



Inside Every Product there is a Story

Social Report 2025
ReMade Foundation

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Lettera del Presidente agli Stakeholder



The choice to promote sustainable development is today not only irreversible, but increasingly central to the strategies of businesses and institutions. The circular economy is confirmed as a reference model for combining competitiveness, innovation, and environmental responsibility. In this context, the need is growing for reliable tools that can ensure the actual sustainability of products and services placed on the market.

The ReMade Foundation, owner of the ReMade certification scheme, continues to operate with this objective: to assure companies, public administrations, and consumers by transparently and verifiably certifying the presence of recycled, recovered materials or by-products in certified products, together with the environmental benefits in terms of energy savings and reduction of greenhouse gas emissions.

The year 2025 represents the first full year of activity for the Foundation in its new configuration as a Social Enterprise. It has been a year of consolidation and growth, in which the foundations laid in 2024 have been strengthened and new strategic initiatives launched to expand the impact of the ReMade certification.

Among the main developments, I would like to highlight the full involvement of certified companies, which are now full members of the Foundation. This step represents a qualifying element of our model: a community of companies that not only adhere to a standard, but actively participate in its evolution and dissemination.

In this direction also lies the expansion of the membership base to all companies that obtain certification, as well as the broadening of dedicated services, designed to respond ever more effectively to companies' needs and to support them in their sustainability and innovation journeys. The new website and the renewed communication system, together with the introduction of a new logo, have further strengthened the visibility and recognizability of the ReMade certification.

Particularly significant is also the collaboration with the Sant'Anna School of Advanced Studies in Pisa, with which we have launched a study on the use of recycled materials and by-products in Italian manufacturing companies. The first results, presented during the Ecomondo 2025 conference, show that ReMade-certified companies demonstrate better performance both economically and in the adoption of circular economy practices, confirming the tangible value of certification as a driver of competitiveness and innovation. The final outcome of this study will be the Foundation's first sustainability report, which will be publicly presented in 2026.

Lettera del Presidente agli Stakeholder



The results achieved in 2025 confirm the validity of the path undertaken and the commitment to addressing future challenges. Our aim will be to further strengthen the role of the Foundation as a point of reference for circularity certification and to expand the certification at the European level, supporting companies and public administrations in the transition toward increasingly sustainable, transparent, and verifiable production and consumption models.

I would like to close this letter with a heartfelt and respectful thought for Valter Facciotto, who passed away on March 1, 2026. President of the ReMade Foundation since its establishment in 2024, Valter brought to this role the experience and vision gained over fourteen years leading the National Packaging Consortium. Much of the Foundation's current identity is due to him: rigor, sensitivity to sustainability, and a rare ability to build relationships and trust. His contribution to the world of the circular economy in Italy will remain a lasting reference.

The President of the ReMade Foundation

Simona Fontana

A handwritten signature in black ink, appearing to read 'Sim Fontana'.

1. Social Report of the ReMade Foundation 2025

Social Report of the ReMade Foundation 2025

(pursuant to Article 14 of Legislative Decree No. 117/2017)



1.1 Methodological note and reference standards

The collection of data used to prepare this document was carried out through a multidisciplinary process involving the entire Technical Area and the administrative unit of the ReMade Foundation for the financial dimension. Data were collected internally through the Foundation's monitoring systems.

The reporting process adhered to the following guiding principles:

- **Transparency:** all data and information presented in this Social Report are accessible and have been reviewed by all relevant stakeholders;
- **Completeness:** all information deemed essential for fully understanding the Foundation's activities and commitments has been included;
- **Neutrality:** information is presented in a complete, impartial manner, independent of vested interests and without distortion aimed at satisfying the interests of management or specific stakeholder groups;
- **Reporting period consistency:** the activities and social results reported refer to the year 2024;
- **Comparability:** the presentation of information allows for temporal and spatial comparison with similar organizations or those operating in the same or comparable sectors;
- **Clarity:** information is presented clearly and comprehensibly, accessible also to non-expert readers;
- **Accuracy and verifiability:** the data reported refer to identifiable information sources;
- **Reliability:** data are provided objectively, without overestimation or underestimation;
- **Independence of third parties:** third parties responsible for ensuring the quality of the social reporting process were granted full autonomy and independence of judgment.

The reporting process follows the **Guidelines for the Preparation of the Social Report for Third Sector Entities pursuant to Article 14, paragraph 1 of Legislative Decree No. 117/2017**, and, with reference to Social Enterprises, **Article 9, paragraph 2 of Legislative Decree No. 112/2017**.

Social Report of the ReMade Foundation 2025

(pursuant to Article 14 of Legislative Decree No. 117/2017)



1.2 Reporting scope

In accordance with Ministerial Decree of 24 January 2008 (“Adoption of guidelines for the preparation of the social report by organizations operating as social enterprises”), updated by Legislative Decree No. 112/2017 and Ministerial Decree of 4 July 2019, this Social Report has been prepared by **Fondazione ReMade – Social Enterprise**.

When illustrating results and presenting qualitative and quantitative content, reference is made to the **ReMade System**, understood as the set of activities provided for by the Statute and carried out by the ReMade Social Enterprise Foundation. Historical data are also included.

No changes in scope or measurement methods are reported compared to previous reporting periods, as this document represents the **first Social Report** of the ReMade Social Enterprise Foundation.

- This document considers and describes:
- **Core activities of the Entity:** including primary service delivery activities and additional activities of the Foundation;
- **Stakeholders and interested parties:** analyzing the involvement and impact of the Entity on clients, members, institutions, and civil society;
- **Workers’ rights:** including policies and practices related to human resource management, gender equality, training, and professional development;
- **Environment:** considering the environmental impact of the Entity’s activities.

2. General information about the Entity

General information about the Entity



2.1 Entity profile

- **Name of the entity:** ReMade Foundation – Social Enterprise Third Sector Entity
- **Tax code and registration with the Companies Register:** 97533020158
- **VAT number:** 08017760961
- **Legal form and qualification under the Third Sector Code:** Social Enterprise Foundation
- **Registered and operational headquarters:** Via Pompeo Litta, 5 – 20122 Milan (MI), Italy
- **Territorial scope of activities:** The activities of the ReMade Foundation and its collaborators are carried out both in Italy and abroad, as ReMade certification applies to goods produced in Italy and/or internationally.
- **Date of incorporation:** 20 December 2023

ReMade Foundation Contacts



info@remade.it



www.remade.it



[Fondazione ReMade](#)

General information about the Entity



2.2 Historical evolution of ReMade

2009 Conai¹—together with the Lombardy Region, the Chambers of Commerce of Milan, Monza Brianza and Lodi, and AMSA S.p.A. —founds the **ReMade in Italy Association** as a non-profit, non-governmental organization with the aim of promoting recycled products on the market through **independent third-party certification**.

2013 Accredia² officially recognizes **ReMade in Italy** as the **first accredited certification scheme in Italy and in Europe** for verifying recycled content and the use of by-products in products or semi-finished goods, across any product sector and including products made from multiple materials. In its initial phase of dissemination, the certification focuses on two main objectives:

- verification of recycled content within products and/or semi-finished goods produced mainly in Italy through an independent third-party body;
- promotion of Made in Italy.

2015 The ReMade in Italy Association **takes part in EXPO Italia**, creating a **catalogue of eco-sustainable products** made available to participating countries.

2016 ReMade certification is **explicitly recognized** in the decrees of the Ministry of the Environment concerning the **MECs (Minimum Environmental Criteria)**.

2018 The **ReMade Catalogue** expands and becomes widely used. It is available on the Association's website and consulted by public bodies for tender preparation (GPP), by designers, and by private consumers.

2023 The **ReMade in Italy certification scheme** is updated to certify recycled content not only in products or materials manufactured in Italy, but also in those produced worldwide, becoming the **ReMade certification scheme**. The certification is included in the revision of the **Public Procurement Code (Legislative Decree 36/2023)**.
On **18 December 2023**, the ReMade in Italy Association completes its transformation into the **ReMade Foundation**, with the transfer of ownership and management of the ReMade certification scheme.

¹ Conai, is the acronym for «Consorzio Nazionale Imballaggi» (National packaging consortium) It is a private, non-profit consortium that supports packaging producers and users in achieving the recycling and recovery targets for packaging waste set by law (conai.org).

² Accredia is the Italian Accreditation Body.

General information about the Entity

2.3 Vision and Mission (1/2)

In accordance with the principle of horizontal subsidiarity set out in Article 118, paragraph 4 of the Italian Constitution, and in application of Legislative Decree No. 112/2017—as well as, where applicable, the provisions of the Third Sector Code—the Foundation operates on a non-profit basis to pursue civic and social utility purposes.

Its mission is to promote knowledge and use, in support of and as a driver of the circular economy, of environmentally sustainable materials and products made from recycled waste and by-products.

To this end, the Foundation:

- carries out cultural, scientific, and technical activities aimed at promoting and developing the market for materials derived from waste recycling, through the dissemination of innovative materials, products, and production processes from an environmental protection perspective, including the issuance of quality certifications attesting compliance with specific production protocols designed to ensure, among other things, compatibility with the protection of human health and the safeguarding of land and nature;
- identifies and enhances distinctive signs and trademarks, including certification marks, to be used to distinguish recycled and innovative environmentally sustainable goods, also from a design perspective;
- undertakes outreach and information activities aimed at public and private consumers to encourage the use of environmentally sustainable goods derived from recycling;
- promotes awareness among public institutions, economic operators, and the general public on issues related to the production and use of eco-sustainable and recycled goods through the organization of conferences, congresses, seminars, meetings, events, training courses, information campaigns, and the publication of books and printed works;
- promotes international networks to disseminate the production of eco-sustainable and circular goods, enhancing processes, products, distribution practices, and communication strategies of Italian companies.

General information about the Entity

2.3 Vision and Mission (2/2)

In addition, the Foundation fosters and promotes the development of synergies and collaborations with individuals and entities—public or private, Italian or foreign—operating in sectors relevant to the Foundation or sharing its values and objectives. These collaborations may include, by way of example:

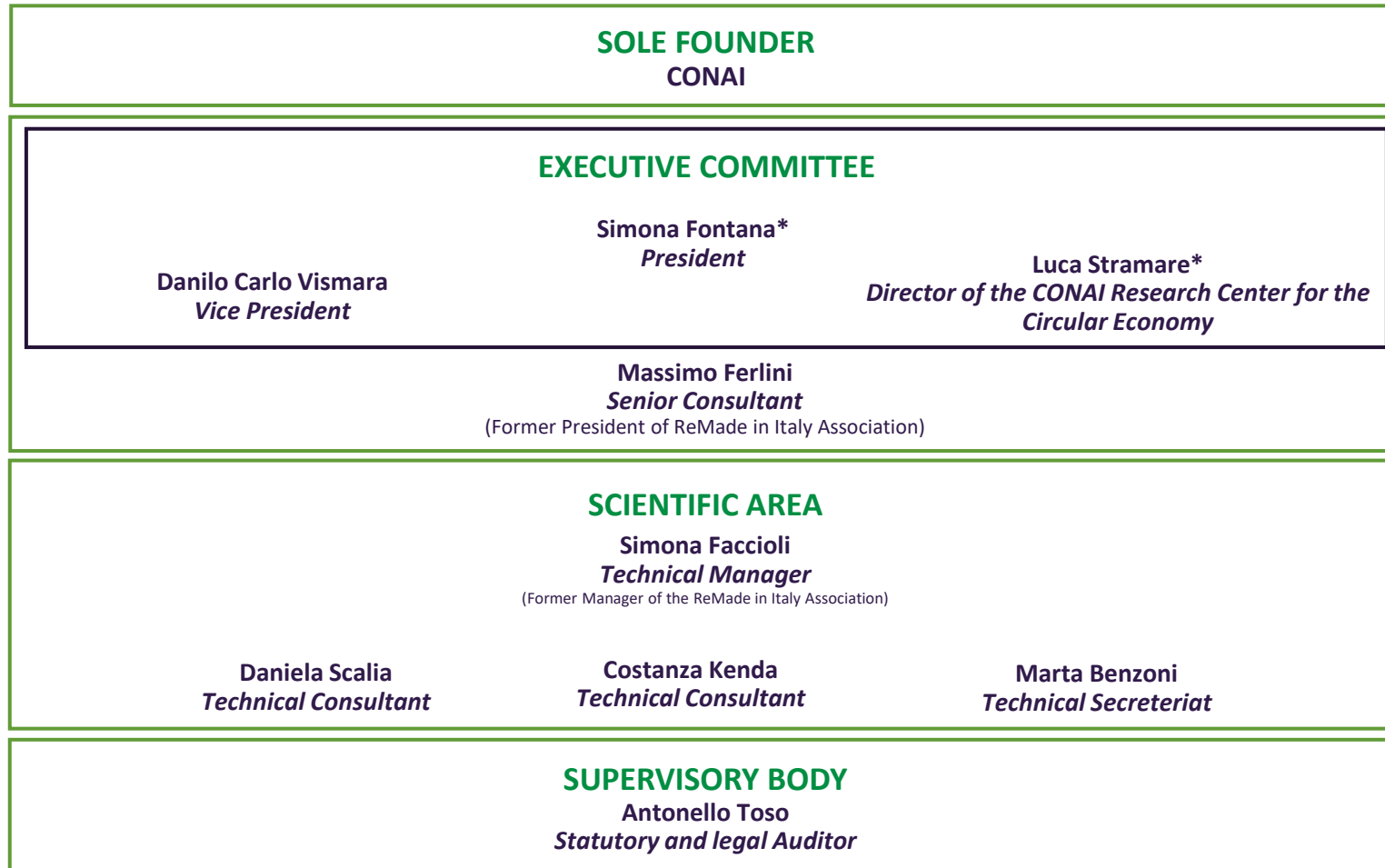
- participation in associations, entities, and national or international organizations pursuing similar or related objectives or carrying out activities connected or instrumental to those of the Foundation, thereby developing the Foundation’s national and international network;
- participation in instrumental and service companies, including those specifically established, within the scope of the Foundation’s primary and secondary activities, where appropriate for their effective implementation;
- establishment of working groups in various operational areas (such as materials and goods production, commercial distribution, and consumers) for the analysis and in-depth study of topics related to the Foundation’s objectives;
- collaboration and exchange with universities and other public and private research and educational institutions, including through the establishment of scholarships and grants supporting studies on topics of interest to the Foundation;
- development of communication plans concerning environmental protection and the quality and safety of eco-sustainable goods, including the promotion of the Italian supply chain.

In compliance with the limits established by Article 2, paragraph 3 of Legislative Decree No. 112/2017, the Foundation may directly or indirectly carry out secondary and instrumental activities in relation to the primary activities described above.

3. Structure, governance and administration

Structure, governance and administration

3.1 Administrators, Collaborators and Members (1/3)



* The new appointments were made following the renewal of the Executive Committee, consequent to the passing of President Valter Facciotto.

Structure, governance and administration

3.1 Administrators, Collaborators and Members (2/3)

The President, the members of the Executive Committee, and the Sole Auditor were appointed on 18 December 2023 during the extraordinary General Assembly of the ReMade in Italy Association, which approved the transformation into the ReMade Foundation.

The Assembly was held at the headquarters of CONAI in Milan, with the presence of 6 members out of a total of 37. The transformation from the ReMade in Italy Association into the ReMade Foundation became effective on 1 May 2024, and the appointments took effect from the same date.

The Foundation operates through a Technical Area and a Technical Secretariat, which are primarily responsible for the activities outlined below.

Technical Area

- Management of the ReMade certification scheme: updating technical standards and maintaining relations with accredited certification bodies, authorized auditors, and consultants;
- Support to companies during the certification process;
- Management of the ReMade Catalogue;
- Training activities.

Technical Secretariat

- Initial contact with interested companies and management of documentation;
- Administrative and accounting management and organization of the Foundation's activities;
- Drafting of communication materials.

Structure, governance and administration

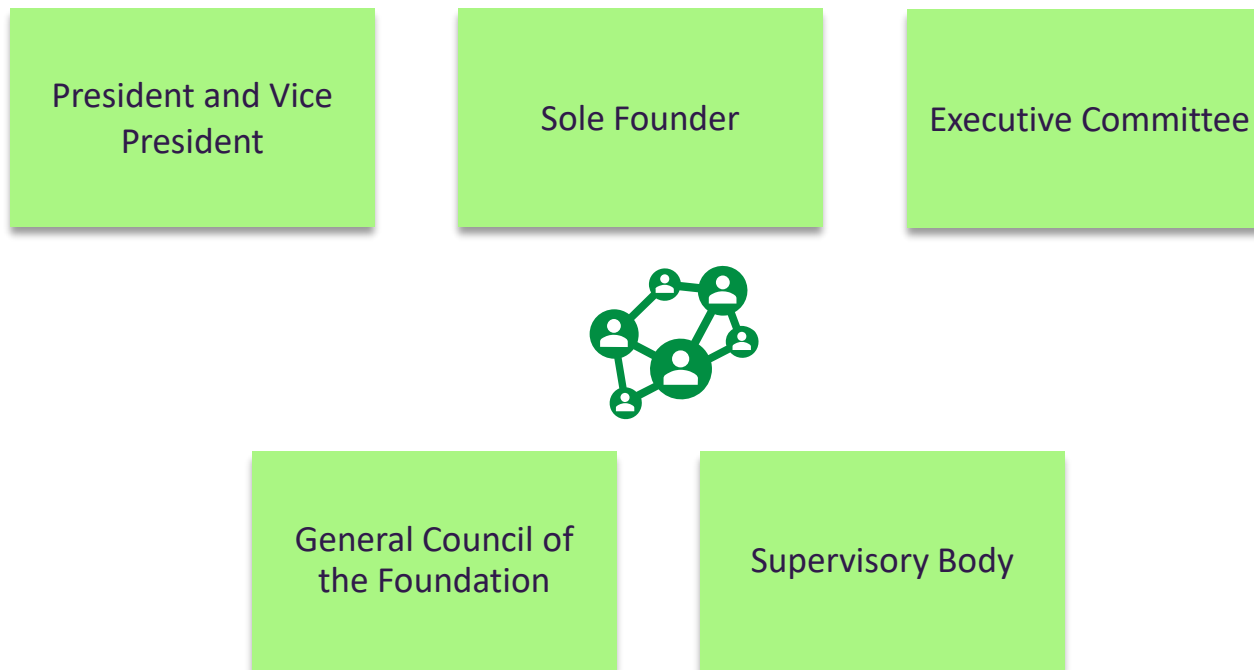
3.1 Administrators, Collaborators and Members (3/3)

- In addition to the **sole Founder (CONAI)**, the ReMade Foundation currently counts **34 Supporting Members**, including **30 companies** and **4 consortia and associations**.
- Supporting Members are entities that, by making use of the Foundation's activities and contributing on an ongoing basis to its operations, participate in financing the Foundation's activities in accordance with the provisions of the Statute.

Structure, governance and administration

3.2 Governance

The Foundation is currently managed and administered by the following governing bodies:



Structure, governance and administration

3.2 Governance

President and Vice President

The **President** is appointed by the **sole Founder**.

The **Vice President** is appointed by the Supporting Members by majority vote.

The **President** and the **Vice President** hold office for **three financial years** and their mandate expires on the date of the General Council convened to approve the financial statements for the final year of their term. They may be reappointed.

The President is responsible for:

- ensuring that operations are conducted in accordance with the interests of the Foundation;
- carrying out the duties expressly assigned by the sole Founder;
- convening and chairing the Executive Committee;
- convening, upon resolution of the Executive Committee, and chairing the Foundation's Assembly;
- granting mandates and powers of attorney for individual acts or categories of acts, subject to prior resolution by the Executive Committee.

Structure, governance and administration

3.2 Governance

Executive Committee

The Executive Committee is composed of the President, the Vice President, and a third member appointed by the sole Founder.

The Executive Committee exercises all powers of administration and management not expressly assigned by the Statute to other governing bodies of the Foundation.

The Executive Committee is responsible for:

- implementing the lines of action and intervention defined by the sole Founder in accordance with the strategic guidelines established to achieve the Foundation's objectives;
- ensuring that the organizational, administrative, and accounting structure of the Foundation is adequate to the nature and scale of its activities;
- drafting the annual financial statements and the social report and submitting them to the sole Founder for approval;
- deciding on the convening of the Foundation's Assembly by the President;
- determining the amount of ordinary and extraordinary operating contributions in compliance with the economic provisions of the Statute;
- appointing collaborators and consultants whose activities are necessary or appropriate for achieving the statutory objectives of the Foundation;
- hiring employees and determining their remuneration;
- requesting non-binding opinions from the Foundation's Assembly on proposed amendments to the Statute or on the transformation or liquidation of the Foundation, as well as on the initial text and any amendments to internal regulations;
- deciding on the establishment of representative or administrative offices and delegations in Italy and abroad, and carrying out any other acts of administration or management.

Structure, governance and administration

3.2 Governance

Foundation's General Assembly

The Foundation's Assembly is composed of Founders (including subsequent ones), Supporting Members, and Promoters, each of whom is entitled to one vote. The Assembly is convened at least once a year on the occasion of the approval of the financial statements.

- During its annual meeting, it expresses its assessments of the activities carried out by the Foundation in the previous financial year and on any potential future developments.
- It may submit proposals relating to projects and initiatives of the Foundation to the sole Founder or to the Executive Committee itself.
- It provides opinions on matters submitted for its consideration.

Structure, governance and administration

3.2 Governance

Supervisory Body

The Statutory Auditor represents the single-member supervisory body and is appointed by the sole Founder. In this role, he or she is responsible for overseeing the management of the organization and verifying the proper maintenance of accounting records, exercising supervisory and control functions and contributing to ensuring transparency and correctness in administration.

The Statutory Auditor's main functions include:

- reviewing accounting records;
- assessing the regularity of management operations;
- verifying the accuracy of financial statements and accounting documents;
- ensuring compliance with the Statute, applicable laws, and regulations;
- monitoring compliance with the Foundation's social objectives;
- certifying that the Social Report has been prepared in accordance with applicable regulations.

The Auditor holds office for three financial years, expiring on the date of the General Council convened to approve the financial statements for the final year of the term, and may be reappointed.

The Statutory Auditor attends meetings of the Executive Committee and may, at any time, carry out inspections and audits, requesting from the Executive Committee any information or clarification deemed necessary for the performance of their duties. The Auditor may also perform a consultative role, providing recommendations and suggestions to improve management practices and prevent potential irregularities.

Structure, governance and administration

3.3 Stakeholders

The Foundation draws vital strength from the passion, commitment, and collaboration of its many stakeholders who, together with its Members, represent the driving force behind continuous improvement.

Through ongoing and constructive dialogue with the Foundation, stakeholders contribute to enhancing the market for materials derived from recycling, generating positive economic, employment, and environmental impacts.

The following section presents the current mapping of the Foundation's stakeholders, providing a detailed description of each category, the type of dialogue established, and the nature of the relationship, which may be economic, operational, consultative, or supportive.

CATEGORY	DESCRIPTION	TYPE OF INTERACTION
MEMBERS		
Conai	Acronym for "National Packaging Consortium" is a private, non-profit consortium that supports packaging manufacturers and users in achieving the recycling and recovery targets for packaging waste required by law. It is the sole founder of the Foundation.	Continuous interaction. The Foundation is based in the same building as the Consortium and its General Manager is a member of the Foundation's Executive Council. The Foundation periodically reports to Conai on the achievement of the planned objectives.
Supporting Members	Companies, Associations and Consortia	They pay contributions into operating accounts for services that the Foundation provides to them.

Structure, governance and administration

3.3 Stakeholders

CATEGORY	DESCRIPTION	TYPE OF INTERACTION
PUBLIC ADMINISTRATION (1/2)		
Italian Ministry of the Environment and of the Energy Security	It issues ministerial decrees concerning green public procurement (GPP), regulating the Minimum Environmental Criteria (MECs) for the various product sectors. Minimum quantities of recycled content are required in almost all ministerial decrees relating to MECs and ReMade certification is an officially recognized means of proof.	The Foundation participates in the Technical Advisory Tables of the Ministry of the Environment for the drafting of new MECs or for the revision of those already in force and is the contact person for issues relating to the recycled content and the function of certifications as a means of proof.
Italian Ministry of Enterprises and Made in Italy	It issues tax incentive decrees for companies that certify their products with recycled content or that purchase certified products; in both cases, the ReMade certification is a requirement to access state funding.	The Foundation disseminates the procedures for accessing state incentives through in-depth news.

Structure, governance and administration

3.3 Stakeholders

CATEGORY	DESCRIPTION	TYPE OF INTERACTION
PUBLIC ADMINISTRATION (2/2)		
Lombardy Region	The Lombardy Region, in the figures of the Councillor for the Environment and the Councillor for Economic Development, has opened a technical table for sustainable construction.	The Foundation participates in the "Sustainable Building" Technical Table for the promotion of a traceability and transparency system on building materials.
Regions and Municipalities	Regions and Municipalities are contracting authorities obliged to include the CAM in public tenders and therefore to then have to verify the means of proof, which also include the ReMade certification.	<p>The Foundation supports Regions and Municipalities, through dedicated training moments, in understanding the MECs to be included in public tenders.</p> <p>The Foundation is included in the Circular Milan Catalogue, the official catalogue of the Municipality of Milan dedicated to circular economy companies active in the city in the fashion, textile, furniture and consumer goods sectors.</p>

Structure, governance and administration

3.3 Stakeholders

CATEGORY	DESCRIPTION	TYPE OF INTERACTION
CONSORTIA / ASSOCIATIONS		
Conai supply chain consortia	These are the Conai supply chain consortia, which guarantee the collection of packaging waste of steel, aluminum, paper, wood, plastic, bioplastic and glass collected separately, processing and delivery to the final recycler (which can be a single plant or an accredited intermediary).	The Foundation plans actions with the supply chain consortia to promote, towards their consortium members, traceability in the use of materials deriving from waste recycling and the certification of products with recycled content.
Accredia	Accredia is the body designated by the Italian Government to certify the competence and impartiality of the bodies and laboratories that verify the compliance of goods and services with the standards. As an independent third party, the accreditation body ensures the reliability of conformity assessment services and helps to foster trust in national and international markets. It is a signatory of International Mutual Recognition Agreements and a member of EA, IAF and ILAC.	<p>The interaction between the Foundation and Accredia is continuous, due to the fact that the certification scheme is accredited by Accredia. This means that the revisions of the Technical Standards by the Foundation must be shared with Accredia.</p> <p>For the future European recognition of the ReMade certification, the Foundation submits the application for European accreditation in Accredia, and once validated, there is then the passage to EA, for the final evaluation.</p>
FederLegno	FederlegnoArredo is the Italian Federation that represents the wood-furniture industries in all components of the supply chain, from the raw material to the finished product.	A discussion was launched aimed at promoting ReMade certification as a traceability tool for the supply chain and end-of-life management.

Structure, governance and administration

3.3 Stakeholders

CATEGORY	DESCRIPTION	TYPE OF INTERACTION
CUSTOMERS (1/2)		
Certified companies	Economic organizations that by certifying adhere to ReMade values and standards. Possession of the certification involves the implementation of an internal traceability system and, in many cases, continuous improvements in terms of mass balance, which are monitored over time.	Certified companies maintain a relationship with the Foundation through e-mail exchanges, telephone exchanges and live meetings, for in-depth analysis and solutions to specific problems. The Foundation's Technical Area carries out periodic and sample monitoring visits to companies in the certification phase.
Conformity Assessment Bodies	Entities responsible for issuing the certification, they guarantee the correct application of the ReMade technical standards through annual checks at certified companies, and are in turn accredited by Accredia to carry out control and certification activities.	Exchanges with the Technical Area of the Foundation are continuous and for a discussion on issues of concrete application of the ReMade Technical Standards to the various companies and for the solution of interpretative problems that may arise. The Bodies are consulted by the Technical Area of the Foundation on the occasion of the revision of the Regulations.
Consultants	Accredited professionals for assistance to companies in the certification phase. They appear in the respective online Register maintained by the Foundation.	The dialogue takes place through the exchange of emails, phone calls for technical issues and meetings on the occasion of the training or update courses.

Structure, governance and administration

3.3 Stakeholders

CATEGORY	DESCRIPTION	TYPE OF INTERACTION
CUSTOMERS (2/2)		
Auditors	Accredited professionals to carry out documentary and onsite verification at companies in the certification phase on behalf of a ReMade accredited conformity assessment body. They appear in the respective online register maintained by the Foundation.	The dialogue takes place through the exchange of emails, phone calls for technical issues and meetings on the occasion of the training or update courses.
Trainees	Users who come into contact with ReMade during the training courses offered by the Foundation.	Commercial/economic and educational relationship. Telephone contacts are made in case of further requests for information.
Waste management managers	Companies that deal with the management of environmental services in the area, including the waste service. They participate in public tenders and must therefore meet the mandatory minimum environmental criteria (MECs) issued by the Ministry of the Environment for the specific sector.	<p>Technical specifications compliant with the MECs for waste are developed by the Foundation, which allow the company that manages the waste service to be able to participate in public tenders, meeting all the minimum environmental criteria required by law from the outset.</p> <p>The Foundation supports companies with dedicated in-house training.</p>

Structure, governance and administration

3.3 Stakeholders

CATEGORY	DESCRIPTION	TYPE OF INTERACTION
BENEFICIARIES (1/2)		
Consumers	Private individuals who buy products certified for their recycled content. They are those who consciously espouse the values of the ReMade Foundation and become promoters of it.	The first channels of communication with this type of stakeholder are the website, the online catalogue, social networks and monthly newsletter, which contains news on the market of certified products, national and European regulations regarding recycled content and updates on the Foundation's initiatives. Private consumers contact the Foundation for more information on where to buy certified products.
Users of certified materials	Public and private entities that purchase recycled products or materials for various purposes. These can be manufacturing companies producing goods that use certified materials as raw materials, or even companies or PAs that purchase certified products, for example, for furnishing their offices or public places.	The first channel of communication with this type of stakeholder is the online catalog where they find the materials/products of their interest. Users contact the Foundation for more information on where to buy certified products.

Structure, governance and administration

3.3 Stakeholders

CATEGORY	DESCRIPTION	TYPE OF INTERACTION
BENEFICIARIES (2/2)		
Planners and designers	Planners and designers must prepare the necessary documentation for participation in public tenders and must select products that meet the Minimum Environmental Criteria, including the requirement for products with recycled content.	Planners and designers use, independently or with specific requests, the ReMade Catalogue which groups together all certified products with recycled and by-product content.
Public Administration	Public administrations are contracting authorities obliged to include MECs in public tenders and therefore to then have to verify the means of proof, which also include the ReMade certification.	<p>The Foundation can provide support with specific training courses, or through information, about the practical application of MECs within public tenders.</p> <p>The PAs contact the Foundation to ascertain the existence of a ReMade certificate and its validity.</p>

Structure, governance and administration

3.3 Stakeholders

CATEGORY	DESCRIPTION	TYPE OF INTERACTION
COLLABORATORS		
Employees, collaborators and consultants	They represent the vital center of the Foundation, they work individually or in groups for the management of the Foundation's activities (for example, but not limited to: training, technical, regulatory, dissemination, communication, administrative, etc.).	Dialogue within the team takes place daily through continuous collaboration and through weekly moments of sharing and planning.
SERVICE PROVIDERS		
External collaborators	Duly qualified professionals. Professionals who work alongside the Office for specific projects, providing technical advice and support.	The staff is supported by professionals in charge of specific events/projects. The communication channels activated are periodic meetings, e-mails, and phone calls for collaborations and team updates on the status of ongoing projects.
General Suppliers	Companies that provide various types of material for offices and/or other events.	Contact through emails or phone calls with the various managers, who manage orders and supplies of material.

4. Employees and Collaborators

Employees and Collaborators



Employees

1

- Permanent contract CCNL for workers in the rubber, electric and related cables and plastics industry
- 40 hours per week



Paid collaborators

4

- Consultancy contracts, to achieve objectives

Free Collaborators

0

Composition by gender



56 %



44 %

Degree of education at the master's degree



100 %

Employee welfare



Meal vouchers

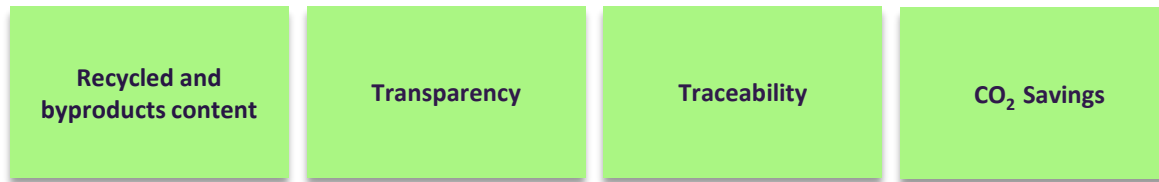
5. Objectives and Activities

Objectives and Activities

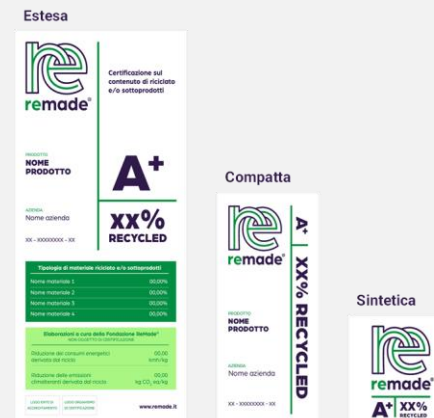
5.1 Remade certification scheme for measuring the circularity of materials and products

ReMade is the first product certification in the field of Circular Economy to have received recognition from Accredia. The certification is owned by the ReMade Foundation.

The objective of the certification is to verify the content of recycled and by-products in a finished product (or in a semi-finished product or in a material), made with any type of material and also with mixed materials, through the establishment of a system of continuous control of suppliers and incoming materials, the preparation of a flow traceability plan and requirements that impose maximum transparency of the production process.



The purpose of the certification is to give certainty, even during public tenders (Green public procurement), on the quantity and quality of recycled material present in the product and to overcome the uncertainty of self-declaration. Certified products are distinguished by a label, designed to be affixed to information materials and products, which also shows the environmental data of the savings in climate-changing emissions and energy deriving from the fact of using recycled materials instead of virgin materials for the production of the good.



Objectives and Activities

KPIs Table

KPIs	2025	2024	2023
no. Certified companies	362	283	177
no. Certified products	7.494	4.985	2.484
Renewal rate	96%	96%	97%
Accredited Conformity Assessment Bodies	9	8	7
Qualified Auditors	160	101	80
Qualified Consultants	232	190	161



Objectives and Activities

The ReMade certification is issued by certification bodies under accreditation.

There are currently 9 ReMade accredited bodies.



European recognition

In line with the strong diffusion of certification in recent years, the Foundation has decided to bring the ReMade certification to European recognition at the European accreditation body EA (European accreditation), thus allowing it to operate through certification bodies located throughout the European Union.

Objectives and Activities

5.2 The ReMade Catalogue: circular and certified products

The products that have received the ReMade certification flow into the ReMade Catalog, published online and managed by the ReMade Foundation on its website.

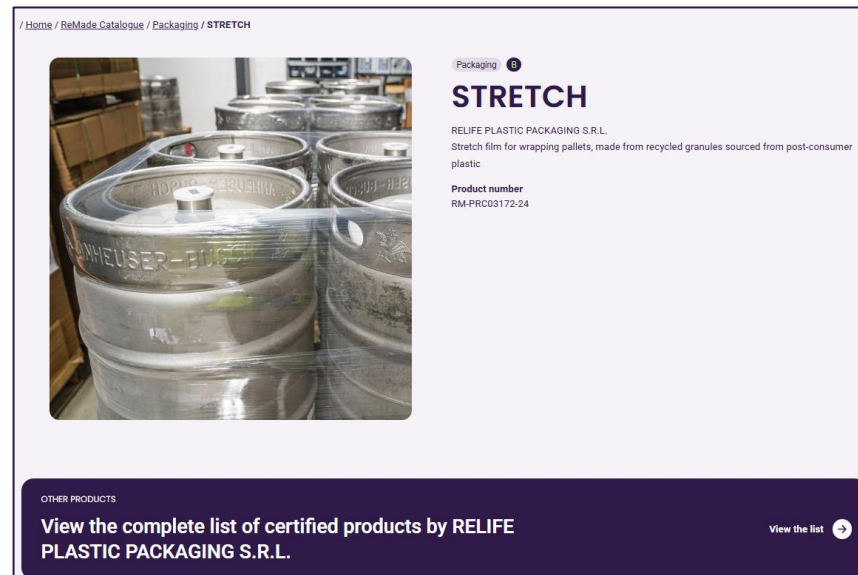
The purpose of the Catalogue is to give maximum visibility to certified products, highlighting their characteristics of environmental sustainability and innovation.

The Catalogue is easy to consult and is very useful for public administrations that have to draw up calls for tenders containing the minimum environmental criteria (MECs) but also for planners, designers who are looking for circular and sustainable products and finally for private consumers interested in the topic of recycled and circular economy.

The ReMade Catalogue is a privileged observatory on the use of secondary raw materials by companies, in the various sectors. The ReMade Catalogue represents the basis of contextual information for the design of strategies to promote the MPS market, also focused on specific sectors and materials.

The Sectors of the ReMade Catalogue

- Clothing and footwear
- Indoor furniture
- Urban furniture
- Containers for separate waste collection
- Construction
- Packaging
- Insulators
- Bio-based products
- Materials and semi-finished products
- Objects
- Oils
- Flooring
- Cleaning
- Roads
- Toner



Objectives and Activities

5.3 Projects for the renewal of the Foundation's brand identity

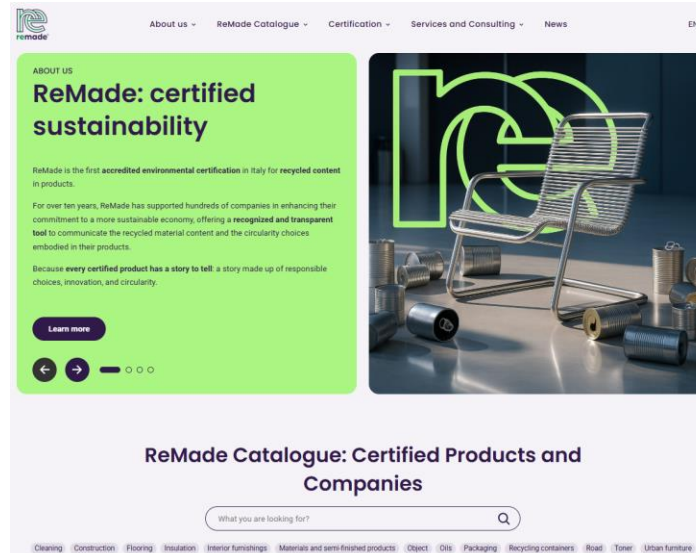
With a view to consolidating its leading position in the market, as well as to fostering innovation and modernisation, the Foundation completed the following two projects in 2025.

Completion of the design of the **new logos**, which will be used by the ReMade Foundation starting from mid-2025.



Renewal of the Foundation's website, as a reference point for different types of stakeholders, national and international.

Maximum enhancement of the functionality of the ReMade Catalogue.



Objectives and Activities

5.4 Organization and participation in events and projects

The ReMade Foundation took part once again this year in the Ecomondo trade fair, which was held in Rimini from 3 to 7 November 2025. On 6 November, a conference was held at the Conai stand, during which the initial findings of the report on the uptake of recycled materials and the assessment of ReMade certification as a driver of competitiveness, prepared by the Sant'Anna School of Advanced Studies in Pisa (Prof. Fabio Iraldo), were presented.

The full report will be delivered by May 2026 and will be presented at two public events by the end of 2026.

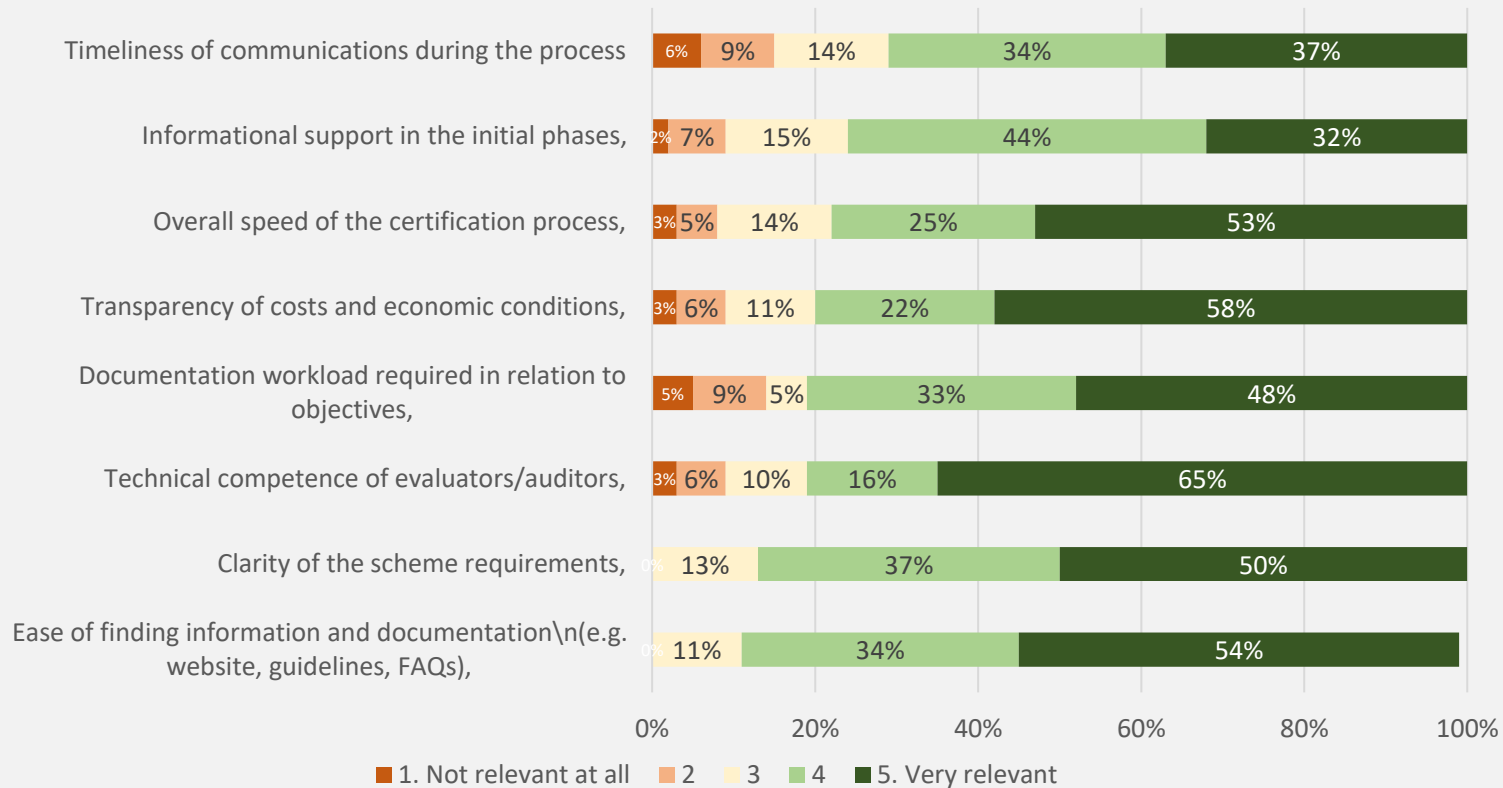


6. Additional Information

Additional Information

6.1 Soddisfazione del processo di certificazione ReMade

In a survey completed by over 20% of ReMade-certified companies, developed in collaboration with the Institute of Management at the Scuola Superiore Sant'Anna in Pisa, we found a high level of satisfaction with the service provided by the Foundation in supporting the certification process, as shown in the chart below.



7. Economic and financial situation

Economic and financial situation

7.1 Balance Sheet

BALANCE SHEET			LIABILITIES AND NET EQUITY		
ASSETS	31/12/2025	31/12/2024		31/12/2025	31/12/2024
B) Fixed assets			A) Net equity		
I – Intangible fixed assets	132.523	88.303	Endowment funds and other reserves	277.564	212.714
II – Tangible fixed assets	869	1.216	IX - Surplus for the year	15.495	64.850
Total fixed assets	133.392	89.519	Total net equity	293.059	277.564
C) Current assets			C) Employee severance fund	2.130	295
II – Receivables			D) Liabilities		
trade receivables	243.869	123.009	trade payables	70.718	108.984
other receivables	65.888	4.450	other liabilities	8.505	28.230
Total receivables	309.757	127.459	Total liabilities	79.223	137.214
IV – Cash and cash equivalents			E) Accrued expenses and deferred income	167.882	178.433
bank and postal deposits	97.237	376.228			
cash on hand	300	300			
Total cash and cash equivalents	97.537	376.528			
Total current assets (C)	407.294	503.987			
D) Prepayments and accrued income	1.608	-			
TOTAL ASSETS	542.294	593.506	TOTAL LIABILITIES AND NET EQUITY	542.294	593.506

Economic and financial situation

6.2 Income Statement

INCOME STATEMENT	31/12/2025	31/12/2024	Changes vs PY %
A) Value of production	-	-	
1) Revenues from sales and services	194.653	139.910	39,1%
certification issuance	139.503	94.020	48,4%
training courses	27.150	16.560	63,9%
membership fees	28.000	28.000	0,0%
minor services	-	1.330	-100,0%
5) Other revenues and income	132.046	138.901	-4,9%
operating grants	131.774	138.900	-5,1%
other minor items	272	1	27100,0%
Total value of production	326.699	278.811	17,2%
B) Production costs			
6) raw materials, auxiliary materials, consumables and goods	2.390	4.752	-49,7%
7) Services	209.846	167.129	25,6%
8) use of third-party assets	816	963	-15,2%
9) personnel costs	38.081	6.952	n/a
10) depreciation and impairment	51.445	2.132	2312,9%
14) other operating expenses	2.482	10.384	-76,1%
Total production costs	305.060	192.312	58,6%
Difference between value and production costs (A - B)	21.639	86.499	-75,0%
C) Financial income and expenses	4.168	5.153	n/a
Profit before taxes (A - B + - C)	25.807	91.653	-71,8%
20) Income taxes for the year	10.312	26.803	-61,5%
Surplus (Deficit) for the year	15.495	64.850	-76,1%

Economic and financial situation

6.3 Highlights del 2025

The ReMade certification's strong market position is confirmed, as evidenced by the following results achieved in 2025

Significant increase in revenue:

- **+48.4% year-over-year** for the issuance of certifications regarding recycled content (**+77%** compared to **2023**);
- **+63.9%** for training courses.

Increase in the number of certification bodies:

- +2 (TUV and Certi Ceq) for a total of 9 bodies

Current-year contributions from Founding Member CONAI slightly down (-5%) and pertaining to:

- annual ordinary contribution as provided for in the Articles of Association (€33,333);
- extraordinary contribution as per the Business Plan approved by the CONAI Board of Directors (€98,441)

Economic and financial situation

6.4 Comments

Investments are continuing with:

- the extension of the legal validity of the ReMade trademark to the European Union;
- the extension of the legal validity of the ReMade trademark to non-EU countries (China, India, Japan, the United Kingdom, South Korea, and the United States);
- completion of the rebranding and modernization of the website;
- launch of a study on the impact of ReMade Environmental Certification on the national public and private markets (commissioned to Prof. Iraldo of the Sant'Anna School of Advanced Studies in Pisa).

FOR 2026, THE STRATEGIC FOCUS IS CONFIRMED ON:

- **THE INTERNATIONAL DIMENSION** OF REMADE CERTIFICATION
- DEVELOPMENT OF THE LABEL WITH NEW **EU PARAMETERS** (TRACEABILITY/DIGITAL PASSPORT)

Milano, 17 marzo 2026

Il Vice Presidente del Comitato Esecutivo

Danilo Vismara



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