transparency and competitiveness in the European market.

CWA 18186:2025 Guidelines for the Digital Product Passport: the CircThread experience

This document defines guidelines for using the Digital Product Passport (DPP), a digital tool that collects all relevant information about a product throughout its lifecycle: from production, through use, to recycling.

The guidelines are designed to provide information to economic actors across the entire production cycle for the dynamic and shared management of information and for better collaboration. The DPP aims to make the market more open and competitive, encouraging responsible behaviour and innovation.



Chapter 3 | **People and communities**

**A WELL-MADE WORLD
is close to people**



The people of UNI



Working relations and conditions



Community involvement and development



Human Rights

Our people management model

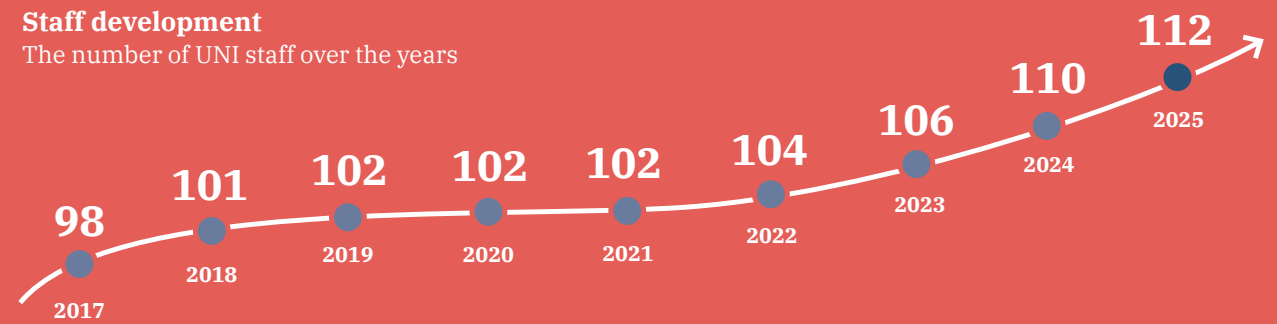
At UNI, people are at the heart of our idea of sustainability, understood in the widest sense of the term. We firmly believe that business success comes from the ability to create a working environment in which everyone feels valued, supported and enabled to grow.

As at 31 December 2025, our workforce stood at **112 people**, two more than the previous year. The underlying trend is significant: whilst **six people left**, **seven new recruits** joined. This is not

merely a numerical rebalancing, but the result of a clear **strategy**: investing in **strengthening** our workforce, attracting new skills, supporting internal development and retaining the expertise that makes the difference. A choice that also represents an investment in UNI's future, given that our workforce today has an average of over twenty years' experience and continues to evolve thanks to the integration of new professional generations.

Staff development

The number of UNI staff over the years



Five of the new recruits were **women** under the age of 35, selected for their skills, which were best suited to the roles required. Once they joined the company, as mothers of young children, they were able to access UNI's initiatives supporting parenthood (parental support). This demonstrates UNI's concrete commitment to promoting an inclusive

environment, capable of valuing people at every stage of life, whilst respecting privacy and the skills and professionalism required. This expansionary trajectory is being pursued responsibly, with constant monitoring of labour costs and in balance with revenue evolution, to ensure that growth is sustainable over time.

The workforce in figures: continuity and renewal

UNI's demographic data paint a picture of a solid organisation, with a wealth of skills and experience that endures over time, alongside clear signs of renewal. The average age of the workforce stands at **49**, unchanged from 2024, as is the average length of service, which remains stable at **20 years**. These figures speak of continuity, **loyalty** and a deep understanding of the organisational context.

Alongside this stability, significant evolutionary trends are emerging. The **proportion of staff under 35** has risen from **17% to 20%**, confirming the gradual integration of new professional generations, who bring up-to-date skills and fresh perspectives. At the same time, the level of qualifications is also rising: the proportion of **staff with a degree** has increased from **49% to 52%**, further strengthening the organisation's human capital.

Average age

49
years

Percentage of people under 35

20%

Average length of service

20
years

Percentage of graduates

52%

MANAGEMENT STRUCTURE

Percentage of female managers

56%

Number of female managers

9

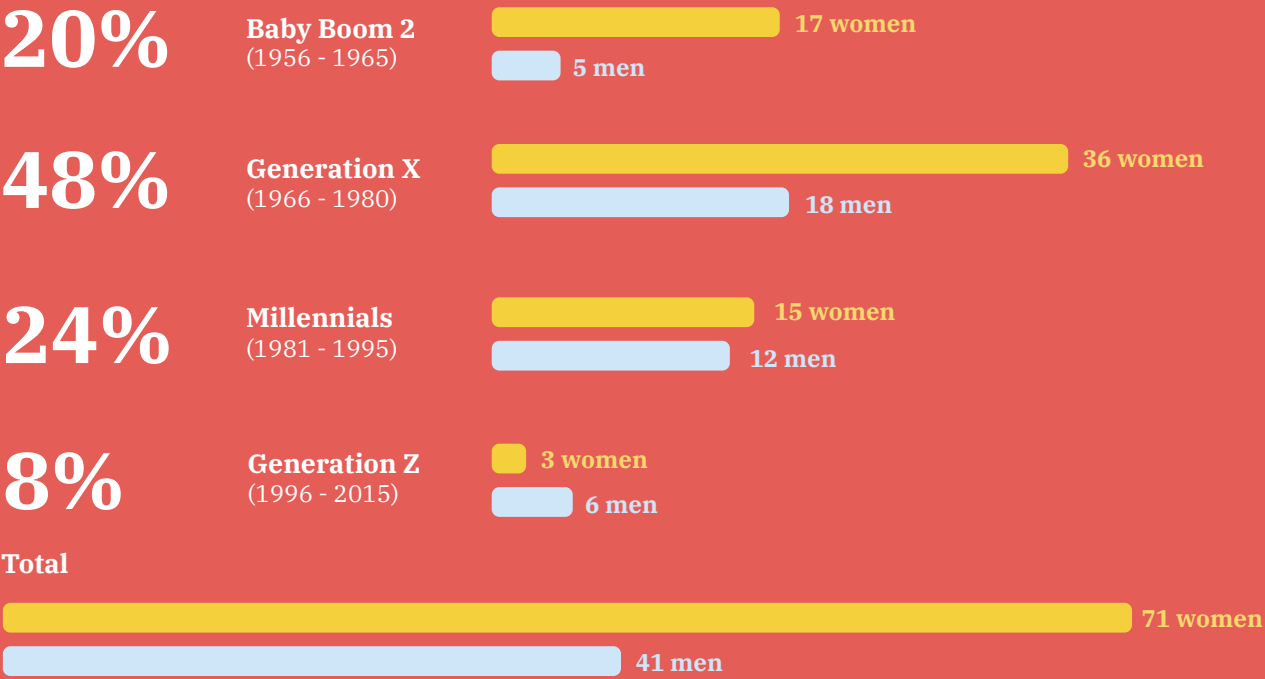
Number of male managers

7

Percentage of women in the first line of reporting to top management

58%

Workforce by age and gender
Source: ISTAT



Job placement detail

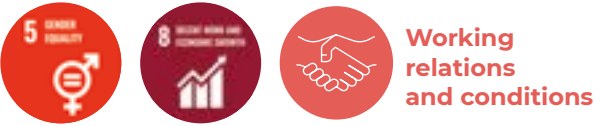
	Under 30	30-50 years	> 50 years	Total
Directors	0%	0%	1%	1%
	0%	0%	4%	4%
	0%	0%	5%	5%
Middle Managers and Employees	3%	23%	37%	63%
	5%	14%	13%	32%
	8%	37%	50%	95%
Total	3%	23%	38%	64%
	5%	14%	17%	36%
	8%	37%	55%	100%

In terms of gender representation in leadership roles, there has been a slight decline in the proportion of **female managers**, falling from **59% to 56%**. This change is linked to the retirement of a female manager whose role has been restructured across several positions of different types. The same organisational dynamic also explains the reduction in the percentage of **women in the first line of reporting directly to top management**, which fell from **62% to 58%**. These are therefore short-term fluctuations attributable to organisational changes. UNI continues

to closely monitor gender balance in key roles, aware that inclusion and a pluralistic perspective are enabling factors for the quality of decisions and long-term sustainability.

UNI favours permanent contracts, which account for **94%** of its total workforce. The **two part-time** positions were granted upon request and are held by female staff.

Remuneration policy



In personnel management, **UNI's remuneration policy aims to link performance enhancement directly to the achievement of strategic priorities.**

UNI's remuneration policy is designed to enhance the contribution of people in line with the organisation's strategic objectives, acknowledging skills, responsibilities and performance in accordance with the values of meritocracy, transparency and fairness.

Remuneration governance is structured to ensure impartiality and oversight: the Director General's remuneration is determined by the President, and thus the Directorate General, with the support of the Deputy Directorate General – Sustainability and Values, governs remuneration policies for all other functions. The remuneration system incorporates both collective and individual dimensions. Within the framework of the relevant National Collective Labour Contract CCNL (Metalworkers and Directors), the automatic contractual provisions and the company supplement contribute to partially offsetting inflation, thereby supporting the economic well-being of employees and their families.

Pay equity and gender equality
2025 confirms **the alignment between average female and male pay levels** in almost all professional categories. The only remaining gap is in level A1 (-5,91%), mainly due to men having greater average seniority and women being new entrants to the role. Remuneration policies are monitored and periodically reviewed to ensure market equity and equal treatment.

L'UNI's commitment to equity is reflected in structured processes throughout the entire people management cycle: from selection – managed without the use of Artificial Intelligence tools to reduce the risk of bias – to evaluation, development and career progression, all governed by criteria of neutrality, transparency and equal

opportunities. From 2025, we include the pay range in every job advertisement, drawn up according to gender-neutral criteria, adopting in advance the transparency standards required for the information to be provided to applicants during the pre-recruitment phase.

The pillars of the remuneration policy

- Meritocracy: recognition based exclusively on skills, responsibilities and results achieved.
- Monitoring: periodic analysis of gender pay equity data, career progression and access to development opportunities.
- Concrete actions: work-life balance initiatives, inclusive recruitment processes and training programmes dedicated to the culture of diversity.

Fixed component of remuneration
The basic salary reflects the role, responsibilities, experience and skills required, also in relation to market benchmarks and our Job System, which defines role content and necessary skills. The UNI welfare system, extended to all types of contract, continues to represent an investment in people's global well-being:

- enhanced supplementary pension provision compared to the National Collective Labour Contract CCNL (+0,4%) for those who join the sectoral fund;
- comprehensive insurance cover for occupational risks and non-work-related activities
- annual medical check-up at the Milan office
- work-life balance tools to support a healthy work-life balance.



Variable component of remuneration
(see below, performance evaluation model)

The variable component enhances commitment and alignment with UNI's principles and values: distributive justice, equal opportunities, merit and individual ability, and the achievement of common objectives. The Performance Bonus translates these values into tangible recognition, extending to all non-managerial staff, including those on fixed-term contracts and those on parental leave, with variations based on the complexity of the role. The reference parameters include productivity, quality and profitability, involving staff in the achievement of the strategic objectives defined in the budget.



Tools for development and growth

The performance evaluation model

At UNI, we believe that corporate success stems from the growth and contribution of every individual.

The criteria of our performance evaluation model are designed to put this principle into practice: they link individual results to the company's strategic objectives, support professional and personal development, and encourage behaviour consistent with the values of sustainability, integrity and responsible innovation.

It is not just about numbers: the system assesses both the *'what'* and the *'how'*, recognising not only the results achieved but also the way in which they are achieved. In this sense, assessment becomes a tool for growth, fostering continuous improvement and a collaborative culture.

The model is based on the 5Cs — Curiosity, Criticism, Consciousness, Creativity, Communication and Collaboration — and, for managerial roles, also includes the dimension of leadership.

The evaluation model promotes freedom of expression, constructive criticism and the

opportunity to share different points of view, recognising their value. Based on the experience of recent years, in 2025 the 5Cs were updated to better reflect the expected behaviours and the implementation of our principles and values. The success criteria include profitability, cost management, product and service innovation, quality and conduct, ensuring that every individual contribution is valued within the context of collective success. Financial rewards are linked to these qualitative and quantitative results.

The evaluation is annual, but accompanied by continuous and structured feedback, in a transparent process whose criteria are accessible to all on the company intranet, along with useful materials and updates. In this way, people have a clear direction in which to orient their skills and efforts, and can see concretely how their personal growth is interconnected with UNI's strategy.

All UNI employees with at least three months' service following their probationary period receive a performance appraisal.

Training and upskilling

Average training hours per person: 30

UNI continues to invest in the training and development of its staff, recognising that updated **skills**, when applied in daily activities, are **essential levers** for the organisation's results and for staff motivation.

The training plan for 2025 has been designed to stimulate innovation, strengthen soft skills, foster openness to the market and keep pace with technological developments. Activities are defined collaboratively, based on performance evaluations and individual needs, ensuring alignment with strategic priorities and employees' growth paths. Training takes place entirely during working hours and the total number of hours delivered has remained stable compared to 2024.

Whilst excluding compulsory courses (health and safety, GDPR, Model 231) from the counting in order to accurately measure the additional investment in skills, **a significant training commitment was confirmed for 2025, which** involved the entire workforce on precisely these topics, demonstrating just how much the organisation focuses not only on normative compliance, but specifically on the practical development of its people..

The model is based on shared responsibility: UNI provides tools and opportunities, and people are encouraged to make active use of them, fostering a culture of continuous learning.

In 2025, two areas received particular attention:

- expansion of the "Ancore di Carriera" (Career Anchors) Project (focus to follow).
- Introductory courses on artificial intelligence, to ensure informed use and prepare for future developments.

Our commitment to Diversity, Inclusion and Equal Opportunities also continues, in collaboration with the Libellula Foundation. This year, the focus has been on the theme of **care**, with particular attention to the fact that the weight of care responsibilities still falls unevenly on women compared to men, creating opportunities for dialogue and promoting a more equal distribution of professional and personal burdens.



Within UNI's work on the circular economy, this initiative has been confirmed for 2025 as well, with the aim of translating knowledge and principles into concrete actions in daily work. The programme focused on the state of the art in the sector, mandatory and voluntary regulatory updates, and internal activities to ensure compliance with UNI/TS 11820, the standard for measuring circular processes within organisations.

The approach is not limited to theory: each individual is encouraged to develop concrete behaviours, thereby becoming a key player in the circular transition within UNI.

All staff have access to dedicated platforms where they can explore specific topics of personal interest that align with organisational priorities. Particular emphasis is placed on the **culture of integrity**, providing practical support for fostering responsible behaviour and achieving UNI's objectives.

Management development has been confirmed as a key focus of the training plan.

As in previous years, role-support tools have been made available, including an on-demand managerial counselling service, designed to provide a space for immediate discussion regarding the management of responsibilities.

This year's **managerial team-building** took place through a *Lego® Serious Play®* session, an experiential approach centred on shared construction.

A practical and participatory activity, aimed at consolidating a working environment characterised by trust, active listening and the ability to think systematically.

Curiosity

The ability to take the initiative independently to explore and understand new concepts, tools and procedures in order to meet the demands of the role and the evolving context.

Criticism (critical thinking)

The ability to think characterised by analysis and objective data through the gathering of information. Willingness to question routines and break with traditional patterns when reasoning is valid. Support for business decisions.

Consciousness

(results-orientation and ethical problem-solving)

The ability to adapt one's working methods to improve results in relation to the context. This involves taking responsibility for the task within the given timeframe, developing the necessary skills and enhancing integrity in daily activities.

Creativity (innovation)

The ability to understand and respond in new ways to the demands for change posed by the external and organisational context.

Effective communication and collaboration

The ability to actively contribute to achieving a common goal by sharing the necessary information and clearly explaining concepts. The work of others is valued and teamwork is encouraged.

In addition, there is leadership in the management of assigned staff.

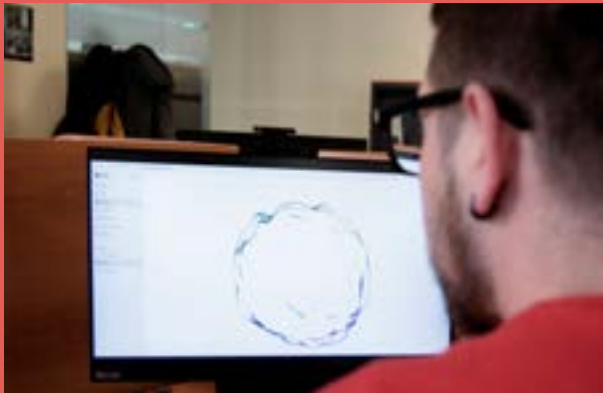


Digital transformation

In 2025, UNI's digital transformation journey continued, supported by an in-depth analysis of its technological ecosystem and a growing focus on **cybersecurity** and **data protection**.

This work gave rise to concrete initiatives, including: the introduction of a **new liaison role** between organisational units and information systems, designed to ensure smoother processes and more coordinated management of exchanges; the strengthening of **data governance**, recognised as a strategic asset for the Body's functioning and for the adoption of reliable, secure tools consistent with modern, collaborative working methods, as well as the consolidation of IT security measures to protect information systems.

During the year, initiatives were also developed to **analyse and test Artificial Intelligence**, aimed at assessing its potential applications for UNI, whilst adhering to a responsible approach and making technological choices consistent with European and international contexts. Training in these areas remains a key priority to align skills with developments in the external environment. Taken together, these measures represent



organisational development initiatives designed to directly improve the experience of internal users and customers, ensuring greater operational efficiency, more linear processes, transparency in project management and an overall more effective, secure and high-quality service. The integration of skills development pathways with the support of artificial intelligence represents added value for the implementation of the strategic projects outlined in the Operational Plan. When used in an ethical and responsible manner, AI will help to personalise training to support professional and role-based growth, within the context of our [Integrity Infrastructure](#).

Professional development pathways

In 2025, we consolidated our **Professional Development Pathways**, reaffirming UNI's commitment to excellence, integrity and sustainable development. Individual career aspirations are aligned with the organisation's strategic objectives, promoting growth that is consistent with our sustainability principles.

Rooted in our ethical and values-based model and in the roles defined by the Job System, the pathway focuses on fair and inclusive growth opportunities, flexible and personalised career paths, concrete tools for skills development that link to pay grades, and criteria for financial progression. It is not merely about promotion to a higher role, but a genuine development ecosystem that embraces the entire professional experience at UNI.

The approach to development is holistic and structured across multiple levels: technical development (referent roles), coordination (management referent roles) and leadership (managerial roles). Supporting tools include potential assessments, job rotation and shadowing, targeted training, coaching and participation in cross-functional projects.

Building on a pilot programme launched in 2024, an innovative initiative has engaged all staff through the analysis of **career anchors** (Edgar H. Schein). Anchors represent the deep-seated motivations that guide people's career choices over time, combining motivations, values and skills to enhance performance and job satisfaction.



The 10 motivational anchors:

- 1 **Technical Anchor**
- 2 **Managerial Anchor**
- 3 **Creativity Anchor**
- 4 **Autonomy Anchor**
- 5 **Stability Anchor**
- 6 **Anchor of geographical security**
- 7 **Lifestyle Anchor**
- 8 **Service Anchor**
- 9 **Anchor of pure challenge**
- 10 **Employability Anchor**

Management can now rely on a new management tool to foster an environment of listening and dialogue with their teams: to get to know and connect better, to value motivations and give more meaning to daily work, balancing care for people with performance effectiveness.



Commitment made: goal achieved

The planned commitments have been fulfilled: in 2025, the project was extended to the entire workforce, enabling the identification of motivational drivers and criteria upon which to build personalised career paths and development strategies consistent with job satisfaction. The information and training phase for the management team confirmed its key role in fostering the new organisational model, which is goal-oriented and provides concrete support for people's development.



Renewal of the Supplementary Company Agreement 2026–2028

For the three-year period 2026–2028, UNI reaffirms its commitment to well-being and work-life balance with the renewal of the Supplementary Company Agreement. The dialogue between UNI and the trade union has been strengthened by this renewal, the result of responsible and constructive dialogue aimed at promoting an organisational model that values innovation, inclusion and the centrality of people, and which distinguishes our Body. The Agreement combines financial incentives, for contributions to company results and to support staff purchasing power, with the consolidation of measures already in place. The option for remote working of up to three days a week remains in place, a cornerstone of our goal-oriented management, confirming the value we place on autonomy and empowering our people. On the logistical front, we have chosen to maintain a fixed workstation for each person, with no rotations or need for bookings: this approach aims to enhance the personalisation of workspaces, a sense of belonging and well-being, offering a working environment that supports performance and strengthens the organisational culture.

The Agreement introduces new opportunities to support people at crucial moments of their lives: paid leave to care for vulnerable family members, to accompany children to school and help them settle in, and, furthermore, by removing any time limits on leave for physiotherapy or medical appointments.



Commitment to the future

Promoting a better work-life balance by introducing a scheme for reducing weekly working hours without any reduction in pay.

The initiative, provided for in the Agreement as a pilot phase, will be subject to structured monitoring and an assessment of its organisational impacts, which will be presented in the next Sustainability Report.

This renewal is a clear sign of UNI's commitment to investing in people to succeed together, supporting them financially and in their balance between work, health and family life.

Parental support

For UNI, the protection of parenthood is a central aspect of its welfare and inclusion policies. Currently, throughout the entire maternity leave period, the Body provides a financial supplement that brings total pay up to **75%**, going beyond the requirements of the relevant legislation.

With a view to continuous improvement and listening to people's needs, UNI has already defined a further step forward: with the forthcoming renewal of the Supplementary Company Agreement for the three-year period **2026–2028**, there are plans to increase the supplementary pay to **85%** for the entire period of maternity leave.

This decision reflects our commitment to providing tangible support to employees during a period of great personal and family change, reducing the financial impact of parenthood and promoting greater equity. It is an investment that looks to the present, but above all to the future, strengthening an organisational culture in which work, care and responsibility can coexist in a sustainable way.



Charting the course of integrity



Principles, rules, tools and concrete actions



Human Rights



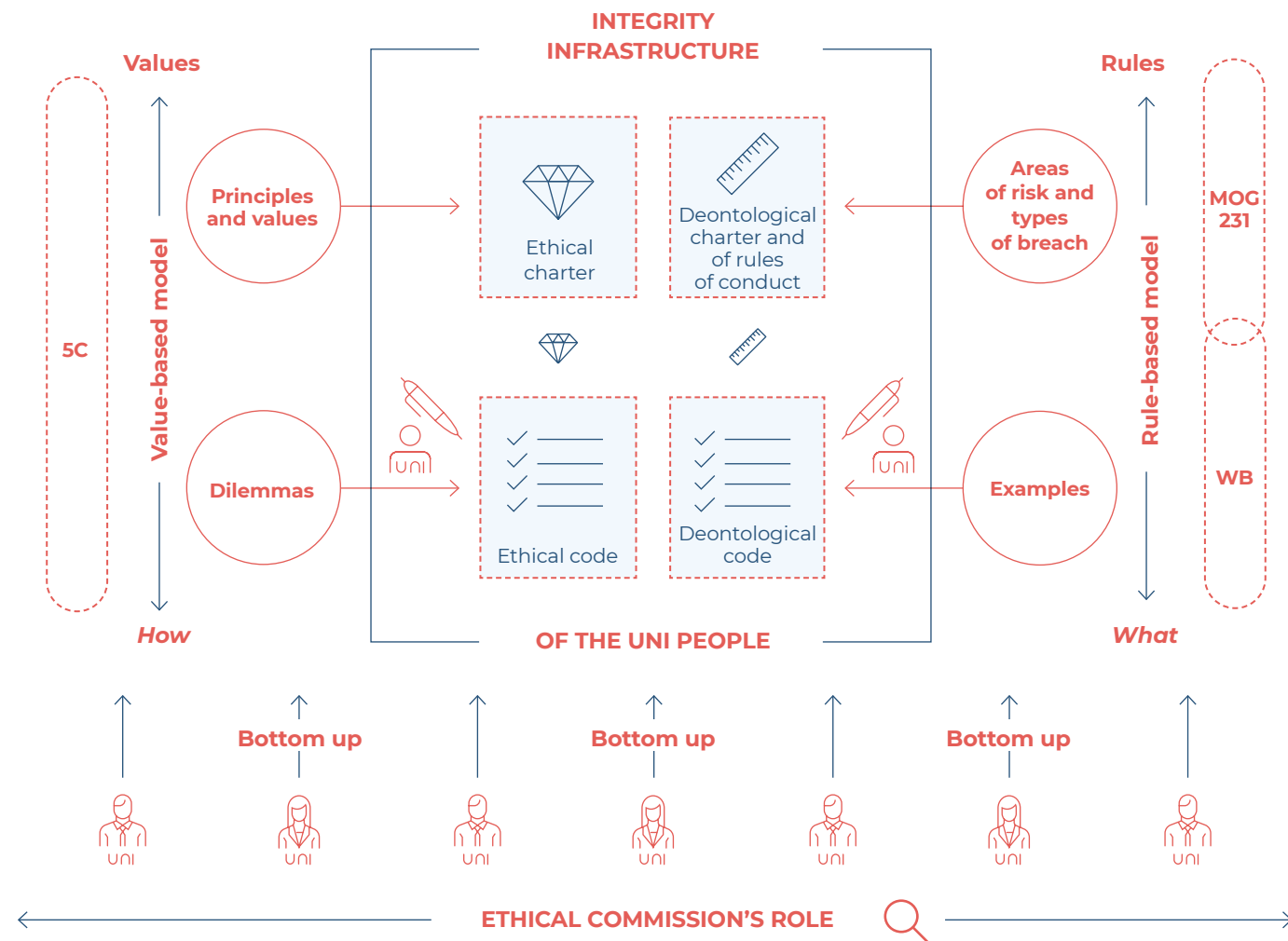
Correct management practices

To translate Social Responsibility into concrete actions across every area of our organisation, since 2018 we have undertaken a path of continuous growth, aimed at cultivating and spreading a culture of integrity among UNI's people. Because *there can be no sustainable organisation without the integrity of its people* (quote from Ruggero Lensi).

Every organisation has its core point that defines its identity.

For UNI, this defining point is the **Statute**, which places the dignity of the individual and the protection

of fundamental human rights at its heart. This is where our journey begins. We realised that these principles could not remain only declarations: they had to become **a daily orienteering**, something that informs decisions, especially when they are complex. And so our **"Integrity Infrastructure"** was born: a **compass** of principles, rules and practical tools. Not merely a collection of documents, but **a living system** that brings together ethics and deontology, guiding our decisions and reinforcing their consistency, impartiality and transparency.



Our **compass** contains tools that speak to people, even before they speak to roles, and serve as **a map**: the [Deontological Charter and of Rules of Conduct](#), the [UNI People's Ethical Charter](#), the Ethical Code and the Deontological Code.

These elements dialogue with the 231 Model, the National Collective Labour Contract (CCNL) and the 5C behavioural model, creating a common language that reminds us not only *of what to do*, but also *how to do it*.

These are reference points that reinforce competence, equity and mutual trust: the fabric of a mature professional community.

But **what happens when the map is not enough?** When we are faced with decisions where several principles seem to point in different directions? This is why we have introduced a number of tools, including the '**ethical dilemma**', to recognise and manage complex, non-regulated situations in which different principles may come into conflict. It is an exercise that helps us recognise complexity, to pause and ask ourselves which principles and values are

truly involved. There is no single 'right' solution *by definition*: rather, it is a journey to be followed with awareness.

È un esercizio che aiuta a riconoscere la complessità, a fermarsi e chiedersi quali principi e valori sono davvero in gioco. Non c'è una soluzione giusta *per definizione*: c'è un percorso da compiere con consapevolezza.

Through information and training initiatives, UNI *house* has learnt to carry out this exercise using six moral theories and Kohlberg's six-stage model, exploring not only the outcome but also the underlying reasons that guide our operational and behavioural choices.

Recognising the usefulness of this tool, in 2025 we continued to raise awareness on ethical dilemmas, involving the management team with the aim of extending the practice to 80% of staff. It is a goal we have not yet achieved, but the **journey continues**, enriching the library of approved dilemmas, thus enriching the contents of the our Ethical Code.

Ethical Code: Our book of Dilemmas.

A shared work in constant evolution, taking shape thanks to the direct contribution of UNI's people. To date, 78% of the workforce has already written their own pages, describing ethical dilemmas. The strategic objective is now full inclusion: the blank pages await the contribution of those who have yet to participate, in a continuous journey towards a fully participatory integrity infrastructure.

72%
of UNI's people
have written
their page

The next chapter will be
written by the remaining
28%

Reputation management: conflict of interest

Alongside the ethical dimension, there is a more operational, yet equally crucial, dimension: the deontological one. The Deontological Charter helps us to recognise and prevent breaches by providing guidance on daily conduct. The Charter adopts a breach management policy based on compliance with the rules, aimed at avoiding discretionary exceptions whilst ensuring fairness and equal application.

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What if you still have doubts? In a growing organisation, **having doubts is not a problem**: on the contrary, it is a **sign of responsibility**. In such cases, besides referring to the management team, staff can contact the Ethical Commission, which

listens, analyses and helps find a solution, before adding the cases to the Deontological Code library. It is a place where anyone can seek support without fear. A place that helps reduce arbitrary interpretations and strengthens the ethical culture through the sharing of experiences.

A collective journey

Integrity is not a set of rules, nor a list of obligations or charters. It is a collective journey, guided by a compass and tools, made up of choices, dialogue and responsibilities assumed at various levels, with awareness.

Each person, through his/her contribution, strengthens our professional community and helps to build a fair, respectful environment focused on the common good.

And like any authentic journey, this one has no definitive end: it evolves, grows, is enriched and, **together, we continue to chart the course**.



The Diversity and Inclusion Strategy



Our [Diversity, Inclusion and Equal Opportunities](#) strategy embraces a holistic vision, to recognise and value every form of uniqueness. At UNI, we promote an organisational model that puts people at the centre, fostering an environment in which differences, experiences and perspectives become levers of innovation, responsibility and shared growth, *both internally and externally*.

With regard to gender issues, our approach is based on UNI/PdR 125:2022, which guides the management system on these aspects. Every year, we monitor the actions taken through a dedicated **action plan**, involving a cross-functional task force that ensures a cross-cutting approach and oversight of this collective process. The indicators, updated periodically, allow us to assess progress and strengthen the integration of gender equality into our organisational model, where **people always remain at the centre**.

The results of the internal audits demonstrate the continuity of our commitment: in 2025 we achieved a score of 92/100 (as in 2024 and an improvement on the 87,75% of 2023 and the 77,8% of 2022). At the same time, in 2024 we decided to join *the Charter for Equal Opportunities and Equality at Work* promoted by Fondazione Sodalitas, which involves an annual self-assessment; in 2025, we achieved a score of 98,7%,

placing us among the most exemplary organisations of a similar type and size.

We believe in the power of words, which is why we promote inclusive and gender-neutral language both within and outside UNI, avoiding the overuse of masculine forms. Our [guidelines](#) serve as a benchmark, and our regular awareness-raising initiatives for members – particularly during the renewal of statutory offices – provide valuable opportunities to reaffirm that gender equality goes hand in hand with merit and competence. The Central Technical Commission (CCT) is also supported on this journey, to ensure that standards reflect international ISO/IEC standards, aiming for increasingly gender-responsive content. In 2025, we promoted this awareness also through training sessions dedicated to UNI staff involved in standardisation tables.



Commitment made: goal achieved



[See our guidelines](#)

Libellula Ambassadors

A further step forward was taken through our collaboration with the [Libellula Foundation](#): we hosted training sessions in Milan for Libellula Ambassadors, internal staff trained to act as vigilant ‘guards’, ready to handle reports of violence and harassment occurring **outside the workplace** with sensitivity. For those who need it, the Ambassador acts as a listening and support service, a safe space where men and women can safely share difficult experiences and receive valuable guidance on how to proceed with the authorities if necessary. UNI can now also count on its own Ambassador, a presence we hope will not be necessary, but who represents a further point of closeness and genuine care.



Document accessibility

For some time now, UNI has been committing to making documents inclusive and accessible to people with visual impairments by formatting them specifically for reading using assistive technologies.

Some examples:

- an accessible version of the **UNI 11729** standard, “Guidelines for the valuation of state-owned maritime, lake and river concessionary businesses for tourist and recreational use (beach businesses)”, produced at a client’s request, which was subsequently provided free of charge
- **Standard Magazine**, also available in an accessible format from the May 2025 issue
- among the institutional documents, updated solely in terms of layout, **the Statute** has **also** been **made accessible**
- **brochure** with Accredia on ESG topics: *Corporate Sustainability – Technical standards and accredited certifications for reliable reporting* to support organisations in managing and communicating their ESG performance
- internally, we have a collection of useful videos on the topic of accessibility to further raise awareness among UNI’s people, supplemented over the last year by **short videos** on accessibility and gender-neutral language .

UNI HUB, a space for participation and innovation



UNI HUB is a self-managed group, established in 2024 on the initiative of staff and welcomed by management, comprising non-managerial staff who participate voluntarily. The aim is to provide a structured space for discussion, gathering ideas and proposals, fostering an open and constructive working environment. The group operates in line with the flexible working arrangements adopted by UNI, facilitating the integration of new staff, internal dialogue and skills development, whilst promoting diversity and collaboration among the various organisational units.

In 2025, UNI HUB consolidated its role as a space for internal participation, coordinating two key areas of activity – “Ideas Box Group” and “Welcome Group” – and defining common, standardised operating methods. The group’s diverse composition, comprising people with different backgrounds, roles and ages, fosters collaboration and the sharing of knowledge and experiences, bringing value to the entire organisation.





Involvement of local communities



Community involvement and development

SPAZIO 3R

In 2025, we continued our collaboration with Spazio 3R, the tailor's shop that re-sews lives and fabrics. It is a social enterprise promoting women's empowerment and the circular economy, to which we entrusted the transformation of some unused UNI shopping bags, that had long accumulated in our warehouses, turning them into symbols of rebirth and sustainability. Skilled hands of women with difficult life experiences have embroidered our new logo, creating a bridge between our commitment to social responsibility and their professional growth. The new shopping bags were then distributed to external stakeholders as gadgets.

Since 2016, Spazio 3R has been offering training and employment opportunities to over 200 women in its laboratories, demonstrating the significant impact of projects that combine quality recovery with social value.

Libellula Foundation

We are part of the Libellula Foundation since 2022, because we want to create a safe working environment, sending a clear signal against all forms of gender-based violence and raising our awareness of the issue, thanks in part to regular meetings with Libellula.

In 2025, we completed the training of a UNI staff member to become a *Libellula Ambassador* (see internal link), a valuable point of contact in the office to identify cases of gender-based violence occurring in the private sphere.



Health and Safety at Work: protecting people



Working relations and conditions

Over the past year, we have intensified our commitment to promoting a culture of safety at work by implementing a series of measures aimed at making prevention and the protection of people more effective. Training is one of the central elements of this initiative: the compulsory update course for employees, which took place in the spring, was planned and structured through interactive training sessions, designed to engage participants as much as possible. This facilitated direct discussion on topics such as emergency management, reporting near injuries, managing potential injuries at the workplace and how to signal them. Specific, interactive sessions were also dedicated to change management and psychosocial risks.

We have also revised the Risk Assessment Document, enriching it, for the first time, with a *gender-based*

risk assessment in accordance with the guidelines contained in the first INAIL publication on the subject: this has enabled us to give greater consideration of each individual's specific circumstances, promoting a more inclusive and safer working environment. Safety monitoring is ensured through internal audits, which assessed the effectiveness of the measures adopted, confirming full compliance with and consistency to UNI/PdR 83:2020, which focuses on an occupational health and safety management model.

In the autumn, the annual prevention campaign was relaunched, involving medical check-ups at the UNI headquarters in Milan.

In 2025, there was one injury at work.



Health promotion and prevention

Caring for people also involves prevention. That is why UNI organises an annual health check-up programme for all staff, carried out directly at the Body's premises. Qualified professionals bring the necessary equipment to UNI, making access to check-ups simple and immediate, in line with work commitments. The initiative offers various prevention packages, ranging from a basic option to a more comprehensive one, with different services for men and women, taking into account specific health needs. This is a concrete initiative that reflects the UNI's focus on people's physical wellbeing and quality of life, reinforcing a culture of responsibility, care and listening.

UNI is also committed to reducing the risks associated with poor posture through info-training sessions and by purchasing ergonomic products for staff working from home, thereby promoting their physical wellbeing even when they are working remotely.

Health and safety also involves caring for the workplace: during the year, outdated lighting was replaced with modern LED lights, which also help to reduce energy consumption. All fire extinguishers have been replaced with powder-based models, which are easy to use in all work areas. Finally, the small sheet of asbestos present in a small roof on the façade of the Rome headquarters building was completely removed, as planned.

Organisational Well-being and Work-Related Stress

In 2025, we followed up on the guidelines emerging from the 2024 survey on work-related stress and organisational climate, with the aim of strengthening the conditions that promote people's well-being.

We focused our attention on a number of key areas:

- Alignment of strategy and operations. Regular meetings between management and staff, and coordination sessions between organisational units, to translate strategy into simple, shared objectives.
- Process efficiency. More effective planning, better time management and more informed use of digital tools.
- Understanding the business model. Internal sharing sessions to reinforce the rationale behind decisions and the contribution of teams.
- Inclusion and intergenerational exchange. Valuing the contributions of junior and senior staff, with a focus on everyday language and behaviour.

We focus on a few targeted actions, transparent communication, distributed leadership and cross-functional collaboration. We continue to promote efficiency and professional growth through innovative technologies, valuing diversity and inclusion as drivers for shared growth. Together, we work every day to build a more open, innovative and future-oriented workplace.



Towards a more inclusive and sustainable workplace

In 2025, we strengthened our commitment to organisational wellbeing with a highly inclusive initiative: we made eco-friendly, compostable sanitary pads available in the ladies' toilets at our Milan and Rome offices, selecting products based on the real needs of our people.

A satisfaction survey, carried out six months after the initiative began, showed that 83% of respondents had used the initiative, and 92% said they had experienced less discomfort during their period at work.

This initiative aims to normalise a physiological need that is often invisible and to provide tangible support for women's daily participation.

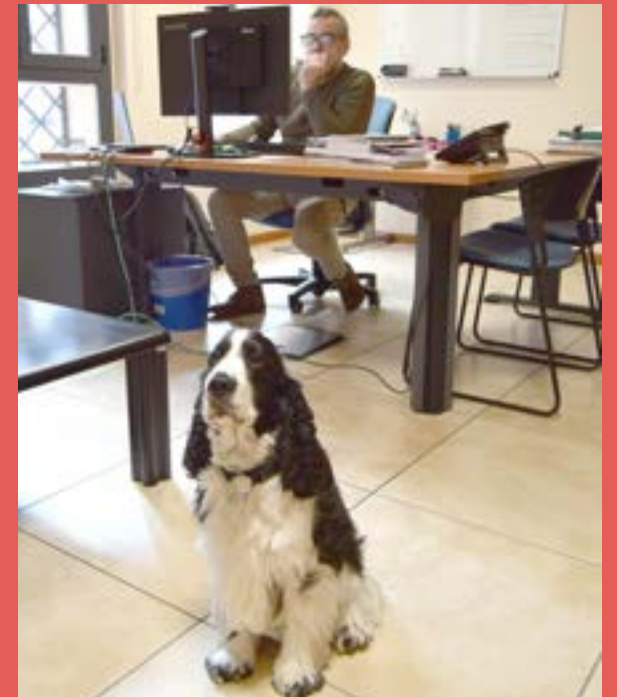
From an environmental perspective: over six months, **840 sanitary pads** were distributed; **336 plastic bags** were avoided; **45.864 litres of water** and **11,76 kg of CO₂** were saved compared to traditional products.



THIS
unique for business

UNI welcomes four-legged friends into its offices thanks to the Dog@work project!

The Dog@work project, launched in 2017, allows UNI staff to bring his/her dogs to the office, provided that colleagues agree and that a few simple rules designed to protect both people and animals are followed. In 2025, we revised the Regulations, taking into account a new by-law that emphasises the importance of acting responsibly and with care when deciding to share the workplace with a four-legged friend. Anyone bringing his/her dog to work must look after it, ensure it remains calm and handle it with care, as the owner is always responsible for any behaviour or damage that could occur. This improves social interaction among people and fosters a positive working environment.





The value of production



Added value represents the wealth that an organisation generates through its activities. This quantitative measure **looks beyond** the difference between what is produced and the costs incurred in producing it, **considering** how the result is **redistributed** amongst the various stakeholders: employees, suppliers, the State, investors and the

community. Added value therefore provides a concrete measure of the organisation's social and economic impact: it highlights how the value created promotes collective well-being and economic and social growth, and with what balance. In essence, it is a **tangible mark** that our activities leave on the local area and the community.

UNI's production value for the 2025 financial year amounts to

16.209.463 € (see UNI 2025 Financial Statements, Income Statement)

The redistribution of added value

The value generated in 2025 amounts to **€15,513,473**, essentially in line with 2024 (+0.3%).

Using the **value added** calculation table, we can illustrate the distribution of value added among our various stakeholders. Added value represents the wealth generated by UNI in the course of its activities. The total added value is distributed among the following beneficiaries: employees (direct remuneration consisting of wages, salaries and severance pay, and indirect remuneration consisting of social costs); the Public

2024 15.468.383
2025 15.513.473

Administration (income tax); lenders (medium- and long-term interest paid for the availability of credit capital); the company (reinvested profit). The figures shown refer to the 2025 financial statements, which have been audited and approved by the Members' Assembly. The financial statements have been prepared on an accrual basis.

The figure is divided as follows:

- €5.091.531 to suppliers, -8,4% compared to 2024 (lower costs for advertising and promotion and a decrease in investment costs for software development)
- €9.113.907 to employees and external consultants, +4,3% compared to 2024 following the sustainable growth in direct and indirect labour costs.
- €302.995 to the public administration for higher direct and indirect taxes, +1,1% compared to 2024;
- €13.487 to lenders for bank charges on the existing loan maturing in June 2026, -47% compared to 2024.

The economic value retained by the company is defined as the difference between value generated and value distributed. In 2025, this amounts to €991.552 (+17,2 compared to 2024) and includes allocations to equity reserves following the profit for the year and depreciation of property.

2024	2025	
Company remuneration		
845.802,89	991.552,56	+17,2%
Credit capital remuneration		
25.454,66	13.486,69	-47%
Public administration remuneration		
299.802,24	302.995,23	+1,1%
Staff remuneration (employees and external consultants)		
8.737.424	9.113.907,10	+4,3%
Suppliers		
5.559.900,97	5.091.530,93	-8,4%

For further details, please refer to the supplementary note to the UNI 2025 financial statements.

Summary of added value

Entities	2025	2024
Suppliers	32,8%	35,9%
Staff	58,7%	56,5%
Public administration	2,0%	1,9%
Credit capital	0,1%	0,2%
Company	6,4%	5,5%

Methodological note

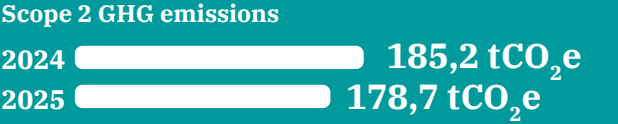
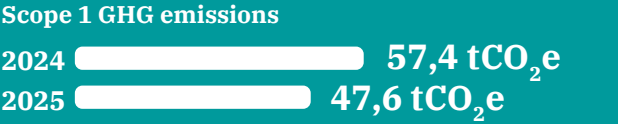
The guidelines for reporting Added Value suggest netting the remuneration received from the Public Administration by deducting amounts paid in taxes and duties. In the specific case of UNI, it has been decided not to follow these suggestions. UNI's purpose, in fact, is *to carry out standardisation activities, namely to study, draft, approve, publish and disseminate documents for voluntary application – technical standards, technical specifications, technical reports and reference practices – in order to coordinate efforts to improve and standardise products, services, people and organisations, with the aim of simplifying design, production and distribution, whilst ensuring safety and quality performance, respect for the environment and the protection of consumers and workers, across all economic, productive and social sectors.* The Ministry of Enterprises and Made in Italy (MIMIT), pursuant to Article 8 of Legislative Decree No. 223/

2017, provides an annual grant to promote the Body's activities and enable adequate participation in relevant European and international cooperation initiatives. The same decree sets out the method for calculating this grant for the standardisation activities of UNI and CEI, which, should correspond directly to 3% of the amount paid by INAIL for research and development into the State's revenue. This contribution, by helping to reduce the overall cost of producing standards, enables UNI to keep the selling price down, to the benefit of the economic system that uses them, namely small and medium-sized enterprises, craftspeople, professional bodies and associations. In this determination, the contributions received from MIMIT are classified under 'value of production'; they contribute to the formation of added value but are not subsequently allocated to the remuneration of the Public Administration.



Chapter 4 | **Environment**

A WELL-MADE WORLD is in our nature



Eco-water dispensers
For staff water supply: 1 eco-water dispenser saves 36 0.5-litre plastic water bottles.

As part of our initiatives to reduce our environmental impact, we introduced *eco-water dispensers* several years ago. Every *eco-water dispenser* installed in our offices prevents the use of 36 half-litre plastic bottles for each refill cycle. This means not only **less plastic waste**, but also a significant **reduction** in the volume of **waste to be disposed of and in emissions** linked to the transport and production of bottles. In line with our strategy, small daily changes like this translate into tangible results, helping to build a more sustainable and environmentally conscious workplace because “Every drop counts” – here as elsewhere...

Our commitment to the environment



UNI’s direct environmental impact is limited, thanks to the predominantly service-sector nature of our activities. It is **primarily through the production of technical standards** that UNI exerts a significant indirect environmental impact. Our standards provide operational tools and guidelines that help businesses, public and private bodies to improve their environmental performance, encouraging the adoption of virtuous and innovative practices. In this way, UNI helps to spread a culture of sustainability, promoting solutions that go far beyond its own

operational scope. In doing so, we sow the seeds of change and responsibility, supporting the ecological transition of the entire national production system. We are part of this system and, even though our impact is relatively small, this does not mean we neglect our role in protecting the environment. We manage **our direct impacts** through a series of concrete measures, such as reducing energy consumption, recycling and choosing suppliers committed to sustainability.

Energy and emissions

For the analysis of energy consumption, 2024 has been chosen as the base year, representing the starting point of a multi-year energy efficiency plan covering four years from 2025 to 2028. In 2024, comprehensive and validated data were collected in accordance with the quality requirements of the GRI standard, thus providing a reliable picture of the initial situation. From this baseline, we can thus assess the effectiveness of the actions undertaken in the medium term with greater precision. In this way, it will be possible to monitor progress, identify any critical issues and measure the real impact of the strategies adopted, based on objective data. A comparison with the base year shows a significant reduction in energy consumption, the result of targeted interventions on plants which, being obsolete or equipped with outdated technology, have been replaced with more modern and efficient solutions. These interventions aimed to maintain the same operational performance, but with a significantly lower energy impact. The rationale behind this strategy lies in the desire to optimise efficiency, reduce waste and improve environmental sustainability, without compromising the quality and

continuity of services. Particular attention has also been paid to the adoption of internal activities with a lower energy impact, in line with the efficiency plan and the circularity objectives pursued by the organisation, in a structured and shared approach that lays the foundations for lasting and measurable results over time.

The [GHG Protocol Corporate Standard](#) classifies greenhouse gas emissions associated with a company’s carbon footprint into three macro-classes: Scope 1: Direct emissions from sources owned or controlled by the company (e.g. combustion in company-owned facilities, company vehicles). Scope 2: Indirect emissions associated with the purchase of electricity, steam, heating or cooling consumed by the company but generated elsewhere. Scope 3: All other indirect emissions occurring within the company’s value chain, both upstream and downstream. At present, we do not map this type of emission.



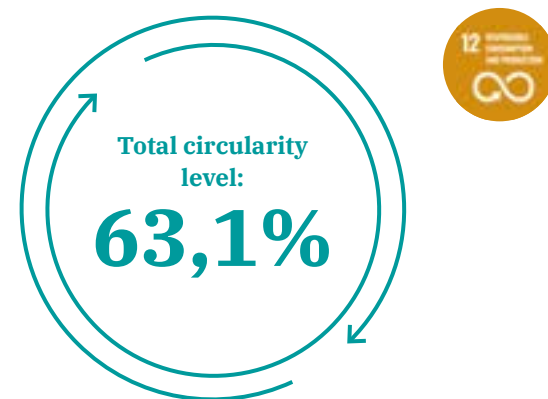
Measuring to improve: UNI and the circular economy

We believe in the power of the standards we make available to the market: this is why we adopt many of them internally too, aware of their usefulness and strategic importance. In recent years, we have in fact applied standards on social responsibility, health and safety, gender equality and, most recently, **UNI/TS 11820:2024** for measuring our level of circularity. This standard guides organisations towards a production and consumption model based on **reuse, recycling and extending the life cycle** of materials and products, reducing waste and generating value throughout the chain.

The 2025 analysis covered the inbound, internal and outbound flows at the Milan office (for 2024), through a mapping exercise carried out by a dedicated team in collaboration with various departments. Only complete and validated data were considered, in line with the quality requirements set out in the standard.

The results show a marked improvement compared to the previous survey, which recorded a total circularity level (LC) of 38.5%. This progress is mainly due to:

- **efficiency in data collection:** organisational units have optimised the collection of information useful for calculating the required indicators
- **update of UNI/TS 11820:** version 2024 allows certain variables to be excluded from the calculation of non-applicable indicators, and the number of indicators analysed has increased from 24 to 43
- **greater efficiency in data collection** thanks to cooperation between the organisational units involved

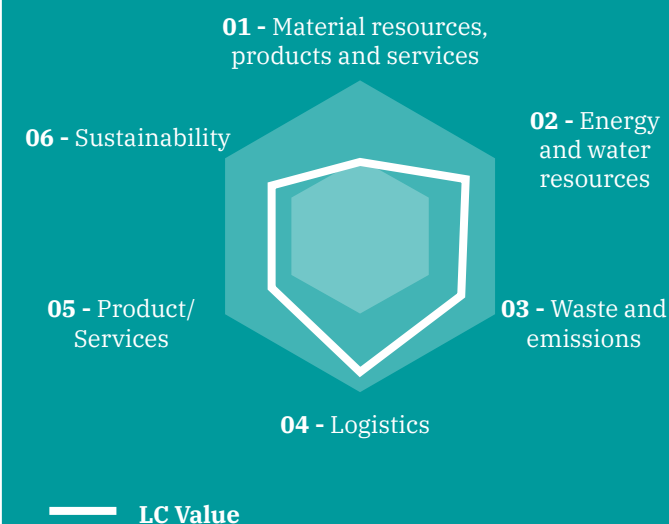


In 2025, we made data collection more detailed and organised thanks to the experience gained and shared best practices, which we will formalise in an internal procedure. For future cycles, we aim to improve further with a continuous flow that starts with invoices and maps all inputs—raw materials, packaging and other flows—ensuring a more solid information base. We have also refined the collection criteria, such as the local origin of suppliers, and intend to automate the collection of other data, for example on certifications, by integrating it into the online accreditation process.

The improvement in our circularity indicators confirms the direction we have taken and encourages us to expand our waste reduction initiatives. **In 2026, we will launch a partnership for the collection and recycling of cigarette butts**, transforming what is currently waste into new objects and reusable materials, reducing our environmental impact and promoting responsible behaviour.

**Small actions, measurable results:
this is how strategy becomes practice.**

LC Calculation



Committment made: goal achieved

Print and shipping management

We monitor **printing volumes and paper consumption** in our offices every year to optimise processes and promote a culture of shared responsibility. The selection of certified paper, compliant with environmental standards, is a deliberate choice that helps integrate sustainability into the value chain. We regularly raise staff awareness of digital and paperless practices, in line with the company’s digital transformation strategy. In 2025, there was an 11% reduction in sheets used compared to the previous year, falling from 103.020 sheets in 2024 to **91.875 in 2025**, with a total of 11,145 sheets saved. The count includes all print jobs carried out.

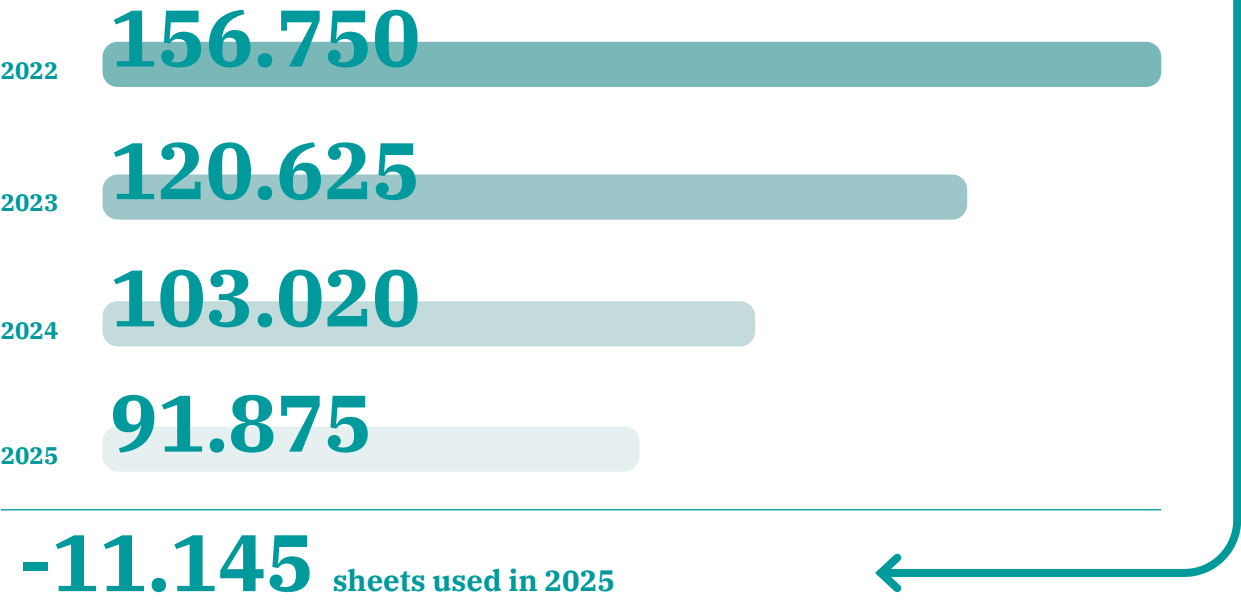
Logistics is also evolving: in 2025, shipments fell by 28% compared to 2024, thanks to the growing preference for digital formats. We also prioritise low-environmental-impact services, such as **bicycle delivery**, through **selected partners** who guarantee

fair and decent working conditions. The number of deliveries made by four-wheeled vehicles has fallen by 303 units compared with the previous year. **Bicycle** deliveries have increased by **0,4% compared to 2024**, despite the service’s geographical limitations.

Concrete actions that combine efficiency, innovation and respect for the environment, making sustainability a defining element of our daily choices.

Total deliveries in 2025: 1.202
of which:
by motor vehicle: **1.029** (13% less than in 2024)
by bicycle: **41**
via post office counter: **132**

In 2025, we saved 11% of paper sheets!



We have a plan... for our commuting too



Our Home-to-Work Travel Plan (PSCL) is not a mere formality, but a **strategic choice** aimed at reducing non-essential travel, simplifying that which is essential, and supporting mobility habits that benefit both people and the environment. It is the natural continuation of our goal-oriented and flexible way of working, where **remote working** plays a key role in reducing commuting and promoting work-life balance.

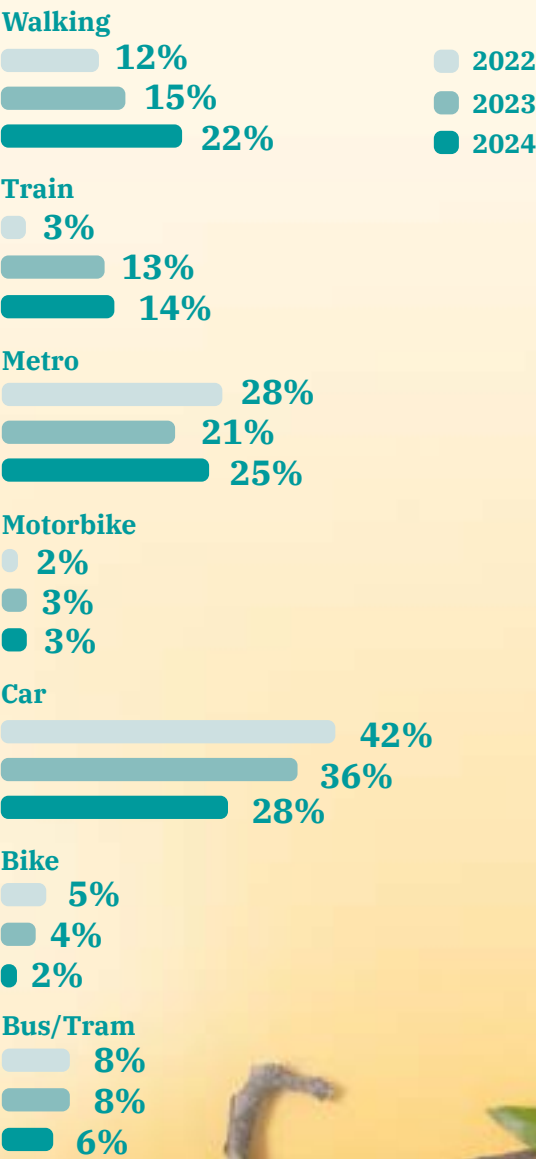
In 2025, the PSCL focuses on analysing data from the last three years, which shows **a reduction in private car use** and an **increase in the use of public transport** and **walking**. Thanks in part to the organisational flexibility of structural remote working, we are therefore significantly **reducing our environmental impact**.

Our sustainable choices are supported by simple and effective measures introduced by UNI: financial contributions for local public transport season tickets; dedicated parking spaces for carpoolers (i.e. those who share a car to get to the office); incentives for sharing services (BikeMI), as well as changing rooms and showers for those who walk or cycle to work. These practical solutions make sustainable travel a natural, everyday choice.

Meetings also follow the same philosophy: where possible, they are held **online** whilst for travel, we prefer trains and collective transport, in line with our internal policy.

The journey continues: in 2025, our priorities remain to consolidate remote working, encourage the use of public transport and promote integrated solutions such as carpooling, cycling and sharing.

Modal Split Comparison 2022-2024



4 charging stations available for electric vehicles

2.463 Kwh delivered over 4 months of monitoring

Looking ahead

There is often a tendency to view innovation and good governance as opposing poles and concepts: on the one hand, change, synonymous with breaking the rules, speed and pushing boundaries; on the other, governance, associated with rules, bureaucracy, slowness and control. This is a widespread interpretation, not only within organisations: it can be found in any context, in society and in our personal lives.

In reality, this dichotomy is only apparent. Innovation and rules are like two sides of the same coin, finding their precise expression in the standardisation process, the core activity of UNI: establishing governance *rules* and requirements which, whilst ensuring quality contents, simultaneously create the conditions for solid and shared innovation; an innovation that translates into concrete practices, offering a compass to guide growth, combining evolution and responsibility, the future and the protection of collective interests.

UNI's experience demonstrates that the balance between the drive for innovation and the ability to steer and guide with quality is the key to generating genuine value. The strategy lies in knowing how to integrate vision and rules, creativity and responsibility within the organisational culture, to build systems that are at once dynamic, inclusive and sustainable.

What we have experienced this year – and documented in this story – indicates that governance, when it is solid and shared, becomes the compass that allows us to navigate complexity, to innovate with a clear purpose, and to never lose our way, even when the wind changes. Rules are not rigid boundaries, but coordinates that help us chart our course, ensuring a balance between ambition and sustainability, between speed and depth. And this responsible governance becomes the silent engine of innovation that creates real and lasting value.

Our very internal organisation is built precisely to absorb and enhance this creative tension between rules and change, between structure and flexibility, between *what* and *how*. This flows into the 'well-made world', which, rather than being an abstract ideal, is the concrete measure of every choice we make, precisely thanks to the trajectory we have charted. We do not produce standards *solely* to standardise products or services: behind every standard lies the

idea that quality, safety, sustainability and inclusion are values for everyone. Every innovation is measured in relation to this Vision: does it truly contribute to a better world? If so, it makes sense; otherwise, it remains a technical exercise. Governance begins here: it guides action and gives meaning to daily work.

At the heart of everything, people are and remain central. Putting *them at the centre* is not a slogan, but a daily practice: it means creating an environment of trust and safety – including psychological – where mistakes are opportunities for learning and ideas can emerge freely. At UNI, responsibility is widespread, collaboration between different teams is valued, and expertise is listened to and promoted. Our competence model guides growth: intellectual skills to understand complexity, relational skills to build connections, and innovative skills to transform curiosity and creativity into useful solutions. *Care* has been a leitmotif of this development: promoting behaviours that put relationships at the centre and create new value, starting with exchanges among people; paying attention to the words we use, because they are a mirror of our thoughts and shape reality, both as it is now and as we would like it to become, thanks to their transformative power and their ability to reflect a complex reality.

Let us return to the initial dilemma. Innovation and governance can and must coexist: balance is not only possible, it is the only path to innovation that creates real value, builds trust and is sustainable in the long term. Good governance, in its broadest sense, does not restrict freedom; it makes it accountable. It is not a cost, but a strategic investment. It is not a ballast holding us back, but a compass that guides us as a dynamic tool, capable of evolving, anticipating and adapting to social and contextual changes.

The invitation is this: let us look ahead, looking within our organisations and asking ourselves what our compass is, and how we are building a system in which people are free to innovate, with a safety net of values and a clear direction, provided by a shared purpose. Innovating with balance is not just good management practice: it is a concrete commitment to continue building, together, *a better-made world*.



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