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3. UNE is recognized as an exemplary organization in its ecosystem
ELEMENTS DEFINING THE FRAMEWORK OF THIS STRATEGY
The following elements have been considered in the preparation of the UNE Strategy for 2022 to 2025 which define the economic, social, technological and environmental context in which our standardization and cooperation activities must make a decisive contribution.
ELEMENTS DEFINING THE FRAMEWORK OF THIS STRATEGY

ECONOMIC  SOCIAL  TECHNOLOGICAL  ENVIRONMENTAL
The recovery from the coronavirus crisis and restoring multilateralism in international trade are, without a doubt, the elements with the greatest impact on our economy. The constant uncertainty in which the activity will be carried out in the coming years compels us to become more resilient so we can face up to any future crises. The ability of standardization and cooperation to contribute to this recovery will define the role of UNE in the medium term.
Society is increasingly the driver of political agendas and business priorities, hence the need to raise its awareness of the importance of compliance with standards. The 2030 Agenda and the Sustainable Development Goals are the common language of the three key agents (society, governments and companies), and UNE, with its standardization and cooperation activities, can facilitate understanding and communication among these agents.
The impact of digitalization on the economy and on society at large provides opportunities for increasing efficiency and productivity in organizations but it also involves risks that must be managed. Standardization and cooperation contribute to disseminating in a sustainable manner the knowledge generated in the field of digitalization. Likewise, UNE, within the framework of the European and international organizations in which it is the Spanish member, must embrace this digitalization to continue providing the necessary solutions in this new context.
The environmental risks faced by our planet, such as climate change, loss of biodiversity or pollution, must be treated in a sustainable manner and taking into account their impact on other aspects of society and the economy. These challenges, which transcend our nation’s borders, can be met by means of international and European standards whose development is based on stakeholder consensus the consensus of all stakeholders.
INTERNATIONAL COHERENCE AND THE 2030 AGENDA
02

INTERNATIONAL COHERENCE AND THE 2030 AGENDA

This UNE Strategy 2025 is consistent and aligned with the relevant 2030 strategies of the European and international standardization organizations CEN, CENELEC, ISO and IEC.
Likewise, the drafting of this Strategy has taken into account UNE’s contribution to the fulfillment of the United Nations 2030 Agenda and the its corresponding Sustainable Development Goals, approved by 193 countries, which define our challenges as a global society and humanity. Standards and cooperation projects contribute to the achievement of the SDGs by providing organizations with tools to meet these goals. An effort has been taken to map the contribution of each Objective in this Strategy to the success of the 2030 Agenda.
03

VISION

We drive corporate competitiveness and social development through standards that generate trust.
MISSION

Through a multi-sectoral network consisting of the members of UNE, as representatives of the Spanish economic and social sectors, and government departments and agencies in an exemplary model of public-private collaboration, we make it easier for Spanish professionals to collaborate with their counterparts in other countries to develop standards that address the challenges facing society.

UNE provides a neutral platform in which the reaching of consensuses in multiple areas generates trust and credibility in our organization and in the UNE standards that we produce and that makes us a benchmark organization in Spanish society.
STRATEGIC OBJECTIVES
The objectives we have set establish the steps that will guide us to achieve our vision, helping us to drive corporate competitiveness and social development through standards that generate trust. They will contribute to maximizing our impact and ensuring that, with the support of our members, we can make it easier for Spanish professionals to collaborate with their counterparts from other countries to develop standards and cooperation projects that address the challenges facing society.
UNE’s strategic objectives for 2025 are:

1. **UNE PROVIDES SOLUTIONS FOR THE CHALLENGES FACING SOCIETY**

2. **UNE ACCOMPLISHES ITS DIGITAL TRANSFORMATION**

3. **UNE IS RECOGNIZED AS AN EXEMPLARY ORGANIZATION IN ITS ECOSYSTEM**
1. UNE PROVIDES SOLUTIONS FOR THE CHALLENGES FACING SOCIETY
UNE PROVIDES SOLUTIONS FOR THE
CHALLENGES FACING SOCIETY

Contribution to achieving the 2030 Agenda

By providing solutions to the challenges facing society, UNE contributes to the achievement of the 2030 Agenda, with special emphasis on the SDGs most associated with economic development and the environment, such as SDG 7 Affordable and clean energy, SDG 8 Decent work and economic growth, SDG 9 Industry, innovation and infrastructure and SDG 12 Responsible consumption and production.
To achieve the vision of this Strategy, UNE must develop standards and cooperation projects that are relevant and address current and future challenges. We must strive to bring the right standards to the market at the right time and to contribute to their awareness and application through cooperation activities.
Making Spain a more resilient country

In the current context of continuous and agile adaptation to a changing environment, in which new risks must be considered, we need to offer the use of standards and cooperation projects as tools to help organizations implement continuity and resilience plans, and in this way strengthen their ability to adapt and recover in the face of future threats and new weaknesses, in order to maintain the trust of shareholders, investors and customers.

Supporting the Ecological and Energy Transition and Digital Transformation of Spain’s business fabric

As organizations, we need to address the processes of transformation required by the environment in a global and orderly manner. In this regard, technical standards and cooperation projects can help organizations tackle the priorities demanded by this double transformation, and manage the associated risks, creating an environment of trust between the different agents of society.

Likewise, given that the current rate of incorporation of disruptive technologies makes it difficult to have orderly legislative cycles adapted to technological development, regulations or standards will play an important role as support tools for regulators, acting as an agile alternative way to meet new needs, and contributing to the rationalization of demand and supply.

Existing or future standards in areas such as the circular economy, the climate crisis, energy efficiency, mobility, sustainable finance or green purchasing, among others, do and will support the achievement of the climate and environmental goals aimed by this ecological transition.
Contributing to meeting social challenges

The aforementioned transformation processes, together with demographic changes and changes in the mobility of the people, open up a range of opportunities in which standardization will play an important role in helping to respond to new demands related to aspects such as access to new services, active ageing, ethics, privacy, training, inclusivity, or telecommuting, among other things.

Accelerating access to the market for the outputs of Innovation projects

Research and innovation are essential for economic recovery, the competitiveness of the industry and overcoming the challenges facing society. For this reason, public financing programmes can generate economic and social impact through their projects. The development of new standards contributes to increasing this impact. With this aim, UNE has positioned itself in recent years as the leading standardization body in terms of participation in European R&D&I projects. It must maintain this level, acting in support of Spanish and European entities, increasing the development of new standardization activities that promote the dissemination, transfer and exploitation of their innovative outputs.

Strengthening the multilateral system of international trade, particularly in the Internal Market of the European Union

Helping Spanish companies to access international and European markets is increasingly important. And doing so under competitive conditions, with standardized requirements and common rules of engagement. UNE must continue to facilitate Spain's ability to influence the design of these requirements, embodied in standards, which will set the market conditions.

Through standards and cooperation projects, UNE transfers Spanish and European technological developments to the international arena, promoting European and Spanish models and reinforcing the institutions in those destination markets for Spanish exports.

A key factor is maintaining and enhancing the role of standards as enablers of the proper functioning of the European Internal Market, as support for the implementation of policies (digitalization or Green Deal), internationalization strategies and trade policies, as enhancers of multilateralism, Free Trade Agreements (FTAs) and the role of the WTO and trade based on rules that harmonize markets and eliminate technical barriers.
UNE ACCOMPLISHES ITS DIGITAL TRANSFORMATION
UNE ACCOMPLISHES ITS DIGITAL TRANSFORMATION

Contribution to achieving the 2030 Agenda

The digital transformation of UNE contributes to Target 8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, and especially to SDG 9, increase the access of SMEs to value chains (Target 9.3), upgrade infrastructure (Target 9.4) and facilitate sustainable and resilient infrastructure (Target 9.A).
To achieve the vision of this Strategy, UNE must embrace digitalization to facilitate the participation of Spanish professionals in standardization processes and the subsequent application of standards, particularly for SMEs. We need to ensure that UNE standards are high-quality products that are easy to access and apply by their users.
Producing standards suitable to the digital economy

New technologies can drive the generation of innovative standardization products and solutions aligned with user expectations. UNE must analyse technological innovation and anticipate market demands, transforming the content of the standards to ensure that our products and services are the most attractive and relevant due to their ability to integrate with the needs of user companies.

Transforming the process of developing standards

Technology is changing the way we do things. UNE must address these new challenges by evolving its processes of developing standards, adapting them to the needs of all the Spanish professionals who participate in such processes. UNE will focus its efforts on the development and application of collaborative editing tools that, within the framework of the European and international system, will constitute the basis for streamlining and simplifying standardization processes, making them more accessible and relevant.

Bringing UNE’s financing model into the digital age

In line with the aforementioned aspects, the digitalization of the economy entails an evolution in the demand of users of standards, who will increasingly require digital content and solutions that can be directly interpreted by machines. The generation and commercial exploitation of this standards content, subject to the intellectual property of the international standardization community, requires transforming the current model, based on the sale of documents in paper or pdf format, to a model generating income from the sale of standards content in digital format. For all these reasons, UNE will be working together with the other national European and international standardization bodies to anticipate the impact of this evolution in standardization, as a result of its digitalization, on the financial sustainability of UNE and the European and international standardization system, as well as to design such future standardization financing model.
Supporting UNE professionals and providing them with digital skills

The current situation is not a time for changes, but has rather confronted society with a change of times. Digital transformation is the key driver of this change.

UNE must continue to successfully implement technological and process changes. The changes undergone by UNE due to the pandemic are just the beginning. This implies changes in attitudes and behaviours that must be implemented in the most natural way possible.

Digitalization must put people at the heart of it all, because digitalization has more to do with people than with technology, since technological potential only achieves its purpose if people use it correctly.

Achieving this is only feasible if UNE professionals are provided with digital skills training. Feeling satisfied with work-related technology will increase productivity and commitment, strengthen the sense of belonging at work and promote a better work-life balance.

A digitalized organization is characterized as being flexible, versatile and transversal. These are the characteristics of UNE.

A digitalized organization has responsible, committed employees who are proud to belong. This perfectly describes the professionals at UNE.
UNE IS RECOGNIZED AS AN EXEMPLARY ORGANIZATION IN ITS ECOSYSTEM
3. UNE IS RECOGNIZED AS AN EXEMPLARY ORGANIZATION IN ITS ECOSYSTEM

Contribution to achieving the 2030 Agenda

UNE acts as a catalyst for SDG 17 Partnerships for the goals, in particular Target 17.17 Promote public-private partnerships, although it also contributes to the transfer of technology (Target 17.6) and enhances support for implementing the SDGs (Target 17.9), among others.
3. UNE IS RECOGNIZED AS AN EXEMPLARY ORGANIZATION IN ITS ECOSYSTEM

To achieve the vision of this Strategy, UNE's credibility must be based on its reputation and the strength of its regulations and work procedures, which in turn are based on proven European and international principles. We must communicate the benefits that standardization and cooperation bring to society, to highlight their contribution to the success of political and business agendas.
Implementing best practices and Good Corporate Governance

The correct and diligent management of Good Corporate Governance, Transparency and compliance with Tax Obligations contributes to generating greater legal certainty, trust and institutional strength and reduces risks, including reputational ones. After implementing UNE-EN ISO 9001:2015, the analysis and implementation of the standards related to Good Governance, such as the current ISO 37000 project "Guidance on the governance of organizations", or UNE 19601:2017 "Management system for criminal compliance. Requirements with guidance for use" or UNE-EN ISO/IEC 27001:2017 "Information technology. Security techniques. Information security management systems. Requirements" will allow UNE to be aligned with current best practices and position the Association as a benchmark in its ecosystem, highlighting the role and leadership of its Governing Bodies.

Strengthening communication on the benefits that standardization brings to Spanish society

UNE’s communication must raise the profile of the organization, highlighting the benefits it brings to society. It will position UNE as a generator of knowledge and will associate its image with the values of social responsibility. The main objectives of any publicity will be to promote new support for standardization and cooperation activities and to consolidate the positive perception of compliance with standards.

Promoting Market Unity through the use of and compliance with standards in collaboration with government departments and agencies

Raising the profile of UNE’s role as partner is a priority. This will help open up a continuous dialogue with the Public Administrations to increase the use of UNE standards as a tool to increase the quality of legislation, favour the deployment of public policies and enhance market surveillance to tackle unfair competition, guaranteeing fair and competitive conditions for all economic operators and supporting public procurement to objectify its innovative and sustainable capabilities.
Attracting leading Spanish companies to become members of UNE

Together with business sector representatives, the voice of leading companies, the drivers of the domestic productive sectors, must guide the actions of UNE and form part of our network of members. UNE must reflect on its value proposition so that these companies actively participate in the governance structures and perceive standardization and cooperation activities as tools for an effective response to their needs, both from a business point of view and at a corporate level, and in this way promote their social responsibility and boost their competitiveness in the short and long term, under a firm commitment to public-private collaboration as a vehicle for the well-being of our society.

Enhancing Spain’s quality assessment infrastructure

Quality assessment infrastructure is a fundamental element to promote and sustain economic development, as well as the welfare of society and the protection of the environment. It is also necessary to improve access to markets, facilitating the diversification of products and increasing investment opportunities, improving productivity and promoting the objectives of public policies through the effective application of technical regulations.

In this regard, the contribution and benefits of standardization and UNE standards to conformity assessment (testing, certification, inspection, verification, etc.) will be enhanced, emphasizing importance in national and international trade, in safeguarding health and safety and the protection of consumers, the environment, and society in general.