

Sustainable Economies Due diLigence: good EXamples and the role of social dialogue

UNIPOL Italy

CASE STUDY
FINANCIAL SERVICES

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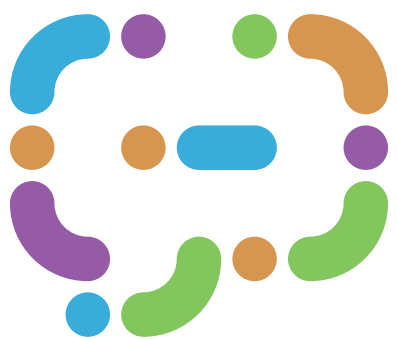
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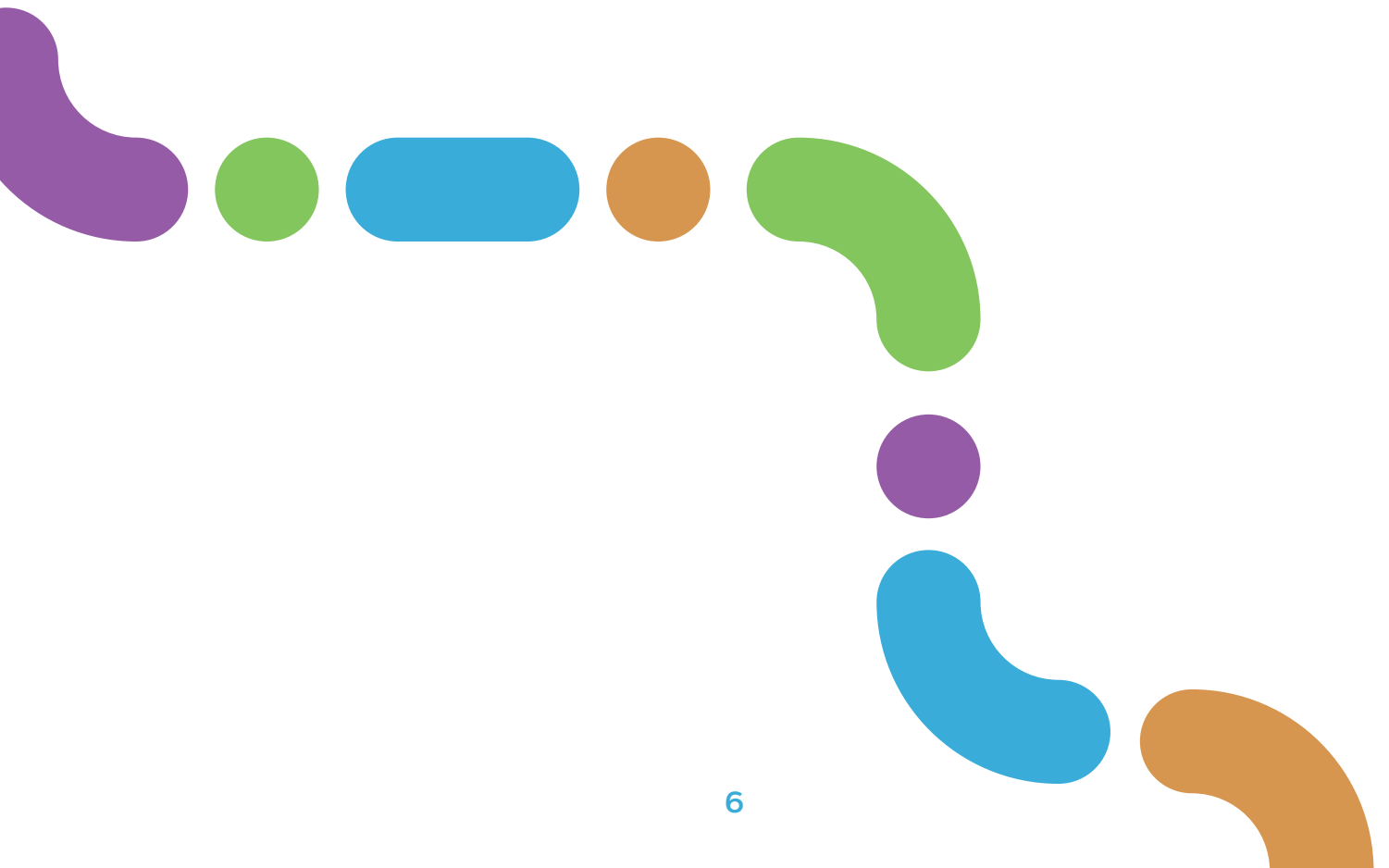
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01

Organisational model and legal status



Case study: UNIPOL – Italy

Unipol Assicurazioni S.p.A. (previously Unipol Gruppo S.p.A.)¹ is one of the largest insurance groups in Italy and is structured as a public limited company under Italian law (*Società per Azioni – S.p.A.*). This legal status enables it to issue shares and access capital markets through its listing on the stock exchange, thereby facilitating broader ownership.

Unipol Assicurazioni S.p.A.'s ancestor was founded by Legacoop back in 1963. Though it is now legally a public limited company, its controlling shareholder is **a union pact among major consumer and worker cooperatives**, especially from **Legacoop**. This means **strategic decisions, governance and long-term orientation** are still heavily influenced by cooperative principles.

Over time, the group has undergone a series of significant structural and legal transformations, culminating in a major reorganisation which was completed at the end of 2024. This evolution dates back to 1921, with the foundation of *Società Assicuratrice Industriale (SAI)* in Turin. In 2002, SAI merged with La Fondiaria S.p.A. (founded in Florence in 1879) to form Fondiaria-SAI S.p.A. A further step in the consolidation process occurred in December 2013, when the shareholders of Fondiaria-SAI – Milano Assicurazioni, Unipol Assicurazioni and Premafin – approved a merger by incorporation, creating a new entity named *UnipolSai Assicurazioni S.p.A.*

Operational from 1 January 2014, **UnipolSai** was headquartered in Bologna and was 85% controlled by *Unipol Gruppo S.p.A.*, which retained shareholdings in

BPER Banca, Banca Sai, Linear Assicurazioni, UniSalute and various bancassurance companies. The company became a prominent player in the Italian insurance market, serving over 15.5 million customers and generating €13.3 billion in direct premium income in 2021 (of which €7.9 billion in non-life and €5.4 billion in life insurance).

UnipolSai operated in the non-life, health and life insurance sectors through 2,442 agencies and 5,392 sub-agencies across Italy. It also had a presence in Serbia through its control of DDOR Novi Sad, the country's third-largest insurer. UnipolSai was active in the health sector via UniSalute, and in the bancassurance sector through Arca Vita, Arca Assicurazioni, Incontra Assicurazioni and BIM Vita. On 30 June 2014, the company sold a business unit from the former Milano Assicurazioni, including Sasa, to Allianz for up to €440 million. In December 2022, it acquired Santagostino, the leading Italian private healthcare group operating mainly in Lombardy and Emilia-Romagna.

UnipolSai remained listed on the FTSE Italia Mid Cap index of the Milan Stock Exchange until 3 July 2024 and was by that time 96.9% owned by Unipol Gruppo S.p.A. The roles of CEO and Chairman were held by Matteo Laterza and Carlo Cimbri, respectively.

Following a strategic decision to streamline the group's corporate structure and consolidate its insurance operations, UnipolSai ceased to operate as a standalone entity on 31 December 2024 and merged into Unipol Gruppo S.p.A.

¹ Source: <https://www.unipol.it/homepage> (retrieved 24.06.2025)

On 1 January 2025, **Unipol Gruppo S.p.A.** was renamed **Unipol Assicurazioni S.p.A.** This merger marked a pivotal moment in the group's history, unifying its insurance activities under a single brand and governance framework.

Organisational model

- ✦ The board of directors is responsible for the overall management and strategic direction of the company. It includes executive and non-executive directors.
- ✦ The executive committee is responsible for the day-to-day management and operational decisions.
- ✦ The audit committee ensures the integrity of financial reporting and oversees the internal audit function.
- ✦ The risk committee manages and monitors the risk profile of the company.
- ✦ The remuneration committee oversees the appointment and compensation of senior executives.
- ✦ The sustainability committee address and controls sustainability targets and policies

Unipol is organised into various business units, each focusing on specific insurance products such as life insurance, non-life insurance, health insurance and asset management.²

² Source: <https://www.unipol.com/it/la-nostra-identita/struttura-societaria> (retrieved 24.06.2025)

Subsidiaries

The group includes several subsidiaries and affiliated companies, each with its own management structure but aligned with the overall group strategy. The main subsidiaries are:

- ✦ BIM Vita (50% participation), with Banca Investis
- ✦ Incontra Assicurazioni (51% participation), with UniCredit
- ✦ Group – UNA Group
- ✦ Tenute del Cerro
- ✦ Marina di Loano
- ✦ Linear Assicurazioni
- ✦ UniSalute
- ✦ SIAT
- ✦ ArcaVita
- ✦ Arca Assicurazione
- ✦ DDOR Novi Sad
- ✦ UnipolRe Riassicurazioni
- ✦ UnipolRental
- ✦ UnipolTech

Compliance and internal control

Unipol Assicurazioni S.p.A is a public limited company under Italian law. This means it is a joint-stock company with shares that can be traded on the stock exchange. As an insurance company, Unipol is subject to the regulatory oversight of the Italian Insurance Supervisory Authority (IVASS)³ and the Bank of Italy. It is also subject to European Union regulations, including Solvency II, which sets capital requirements

³ Source: <https://www.ivass.it/homepage/index.html> (retrieved 24.06.2025)

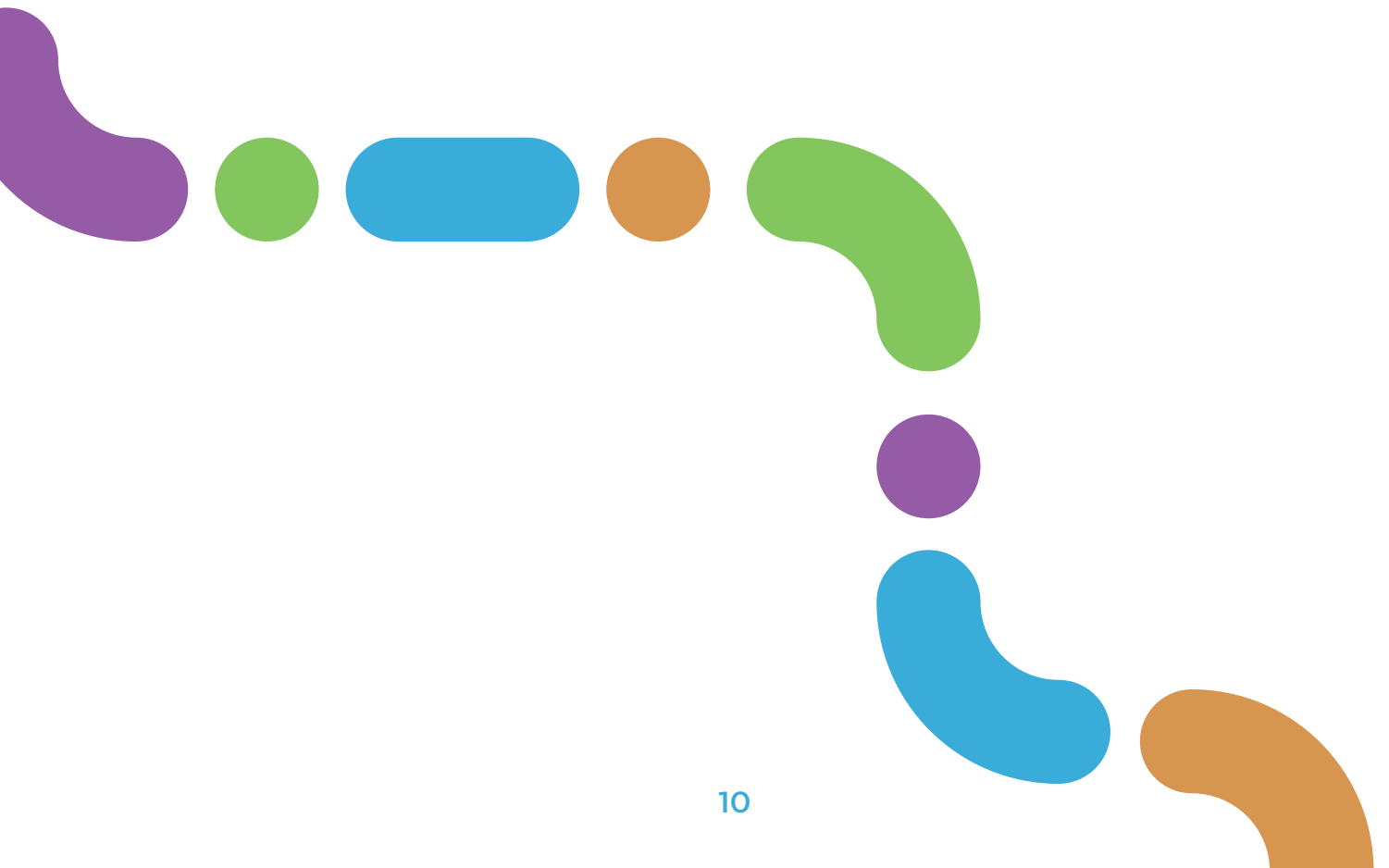
Case study: UNIPOL – Italy

and risk management standards for insurance companies.

The internal audit ensures that the company's operations comply with internal policies and external regulations, and the compliance function monitors adherence to legal and regulatory requirements.

02

Background of the company



Case study: UNIPOL – Italy

The origins of Unipol Assicurazioni S.p.A. can be traced back to the 1960s, when it was established by the Italian cooperative movement, particularly Legacoop. Over time, the company became one of Italy's ten largest insurance groups, developing a hybrid model that balances cooperative values with market mechanisms. This model led Unipol to pursue capitalisation through a listing on the stock exchange.

The company's ordinary shares have been traded on the Milan Stock Exchange since 1990 and are included in the FTSE MIB index. As of the latest available data (end of 2023), Unipol Assicurazioni S.p.A. employed around 12,000 people and served approximately 16.8 million customers.

During the 1990s, the company underwent significant generational and managerial renewal: in 1996, Enea Mazzoli was appointed Honorary Chairman, while Giovanni Consorte and Ivano Sacchetti became co-CEOs. This new leadership team laid the foundation for the strategic development that shaped the group's growth over the following decades.

Unipol began to expand its activities from non-life to life insurance, launching new business lines such as pension fund management and health insurance. Subsidiaries such as **UniSalute**, specialising in supplementary healthcare, and **Linear**, focused on direct sales of motor liability insurance, were established during this period.

In 1998, the acquisition of **BANEC (Banca dell'Economia Cooperativa)** – later renamed **Unipol Banca** – enabled the group to enter the banking

sector and implement its bancassurance strategy.

As of November 2024, the largest shareholders of Unipol Assicurazioni S.p.A. (formerly Unipol Gruppo S.p.A.) included several leading cooperative organisations:

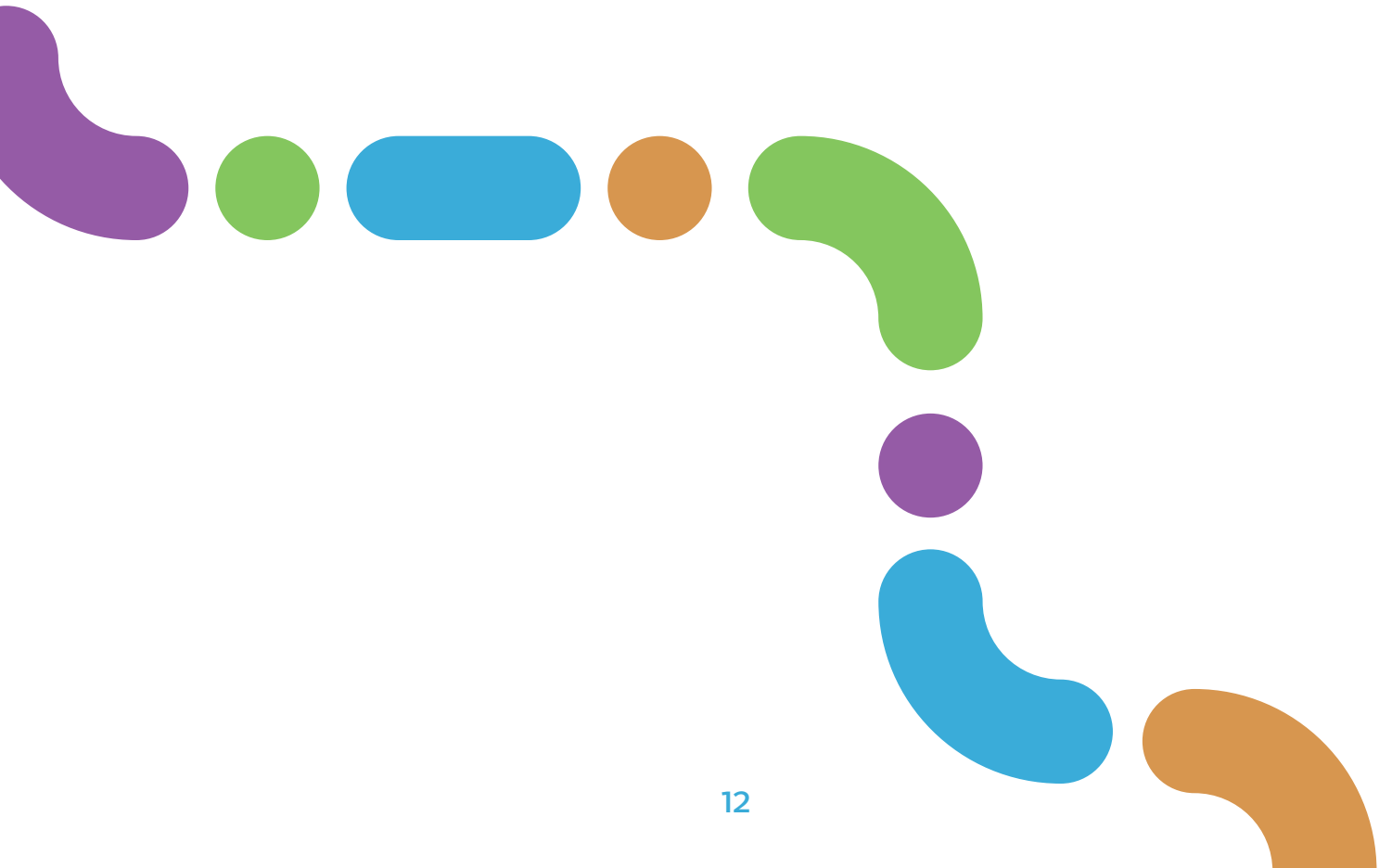
- ✦ Coop Alleanza 3.0 soc. coop. (23.48%)
- ✦ Holmo S.p.A. (6.735%)
- ✦ Nova Coop soc. coop. (6.815%)
- ✦ Cooperare S.p.A. (4.297%)
- ✦ Coop Liguria Soc. Coop. di Consumo (3.568%)
- ✦ Coop Lombardia soc. coop. (2.644%)

Unipol has long maintained a leadership position in motor liability insurance in Europe. In 2023, the company reported direct insurance premiums of €15.1 billion, of which €8.7 billion in non-life business and €6.4 billion in life insurance.

The company is one of Europe's leading insurance service providers, particularly in motor liability. As at 31 December 2023, the group had direct insurance premiums of €15.1 billion, of which €8.7 billion in non-life business and €6.4 billion in life business. Chairman of the group is Carlo Cimbri, while Matteo Laterza holds the position of CEO and General Manager. It is among the largest Italian companies by turnover.

03

Corporate sustainability due diligence (CSDD)



Case study: UNIPOL – Italy

Unipol has integrated environmental, social and governance (ESG) considerations into its business strategy for many years, since well before the introduction of the European Directive on Corporate Sustainability Due Diligence (CSDDD). Its approach is embedded in strategic planning, risk management, stakeholder engagement and public disclosure.

Corporate sustainability areas: governance, environment, social responsibility and ethics

1. Policies and governance: the *Opening New Ways* 2022-2024 Strategic Plan⁴ reinforces Unipol's drive to achieve its sustainable development objectives by leveraging its assets and developing its business areas to address new opportunities. The core of the strategy is to understand, manage and monitor the impacts, risks and opportunities related to environmental, social and governance (ESG) issues across all the company's operations, both in its insurance business and in other related areas, consistent with the Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda.⁵ Unipol publishes sustainability reports to provide transparency on its CSDD initiatives and its progress towards sustainability goals.

2. Environmental sustainability: Unipol has adopted a climate change strategy, initially launched in 2022 and updated in 2023. The strategy includes:

- ✦ reducing the environmental footprint of real estate assets;
- ✦ steering investments toward low-carbon sectors;
- ✦ embedding climate criteria in underwriting policies.

The group also supports biodiversity and nature protection. It has implemented projects such as Unipol Forest, planting 11,000 trees across three continents, and partnerships with Ogyre (marine litter recovery) and 3Bee (pollinator protection via biodiversity oases).

3. Social responsibility:⁶ As part of its corporate social responsibility activities, Unipol has developed a corporate sponsorship programme focusing on five key areas: culture and artistic heritage, environmental protection, scientific research, social initiatives, and sport and entertainment. In particular, over the years, Unipol has supported various bodies, associations and initiatives in the cultural and artistic sphere: the main initiatives are the restoration of historical films curated by the Fondazione Cineteca di Bologna (2014), collaboration with Biografilm Bologna, exhibitions dedicated to Salvador Dalí (2010), Pablo Picasso (2012) and Vincent Van Gogh (2014) held at the Palazzo Reale in Milan, the exhibition *Joan Miró. La forza della materia* held at the MUDEC (2016), prose drama (the Arena del Sole and the Teatro delle Celebrazioni in Bologna, the Teatro Stabile in Genoa) and opera (La Fenice in Venice, the Teatro Comunale in Bologna). The group is also a partner of Legambiente, LifeGate and Fondazione Banco Alimentare and title sponsor of Unipol Arena, while in 2016 UnipolSai Assicurazioni was, for the second year running, an official partner of the Meeting for Friendship held in Rimini. Finally, in 2020 Unipol was among the supporters of historical and cultural projects produced by the Giangiacomo Feltrinelli Foundation. It has a foundation, Unipolis, that is responsible for CSR activities in communities,

4 Source: <https://www.unipol.com/en> (retrieved 24.06.2025)

5 Source: <https://unric.org/it/agenda-2030/> (retrieved 24.06.2025)

6 Source: <https://corporatesponsorship.unipol.com/it/cultura-e-arte> (retrieved 24.06.2025)

especially working on inequality, mobility and welfare. In the area of sport,⁷ Unipol – previously through the **UnipolSai brand** – has, over the years, sponsored numerous federations and teams: the Italian Swimming Federation, the Volleyball League, the Italian Athletics Federation, the Virtus Basketball and Fortitudo Baseball teams, the Ducati MotoGP Team, and the Briante Sports Association which promotes sports for people with disabilities. Unipol has also sponsored various national and international competitions in disciplines such as skating and fencing. In 2015, Unipol also launched a partnership with CONI, becoming the official partner of Italian athletes until 2017. During the same period, the company also sponsored the sporting programme of Giovanni Soldini and the Maserati Multi70. From September 2020 Unipol is title sponsor of Serie A basketball for three seasons. In July 2021 Unipol became a partner and acquired the naming rights of the new stadium in Cagliari, which took the name *Unipol Domus*. Unipol sponsored Team Luna Rossa Prada Pirelli at the 37th America's Cup race in 2024 and will do so again in 2027.

4. Ethical responsibility: Unipol has a long-standing commitment to ethical integrity and responsible business conduct. Since 2009, the company has implemented a structured ethical code and a management and control model (MOG) pursuant to legislative decree 231/2001, ensuring the prevention of offences and the promotion of ethical behaviour across all operations. These tools are monitored by an independent ethical officer, who oversees compliance

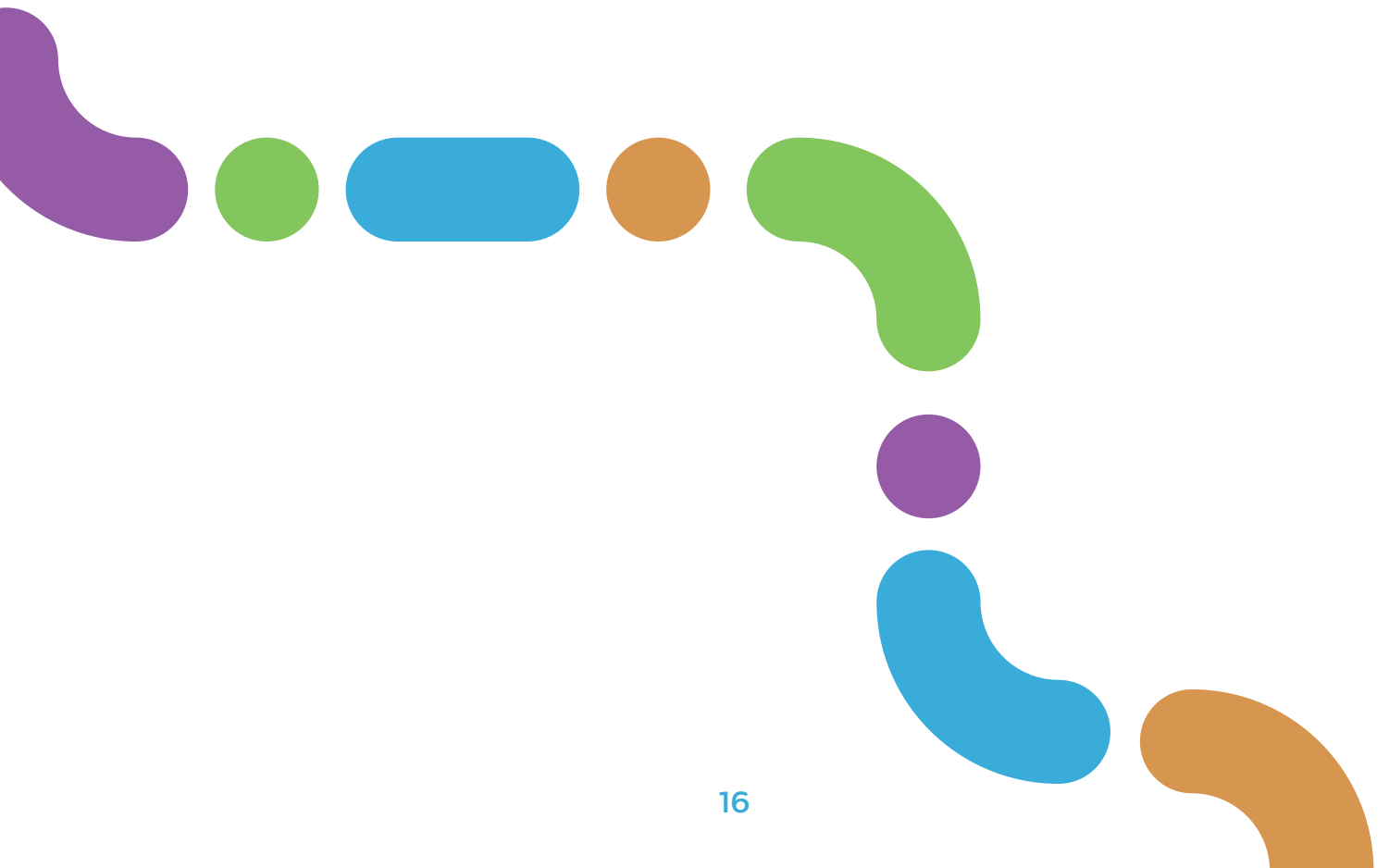
with internal procedures and promotes transparency and integrity throughout the organisation. Unipol also provides dedicated channels for whistleblowing and regularly updates its internal policies to reflect regulatory changes and best practices.

⁷ Source: <https://corporatesponsorship.unipol.com/it/sport> (retrieved 24.06.2025)



04

Social dialogue



Case study: UNIPOL – Italy

Unipol has developed a particularly structured model of social dialogue, which has accompanied its long-term growth and increasing engagement at local, national and European levels while continuing to favour internal career development and promotion opportunities for its employees.

A key point is the negotiating relationship between the social partners – the employers and the employees, represented by the trade unions. The example that Unipol sets is that effective social dialogue can lead to better working conditions, greater worker participation in company decisions and better management of industrial relations. *“Historically, the company has maintained a strong relationship with CGIL, which for many years played a major role in its governance. Currently, all three main trade unions are represented in the company’s board of directors, in addition to being present among the 21 regional councillors and through over 600 CSR representatives active among employees”*. Unipol promotes dialogue with employee representatives to improve working conditions, foster professional and personal growth and ensure equal opportunities.

In fact, within the rules laid down by law and by the **National Collective Labour Agreements**, this will be in the **Corporate Supplementary Agreements** in force – from time to time – and in the numerous trade union agreements signed to manage the phases of evolution of the companies. Unipol promotes diversity and inclusion, guaranteeing all employees the same opportunities, regardless of gender, ethnicity, age or religion.

A strategy that Unipol has been pursuing for several years is to provide a **welfare system** whose objective is to improve the employees’ welfare. This starts with first-level welfare, mainly the result of bargaining with trade union representatives and consisting of benefits such as supplementary pensions (implemented through pension funds), supplementary assistance (implemented through assistance funds), preventive healthcare, accident cover (including non-occupational), personal loans, flexible working hours in and out, and additional leave for care, study and volunteer activities. These have been introduced or extended over the years, and include new elements which are included in the Supplementary Company Agreement (CIAs), collective agreements or company regulations applied by companies in the group.

Unipol supports the development of its workers’ **skills** through training and retraining. In order to pursue this approach, Unipol decided to draw up a **charter for equal opportunities and equality at work**.⁸ As part of its commitment to continuous improvement and transparency, the group promotes a positive corporate climate through clear HR guidelines and structured dialogue with trade unions. These efforts aim to encourage employee participation in both the qualitative and quantitative development of the company.

In short, Unipol does not regard the development of workers’ skills as a mere cost, but as a strategic investment in the company’s future. Social dialogue

⁸ Source: https://www.unipol.com/sites/default/files/documents/2025-02/unipol_gender-equality-policy_2025_en.pdf (retrieved 24.06.2025)

is an important mechanism for achieving this goal, ensuring that training and development initiatives are relevant to workers' needs and market challenges.

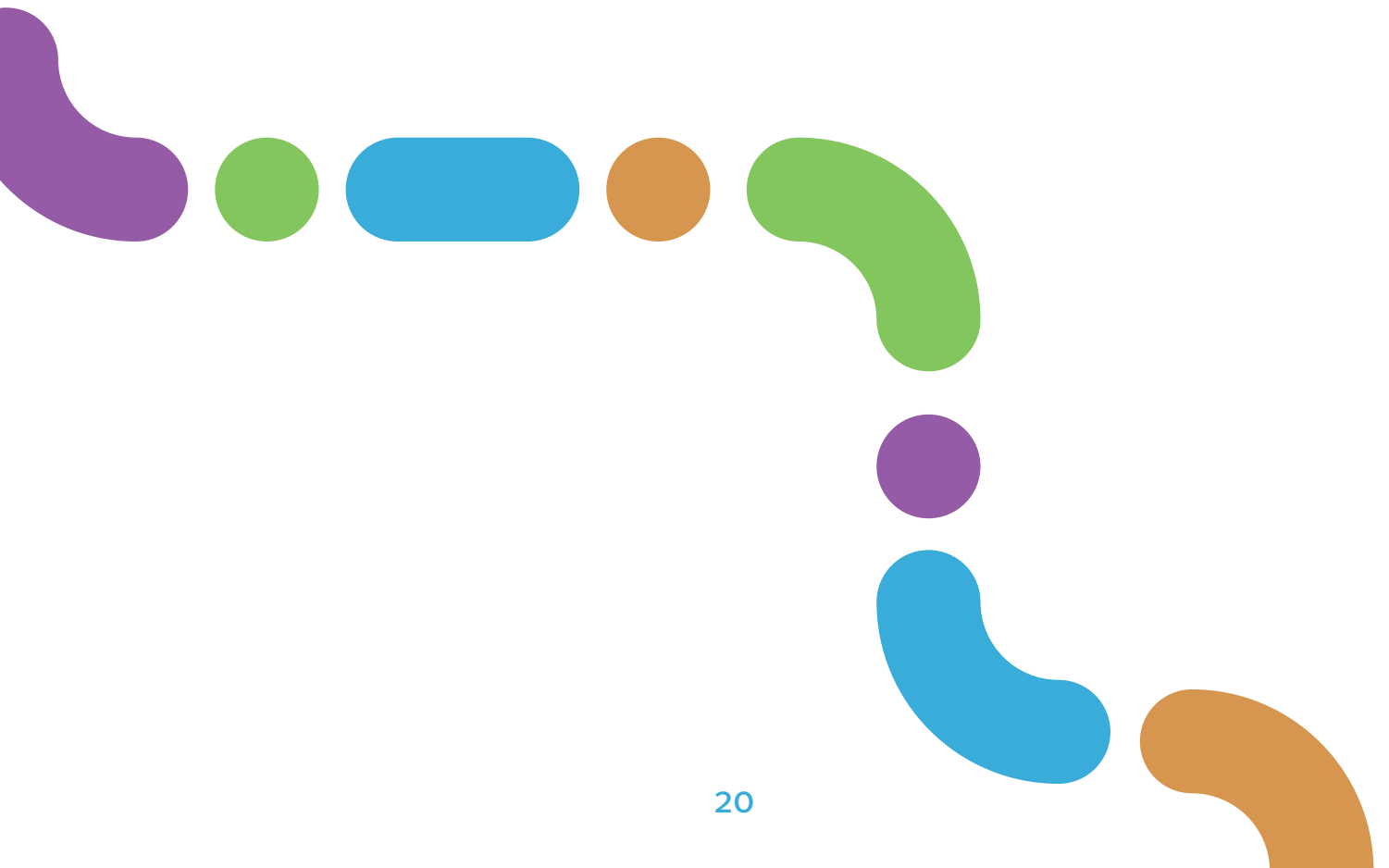
Unipol works to ensure optimal health and safety conditions at work, with an approach in terms of prevention and health culture, as set out in the Health and Safety System.⁹

⁹ Source: https://www.unipol.com/sites/default/files/documents/2024-07/ohs_policy_2023_unipolgruppo_en_2.pdf (retrieved 24.06.2025)



05

Challenges and opportunities



Case study: UNIPOL – Italy

Today, Unipol, like any large insurance and financial services group, faces a range of challenges and opportunities in the matter of due diligence.

Challenges

Unipol must navigate a complex web of national and international regulations, including those from IVASS (Italy's insurance supervisory authority), the Bank of Italy, and the European Union's Solvency II directive. Ensuring compliance with all these regulations can be challenging and resource-intensive. Regulatory environments are dynamic, with frequent updates and new requirements. Keeping up with these changes and ensuring continuous compliance is a significant challenge.

The sheer volume and variety of data that Unipol handles, from customer information to financial transactions, makes data management a complex task. Ensuring the accuracy, security and integrity of this data is crucial for due diligence. Compliance with data privacy regulations, such as the General Data Protection Regulation (GDPR), adds another layer of complexity. Protecting customer data while ensuring it is accessible for due diligence purposes is a balancing act.

Opportunities

The alliance between Unipolis Foundation¹⁰ and the ASVIS (Alleanza Italiana per lo Sviluppo Sostenibile)¹¹

represents a significant collaboration aimed at advancing sustainable development in Italy. The Unipolis Foundation is a non-profit organisation established by Unipol Group, focusing on social responsibility, cultural promotion and community welfare.

Led by Enrico Stefanini, ASVIS is an alliance of organisations working to promote sustainable development in Italy, aligned with the United Nations' Sustainable Development Goals (SDGs). ASVIS works to raise awareness of sustainability issues, advocate policies that support sustainable development, and educate the public about the importance of these goals. ASVIS conducts seminars, workshops and studies to foster dialogue among stakeholders and share best practices in sustainability.

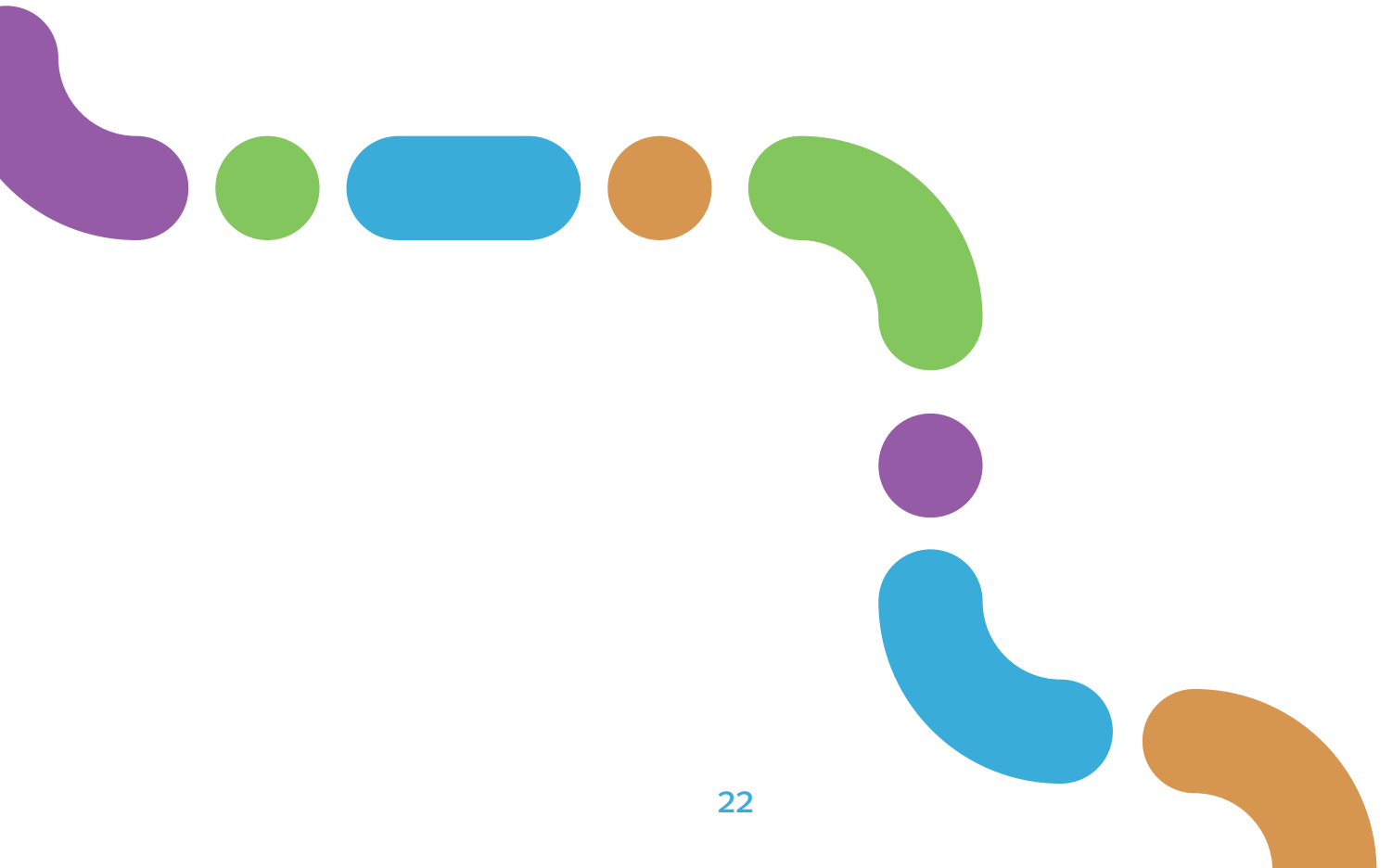
One notable example of this collaboration is their joint participation in the Festival dello Sviluppo Sostenibile, to which Unipolis contributes thematic panels, research and advocacy on social justice and inclusive mobility. At this event, very important people from different countries meet to talk about sustainability with experts and propose solutions to the issues. In summary, the alliance between ASVIS and the Unipolis Foundation enhances their ability to drive meaningful change in Italy by leveraging their strengths, expanding outreach, and promoting a unified approach to sustainable development. This collaboration exemplifies how organisations can work together to address complex societal issues effectively.

¹⁰ Source: <https://www.fondazioneunipolis.org/> (retrieved 24.06.2025)

¹¹ Source: <https://asvis.it/> (retrieved 24.06.2025)

06

Strategies and actions



Case study: UNIPOL – Italy

Unipol integrates social dialogue into its business strategy, promoting initiatives that involve employees, young people and communities, with the aim of contributing to a more inclusive, sustainable and responsible society. This is reflected in several strategic areas aligned with ESG priorities.

Environmental sustainability and climate change strategies

Unipol's climate change strategy,¹² adopted in June 2022 and updated in June 2023, has set targets in each of the group's three main areas of action: real estate, investment and underwriting. These efforts are detailed in the *Unipol and the climate report*, which describes how the company identifies, governs and manages climate-related risks and opportunities, in line with *Task Force on Climate-related Financial Disclosures* (TCFD)¹³ recommendations.

In recent years Unipol has developed a consolidated process for analysing and monitoring its direct and indirect impacts on the environment, which has led to the definition of appropriate activities to reduce negative impacts throughout the value chain, involving employees, associates and suppliers. In parallel with the issue of reducing climate-changing gas emissions Unipol is strengthening its contribution to biodiversity and ecosystem protection, is focusing more and more on its contribution to the protection of nature and biodiversity.

12 Source: <https://www.unipol.com/en/climate-strategy> (retrieved 24.06.2025)

13 Source: <https://www.fsb-tcdf.org/> (retrieved 24.06.2025)

Support of employees and social equity

The group manages 10 pension funds and 15 assistance funds (plus other forms of supplementary assistance) covering workers in the insurance, agricultural, commercial, service and tourism sectors.

As far as the supplementary pension system is concerned, more than 9,000 employees, including managers, are enrolled in pension funds. Overall, contributions paid to the pension funds by Unipol companies¹⁴ in 2023 for their enrolled staff amounted to more than €24.5 million. The assistance funds¹⁵ to which employees of Unipol Assicurazioni can belong have over 11,700 members, including managers. In 2023, the contributions paid to the assistance funds by UnipolSai Group companies for their enrolled personnel amounted to more than €29.7 million.

In addition to **first-level welfare**, the group proposes **second-level welfare** for the different stages and conditions of life of colleagues, capable of responding to the most important needs in order to improve the quality of life and allow a better synergy between the work and personal spheres.

The '**noiUnipol**' proposal is divided into three areas:

1. For you: these are initiatives aimed at reconciling people's roles, such as, for example, counselling services (in 2023, more than 200 interviews were

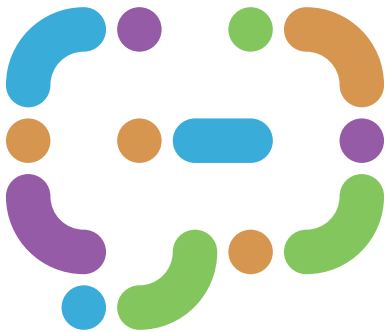
14 Source: <https://www.unipol.com/en/our-identity/our-history/200009/pension-funds-managed-unipol> (retrieved 24.06.2025)

15 Source: <https://www.unipol.com/en/people/unipol-group/corporate-welfare> (retrieved 24.06.2025)

held) or 'free time' services that offer services such as medicine delivery, laundry and shoemaking on site.

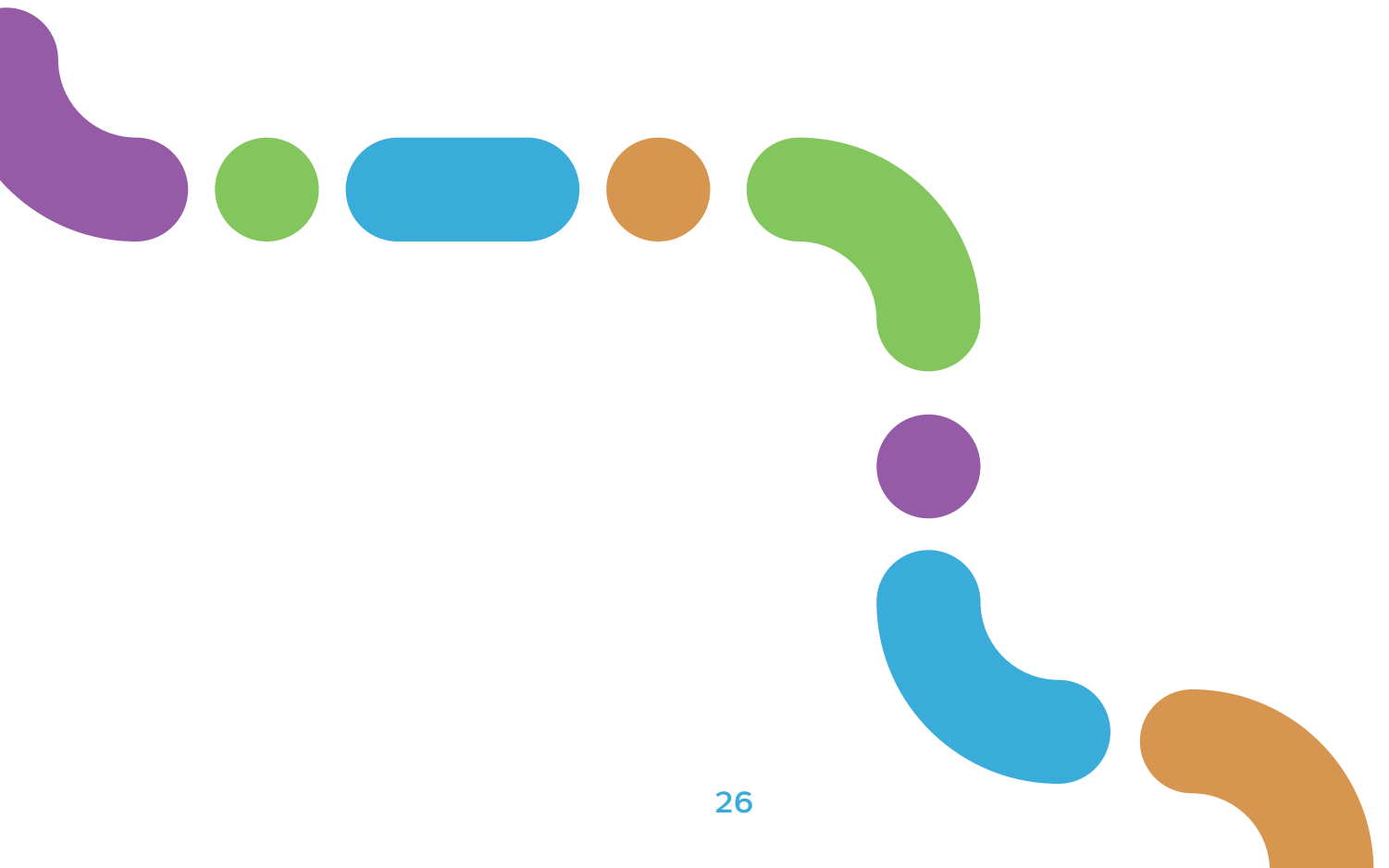
2. For your children: these are services created to support families in caring for their children from support in education to guidance in choosing studies, accompanying them throughout their growth. Approximately 100 scholarships have been made available (to support studies from high school graduation to three-year, specialised and single-cycle degrees) as well as Intercultural Scholarships (for young people aged between 14 and 17, for a study and life experience abroad of 1, 3, 6 or 12 months).

3. For your family: these are services to support colleagues facing the challenge of the non-self-sufficiency of their family members through tools such as a contact centre together with the Caregiver School, which provides courses to strengthen skills in areas such as caring for a vulnerable family member.



07

Good practices and lessons learned



Case study: UNIPOL – Italy

For the company, not only environmental sustainability but also social sustainability are the pillars of the good practices exemplified by the various projects listed in this section. Furthermore, in order to make a concrete and continuous impact on society, the approach is to collaborate with other state and non-state actors, such as associations whose objective is social, environmental care and support and the building of a better future. One of the most emblematic projects is *Bellezza Italia*¹⁶ promoted in collaboration with **Legambiente**, which focuses on assessing the effects of climate change on natural ecosystems and restoring degraded areas. These actions aim to improve the resilience of vulnerable territories and reclaim spaces for community use.

One of the actions the company is very proud of concerns a project entitled *Dolce Asprinio*,¹⁷ started in 2023 in Succivo in the province of Caserta. It combines agriculture, biodiversity, innovation and fighting organised crime. In this area, struck by both environmental problems and mafia operations, it is essential to do something to give young people and their families a future. The cleansing of the Caserta-Aversana area of the pollution of organised crime is being done by defending and exploiting a historical and agricultural asset, that of Asprinio di Aversa DOC wine. This project represents a very interesting observatory on the issue of agricultural biodiversity, which is at risk due to the impact of climate change. The cultivation of this wine has a peculiarity, that of 'tree cultivation', which reduces water and soil

consumption compared to industrial models. In the production of *Asprinio di Aversa DOC* wine, there is also a strong focus on the use of sustainable soil management techniques, such as using vegetation cover (where suitable plants are grown among the vines to preserve soil structure, reduce erosion and promote biodiversity), minimum tillage techniques to cut environmental impact, and reducing water and soil consumption. Reducing water use in agriculture is crucial for several reasons, including environmental sustainability, food security and economic efficiency. Agriculture consumes a large amount of water, making its efficient management a key issue for the future of our planet. In its first five years, this project aims to halve water use, cut mechanical weeding by 60%, reduce fuel consumption for mechanical operations by 80%, and stop using pesticides entirely.

The environment and its care cannot be limited to the local approach, so another major commitment for the company is the Unipol Forest project, created in partnership with Treedom in 2021.¹⁸ It has planted 11,000 trees in eight countries spread across three continents: Africa (Kenya, Tanzania, Madagascar), Asia (Nepal) and South America (Colombia, Ecuador, Guatemala and Haiti). In their life cycle, the Unipol trees will absorb 2,362 tonnes of CO₂ from the atmosphere. This project contributes to the achievement of the SDGs, in particular to *Goal 13 (fight against climate change)* and *Goal 15 (life on earth)*. In 2022, Unipol launched a partnership with Ogyre,¹⁹ Italy's first 'fishing for litter' platform,²⁰ which operates

16 Source: <https://www.legambiente.it/campagna/bellezza-italia/> (retrieved 24.06.2025)

17 Source: https://www.legambiente.it/wp-content/uploads/2023/07/Dossier_Dolce_Asprinio.pdf (retrieved 24.06.2025)

18 Source: <https://www.treedom.net/it/forest/foresta-unipol> (retrieved 24.06.2025)

19 Source: <https://www.ogyre.com/it> (retrieved 24.06.2025)

20 Source: <https://fishingforlitter.org/> (retrieved 24.06.2025)

thanks to local fishing communities, which use boats and nets to recover waste they find in the sea during their daily fishing activities or by dedicating part of their time to collecting marine litter, helping to protect marine biodiversity. This method provides economic support to the fishermen involved and brings the waste collected at sea ashore, which is then managed according to the laws in force by local partners. By 2023 the 11,000 kg of marine waste Unipol had committed to was collected in Italy, Brazil and Indonesia. This project contributes to the achievement of the SGDs, in particular *Goal 14 (Life under water)*²¹ and *Goal 12 (Responsible production and consumption)*.²² Regarding the impact, Ogyre estimates that removing 11,000 kg of marine litter from the marine ecosystem in 2023 resulted in the involvement of 60 global partners including fishermen, NGOs and research centres, generated €189,530 in direct and indirect benefits, and allowed 1,320 kg of litter to be reintroduced into the production process through a circular economy model.

In fact, going back to analysing good practices at local and regional levels, in 2023, Unipol partnered with 3Bee,²³ a nature tech company and leader in the protection of biodiversity through technology, to help create a large ecological corridor for pollinators. The aim of this partnership is to create 'Biodiversity Tech Oases' in five regions of Italy: Emilia-Romagna, Lombardy, Piedmont, Tuscany and Latium. They will

create five 'nectar forests', with 200 trees and two smart beehives per oasis, to ensure the regeneration of pasture for pollinating insects. 3Bee's Hive-Tech technology will monitor environmental parameters useful for analysing the surrounding biodiversity and the health of pollinating insects. This project contributes to the achievement of the SGDs, in particular *Goal 13 (Combating Climate Change)*²⁴ and *Goal 15 (Life on Earth)*.²⁵

In order to raise its employees' awareness of environmental issues, Unipol runs a communication campaign entitled "More sustainable together", which includes collaborations with external partners (Treedom, Ogyre and 3Bee) and also initiatives related to sustainable behaviour in the office such as the installation of drinking water dispensers to reduce the use of plastic bottles and ecological islands to improve waste sorting. For consumables, such as toners and cartridges, the group has adopted a centralised management system that distributes them to insurance agencies, together with printed matter and copy paper. In 2023, 8,220 toner and image units were purchased, one-third of which were certified as remanufactured, while the take-back and recycling system resulted in the collection of more than 5,000 items, equivalent to 6 tonnes of material, from the agencies alone.

Another practice strongly advocated by the company

21 Source: Goal 14 – Life Below Water: Conserve and sustainably use the oceans, seas and marine resources for sustainable development. <https://sdgs.un.org/goals/goal14> (retrieved 24.06.2025)

22 Source: Goal 12 – Ensure sustainable consumption and production patterns. <https://sdgs.un.org/goals/goal12>

23 Source: <https://www.3bee.com/en/> (retrieved 24.06.2025)

24 Source: Goal 13 – Take urgent action to combat climate change and its impacts. <https://sdgs.un.org/goals/goal13> (retrieved 24.06.2025)

25 Source: Goal 15 – Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss. <https://sdgs.un.org/goals/goal15> (retrieved 24.06.2025)

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for its workers and customers is to make them aware of food waste and misuse of resources by implementing concrete steps. Reducing food waste is crucial for the environment, the economy and food security. It contributes to greenhouse gas emissions, inefficient use of natural resources and economic costs for both households and the economy at large. Moreover, it is an ethical issue in a world where millions of people go hungry.

Again, the UNA Group,²⁶ Italy's largest hotel group and a Unipol subsidiary, has digitised some processes to reduce paper consumption: for example, paper materials that need frequent updating, such as those available to guests in rooms and restaurant menus, have been replaced by a QR code. In the hotels, initiatives are in place to combat food waste in hotel restaurants. In 2023, 14 hotels of the UNA Group participated in 'Too Good To Go'. Thanks to this collaboration, 3,232 meals were saved.

In conclusion Unipol's complexity and focus is expressed through its attention to its employees, users and environmental, social and economic sustainability. As Unipol's Head of Sustainability and Stakeholder Management says: "our mission is primarily social".

The Unipol case shows how a company with cooperative roots can structurally implement due diligence and sustainability, thanks to inclusive governance, integrated environmental strategies, and advanced social dialogue.

²⁶ Source: <https://www.unaitalianhospitality.com/it/destinazioni> (retrieved 24.06.2025)

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