Key figures

Economic

Group revenue*: €153.5 million
Net income: €+0.7 million

Breakdown of created value**:
- Wages 45% (€76.7 million)
- Supplier and subcontractor purchases 40% (€68 million)
- Taxes and other expenses 15% (€24.4 million)

*Excluding subsidies
**Based on total expenses (€169.1 million)

Social

Workforce, France + international: 996 + 245

Breakdown women/men*: 63.6% + 36.4%

Gender equality index: 96/100

*France

Environmental

Energy: - 12% versus 2013 (231.8 kWh/m² in final consumption)

Carbon footprint: - 7.6% versus 2010 (9,945 t CO₂ eq., i.e. 80 g per € of revenue, France)

Waste: 97% of office waste recovered
Making good time

A new decade is starting, and with it, a new French standardization strategy. In 2019, AFNOR’s governance team approved the road map that is currently guiding 19,300 professionals from all sectors in the coauthoring of voluntary standards. It focuses on three major challenges: the fight against climate change, a more inclusive society, and controlled digitization. These topics have already begun to permeate most of our work. As proof, we can mention some impressive normative achievements from 2019, including ISO’s work on cybersecurity and the protection of privacy, under French leadership, as well as the French NF Z71-300 standard, which invites manufacturers of computer keyboards to design their layouts to optimize the typing of texts including special or accented characters.

With regard to the climate, the publication of the NF EN ISO 14090 standard on adaptation to climate change was very timely, occurring as new municipal teams were entering the course: French regions must take action now to prepare for and possibly help reduce the climate upheavals of tomorrow.

The time of the climate is long; but that of standardization is never short enough. That is why, in 2019, AFNOR once again shortened time by creating a new range of services in addition to traditional standards. The AFNOR Spec range of solutions is made up of pragmatic, dynamic normative documents that are prepared more quickly and contain fewer iterations but are still based on consensus, to serve the public good in full solidarity with stakeholders. This exercise as well as the traditional standardization exercise continues to be inclusive, so that all economic, public and civil society players may do their bit.

Thus, AFNOR seems to have once again demonstrated the resilience of its economic model. With all of its teams, the Group is striving for productivity, operational changes, optimization of its practices and innovation, to be ready to face the new decade that is about to begin, with all its uncertainties, challenges and opportunities.

In 2020, as in 2019, AFNOR will continue to promote a spirit of solidarity, which is especially valuable in the current context. This spirit evokes that of corporate social responsibility (CSR), which the Group implements internally as part of its “Responsible Together 2017-2021” policy. This approach can once again rely on a leading international voluntary standard on CSR – the NF ISO 26000 standard – which was published just 10 years ago!
Framework

Reporting period
The financial and extra-financial data given are for calendar year 2019, i.e. from 1 January to 31 December 2019.

Scope
The scope covers all activities undertaken in mainland France, unless otherwise indicated, and encompasses the main “AFNOR Group” entities:

- AFNOR (registered not-for-profit association), including the AFNOR Standardization and AFNOR Publishing entities
- AFNOR Development (simplified limited company)
- AFNOR Certification (simplified limited company)
- AFNOR Competencies (simplified limited company)

Carbon footprint methodology
The carbon footprint methodology is based on version 8 of ADEME’s Bilan Carbone® and its scope covers all activities in France.

Group policies in force in 2019
- “Responsible Together 2017-2021” CSR policy
- Quality policy
- Ethics Charter
- Doctrine for Managing Conflicts of Interests
- Charter on the Protection of Personal Data
- Anti-Bribery Code of Conduct
- Sustainable procurement policy

Social relations
To develop a space for social dialogue, the group signed a collective agreement replacing the former employee representative bodies with a single Social and Economic Committee (CSE, see p. 23).
AFNOR, providing confidence since 1926
Engaged employees


On 31 December 2019, the AFNOR Group had 1,241 team members, all serving the common good. Whether at the head office in La Plaine Saint-Denis, outside of Paris, or internationally, the Group’s numerous employees uphold its values and naturally implement socially responsible practices on a daily basis, in contact with their stakeholders.

Transparent financing

The AFNOR association benefited from State support amounting to 7.2% of its income. After exceptionally increasing in 2018, subsidies decreased by 27.3% in 2019. The related activities were covered by an annual agreement and a performance contract. The standardization operator activities (development of standards, secretariat of technical committees, etc.) are subject to financing arrangements specific to each operator (sector-based standardization bureaux or AFNOR). The time spent by professionals (analysis of working documents, comments, proposals, participation in meetings, etc.) along with travel expenses for meetings naturally represent the largest cost item in the standardization process.

The activities related to guiding, coordinating and overseeing standardization work are included in the AFNOR association’s budget. This budget is kept in balance through association membership fees (see p. 11), funding from stakeholders in the standardization commissions (see p. 8), the sale of standards and contributions from AFNOR’s subsidiaries (certification, training, international, see pp. 14 and 18).

On 31 December 2019, the AFNOR association recorded revenue of €68.1 million, down slightly (-0.6%) compared to 2018. At Group level, revenue excluding subsidies totalled €153.5 million, down 3% versus 2018.
<table>
<thead>
<tr>
<th>Income</th>
<th>Group consolidated accounts as of 31/12/2019</th>
<th>AFNOR association accounts as of 31/12/2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other income</td>
<td>€10.3 million</td>
<td>Other income: €9.6 million</td>
</tr>
<tr>
<td>Subsidies</td>
<td>€6.0 million</td>
<td>Association revenue</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total association income: €83.7 million</td>
</tr>
<tr>
<td>Group revenue</td>
<td>€153.5 million*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>* Certification: 54%, publishing: 50%, standardization: 26%, training: 9%</td>
<td></td>
</tr>
<tr>
<td>Total Group income</td>
<td>€169.8 million</td>
<td>Total association income: €83.7 million</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Other expenses</td>
<td>€24.4 million</td>
<td>Other expenses: €19.1 million</td>
</tr>
<tr>
<td>Payroll</td>
<td></td>
<td>Payroll: €37.3 million</td>
</tr>
<tr>
<td>Purchases and external services:</td>
<td>€68.0 million</td>
<td>Purchases and external services:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Group expenses: €169.1 million</td>
</tr>
<tr>
<td>Net income</td>
<td>+€0.7 million</td>
<td>Net income: +€0.4 million</td>
</tr>
</tbody>
</table>

AFNOR Group • 2019 Activity and CSR Report
Team effort: the DNA of standardization

Standardization is a team sport. Providing a common framework, sharing good practices, planning the markets of the future and promoting innovation all require mutual understanding and consensus building. In all of the commissions it leads, AFNOR makes sure that the general interest is promoted. Teamwork requires that everyone be represented, in a commission gathering together all of the sector and market players: companies, trade unions and professional federations, laboratories, public authorities, local authorities, consumer associations, NGOs. For certain areas, AFNOR delegates the facilitation of standardization commissions to sector-based standardization bureaux.

In 2019, AFNOR inaugurated a new French standardization strategy. Developed by the Standardization Coordination and Steering Committee (CCPN, see p. 28), it is based on three pillars: the fight against climate change, a more inclusive society, and controlled digitization. In this context, some 19,300 professionals were involved in developing voluntary standards within one or more commissions. For some of them, this was a new exercise, because 14 new work items emerged in 2019, including pump tracks, sophrology, biodiversity and vegetarian and vegan food. These are emerging markets for which economic stakeholders need frameworks. Meanwhile, some familiar standardization topics continued to generate a high level of activity. One of these was toy safety, whose 100th commission meeting was held in 2019, more than 40 years after the first voluntary standard was approved.

Lastly, in 2019, AFNOR and the Standardization Bureau for electrotechnical field (UTE) published, with the support of BIPE, a study on the economic impact of standardization for the electro-technology sector. It clearly showed how a company’s involvement in the writing and implementation of standards has a stimulating effect. This effect is visible when it comes to its export performance, margin and annual revenue growth.
21 SECTOR-BASED STANDARDIZATION BUREAUX

- BNA - Automobile Standardization Bureau
- BNAAH - Standardization Bureau for hyperbaric and underwater activities
- BNAE - Standardization Bureau for Aeronautics and Space
- BNBA - Standardization Bureau for wood and furniture
- BNC - Standardization Bureau for ceramics
- BNCM - Standardization Bureau for structural steelwork
- BNEN - Standardization Bureau for nuclear facilities
- BNF - Standardization Bureau for the railway engineering
- BN FERTI - Standardization Bureau for the fertilizer industry
- BNG - Standardization Bureau for the gas industry
- BNHBJO - Standardization Bureau for timepieces, jewellery, the jewellery trade and gold and silversmiths
- BNIB - Standardization Bureau for the concrete industry
- BNIF - Standardization Bureau for the smelting industries
- BNITH - Standardization Bureau for the textiles and clothing industry
- BNLH - Standardization Bureau for hydraulic binders
- BN PÉTROLE - Standardization Bureau for the oil industry
- BNPP - Standardization Bureau for plastics and plastics technology
- BNTEC - Standardization Bureau for building and construction techniques and equipment
- BNTRA - Standardization Bureau for transport, highways and planning
- CFONB - French committee for banking organization and standardization
- UNM - Standardization Bureau for the mechanical engineering and rubber industry

Standardization: providing a boost for electro-technology companies

- >EXPORT: 1,4
- >MARGIN: 2,7
- >GROWTH: 3,3

Source: study on the economic impact of standardization on the electro-technology industry, AFNOR-UTE, May 2019

- 19,300 professionals involved in standardization
- 901 standardization commissions, including 49% led by AFNOR
- 1,963 public enquiries
- 1,397 standards revised
- 837 new standards published
- 38% of the standards published involved new work items
An influential player, AFNOR represents French interests within European and international non-governmental standardization organizations. In 2019, at international level, it came in 3rd place in terms of ISO/IEC involvement. ISO is the International Organization for Standardization and IEC the International Electrotechnical Commission. Both are based in Geneva. At ISO, France regained 5th place in the ranking, tied with Japan, with 76 secretariats, a figure it had not reached since 2008. At IEC, France was in 3rd place in 2019, maintaining the number of its secretariats and chairmanships, with 12%.

In the European arena (CEN/CENELEC), AFNOR continued to be ranked no. 2 (22% of secretariats), behind the German DIN (30%). In 2019, it proposed the creation of three Technical Committees, for which it now holds the secretariat:
- Regulated chemicals in products (CEN/TC 462)
- Microbiology of the food chain (CEN/TC 463)
- Sustainable and smart cities and communities (CEN/TC 465)

It also took over the secretariat of the Technical Committee on Societal and Citizen Security (CEN/TC 391), after it was abandoned by the Netherlands.

**France: a home base for global standardization**

Once again this year, France hosted several major international standardization meetings on current topics. The first such topic was the circular economy in May, with the very first meeting of the ISO/TC 323 committee, chaired by France and created on the heels of the first French experimental standard, XP X30-901. Next came cybersecurity in October, with the meeting of JTC 1/SC 27, an international organization dedicated to information security, cybersecurity and privacy protection. Also note that France undertook intensive work and defended its interests within ISO/TC 307 on blockchain technology.

**Making the voice of France heard**

In 2019, AFNOR developed the means to win secretariats in Europe and abroad. An in-house team advised standardization project managers to help them secure new secretariats. An action plan was implemented (webinars, bilateral exchanges with our counterparts) to strengthen France’s influence, in particular with the support of the Francophone Standardization Network (RNF).

- 3rd place internationally for involvement in ISO*/IEC**
- 2nd place in Europe for involvement in CEN*/CENELEC**:
  - General standardization
  - Electrotechnologies
- 109 international meetings
- 6 foreign delegations welcomed in France
- 5 new secretariats
A group at the service of its members

AFNOR is one of France’s leading associations, as demonstrated by its extensive scope of action covering all sectors as well as the wide range of stakeholders included in its member network. As of 31 December 2019, the association had 1,550 members. As an association recognized for its public utility, AFNOR attracts all sizes of economic players (54% are microbusinesses or SMEs) in all areas of activity.

The department in charge of member relations provides members with services enabling them to always stay a step ahead and continuously keep abreast of economic trends: participation in the association’s governance, involvement in the management of national and international standardization organizations, up-to-date information relating to standards in a given sector, discussion groups between members, peer benchmarking with a network of nearly 6,000 contacts, recognition of standardization correspondents in companies, etc. To that end, thematic meetings, web conferences and VIP invitations (impacts of Brexit, understanding standardization in China, meeting with Chantal Guay, CEO of the Standards Council of Canada) are organized throughout the year.

In 2019, around 30 candidates applied for the “Or Normes” Awards, which honour innovative organizations that have relied on voluntary standards to successfully carry out their projects. The selection committee, which included AFNOR members, chose five winners: Michelin, Metalskin Technologies, Météorage, MobiLead and Les Vignerons de Buzet. This event received strong media coverage thanks to the daily newspaper Les Echos, which featured it in a special edition on 14 October, World Standards Day. For the first time in 2019, special awards were presented to four individuals who had demonstrated a strong commitment to standardization work.

The members’ club is currently thinking about modernizing its services, to more closely meet the needs of members and increase their number, diversity and local ties.

From left to right, representatives from the companies Michelin, Vignerons de Buzet, Metalskin Technologies, MobiLead and Météorage, the 2019 “Or Normes” Award winners.

AFNOR members

1,550 members

54% SMEs-microbusinesses

52 new members

10 meetings with 870 participants

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In 2019, AFNOR inaugurated a new French standardization strategy. Developed by the Standardization Coordination and Steering Committee (CCPN, see p. 28), it is based on three pillars: the fight against climate change, a more inclusive society, and controlled digitization. Many standards and normative documents published in 2019 dealt with these topics.

For example, at the end of the year, CEN published the Journalism Trust Initiative agreement, led by Reporters Without Borders (RSF) with AFNOR’s support. It provides media outlets with best practices aiming to prevent the publication and spread of misinformation. Regarding the ecological transition, several standards addressing climate change (NF EN ISO 14090) and energy savings (NF ISO 50046 and NF EN 17267) emerged. The same was true for sustainable cities, with the publication of NF ISO 37104, “Guidance for practical local implementation of ISO 37101”, and NF ISO 37122, “Indicators for smart cities”.

Mainstream topics

Voluntary standards are part of everyone’s daily life. In 2018, a public enquiry was held on the standard on the French keyboard, NF Z71-300 (April 2019), which was covered by several media outlets. It invites manufacturers of computer keyboards to reorganize their layout to facilitate the typing of texts with French and regional language subtleties. At European level, NF EN16942 provides harmonized symbols to be displayed in service stations across Europe to better recognize the various grades of fuels. Still at the pump, but for electric cars this time, the NF EN 17186 standard proposes clear labels for electric vehicle recharging. Lastly, during the European elections in May, AFNOR worked to raise awareness of voluntary standards in Europe. The goal was to clear up misunderstandings and confusion between standards and regulations.

AFNOR Spec: expedited standard production

Some actors are more hasty than others and call on AFNOR to quickly coauthor a reference document. A new range of solutions, AFNOR Spec, was developed with them in mind. Over a period of just a few months, AFNOR helps them prepare a consensus document with a narrower panel and fewer iterations than with a traditional standard. The requesting party takes the first step in a standardization process, with the opportunity to develop a standard later on. Several AFNOR Specs thus came into being in 2019, such as AFNOR Spec S99-120 on global French best practices for hospital construction and operation (April) and AFNOR Spec X50-301 on socially responsible work-training programmes (October). This type of document is likely to gain in popularity for topics that require increased responsiveness and need to be quickly positioned in markets.
## Flagship standards in 2019

<table>
<thead>
<tr>
<th>Standard</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>NF ISO 34101 (Parts 1 to 4)</td>
<td>Sustainable and traceable cocoa</td>
</tr>
<tr>
<td>NF EN ISO 13666</td>
<td>Ophthalmic optics – Spectacle lenses – Vocabulary</td>
</tr>
<tr>
<td>NF EN 14885</td>
<td>Chemical disinfectants and antiseptics</td>
</tr>
<tr>
<td>NF EN 17186</td>
<td>Graphical expression for consumer information on EV power supply</td>
</tr>
<tr>
<td>XP X30-123</td>
<td>Guide for energy audit in transport related activities</td>
</tr>
<tr>
<td>NF EN ISO 3740</td>
<td>Determination of sound power levels of noise sources</td>
</tr>
<tr>
<td>NF ISO 56002</td>
<td>Innovation management</td>
</tr>
<tr>
<td>NF X50-774</td>
<td>Training project management – Successful completion of a skills development project</td>
</tr>
<tr>
<td>NF EN 17229</td>
<td>Fitness centres – Requirements for centre amenities and operation</td>
</tr>
<tr>
<td>NF EN 22702</td>
<td>Utility lighters – Safety specifications</td>
</tr>
<tr>
<td>NF EN 1295-1</td>
<td>Structural design of buried pipelines under various conditions of loading</td>
</tr>
<tr>
<td>ISO/IEC 20889</td>
<td>Privacy enhancing data de-identification techniques</td>
</tr>
<tr>
<td>NF A09-283</td>
<td>Non-destructive testing – Traceability and securing of radiographic testing</td>
</tr>
<tr>
<td>NF EN 50046</td>
<td>General methods for predicting energy savings</td>
</tr>
<tr>
<td>NF EN IEC 31010</td>
<td>Risk management – Risk assessment techniques</td>
</tr>
<tr>
<td>NF EN 50499</td>
<td>Procedure for the assessment of the exposure of workers to electromagnetic fields</td>
</tr>
</tbody>
</table>

## AFNOR Publishing: a major project in 2019

![Cobaz Logo](image)

An expert in digital technology for the past several years, AFNOR Publishing set out in a new direction in 2019 with the finalization of the new CObaz service. Two years of preparation were required to develop a solution engaging all employees and an ad hoc team within IT services. Over time, CObaz will replace all of AFNOR Publishing’s regulatory and normative watch services, making them simpler and more intelligible. The migration of SagaWeb subscribers to CObaz is thus under way. The CObaz service promises exhaustiveness, quality, effectiveness and modularity. Moreover, the solution incorporates the most innovative technologies including data visualization and the identification of requirements arising from standards. Identifying, consulting, deciphering, implementing and monitoring normative and regulatory texts is essential for the activities of French economic players – all this can now be done quickly and efficiently thanks to CObaz!

2019 also ushered in a new digital transformation cycle, to make AFNOR Publishing the benchmark with regard to guidance for companies wanting to digitize normative data. The objective is to enable our customers to access and monitor standards and enrich them in secure conditions. Also this year, the 400th issue of the standardization and management magazine *Enjeux* was published, and book sales were excellent (+ 9% in bookstores, + 5% for ebooks).

## Innovation is a serious game

For anyone wanting to innovate without standards, it’s game over! In partnership with the National Institute for Industrial Property and the Directorate General for Enterprise within the Ministry of the Economy, AFNOR developed a serious game called “Le Défi d’Emma” to explain how standardization drives innovation. This educational tool has been made available to higher education institutions and start-ups. With Emma, these actors learn to use standards and patents to rapidly market their innovations.
Quality achievements

New product and new management for AFNOR Competencies

Multiple upheavals were expected in 2019 in the professional training sector, in the wake of the French Act of 5 September 2018 instilling a quality culture, among other things. AFNOR Competencies, which itself became Qualiopi certified in November (see p. 16), quickly took advantage of the situation, continuing to implement its strategy to modularize and digitize its services. The new https://competences.afnor.org website was released, bringing greater clarity to the training catalogue, which featured three new themes: medical devices, the professional training reform and professional effectiveness (with soft skills in particular). Eighty-five of these training programmes were made eligible for the personal training account (CPF), now credited in euro (not in hours), and as such were referenced in “Mon Compte Formation” (My training account), the new digital platform intended to facilitate the process for trainees, with guarantees of quality. Lastly, 2019 was marked by a transfer of leadership for the group’s training & consulting activity: after spending 20 years at its helm, Pascal Prévost passed the baton to Anne Thomas (see p. 30).

AFNOR Certification: new developments and illustrious customers

For AFNOR Certification, 2019 was marked by the arrival of new services that made the headlines. For example, in accordance with the GDPR, the Group’s evaluation & certification subsidiary was the first organization accredited by the French data protection authority (CNIL) to certify the skills of Data Protection Officers (DPOs), who play a key role when it comes to digital trust. More than 100 DPOs were certified within four months. It was also accredited to issue “Agriculture Biologique” (Organic agriculture) certification to preparers, processors, distributors and importers of products arising from this rapidly growing production method. This service is supplementing the solutions intended for the food & drink sector, driven by AFAQ ISO 22000 certification.

In tandem with the adoption of the French PACTE Act, services relating to CSR grew with the 10th anniversary of the “Diversité” (Diversity) label, distributed by AFNOR Certification on behalf of the public authorities, the “AFAQ Economie circulaire” (AFAQ Circular economy) evaluation (whose very first certificate was awarded to the company Sulo) and “Engagé RSE” (CSR Committed), a distinctive label based on ISO 26000. In terms of the certification of individuals, paper-based MCQs and certain examinations with physical presence were done away with and replaced with digital solutions. Lastly, a new entity emerged within AFNOR Certification: AFNOR Medical is dedicated to the medical device market and companies affected by ISO 13485.

This year, AFNOR Certification came to the forefront, with ever more prestigious customers. Several ministries and the Paris 2024 Olympic Committee obtained ISO 20121 certification for sustainable events. The G7 Summit, hosted by Emmanuel Macron in August in Biarritz, received the “Egalité Grand Evénement” (Equality at a Major Event) label. EDF, RATP, Alstom and Keolis joined the CSR Committed community. Lastly, the market study conducted at the beginning of the year confirmed the NF brand’s no. 3 ranking among brands and labels considered by French consumers for their purchases.
Controlling energy performance and supplier risks

**AFNOR Energies: on track for the “Tertiary Decree”**

AFNOR Energies, an umbrella brand rallying the expertise of all the Group’s entities relating to the energy transition, continued its actions focusing on good practices for energy management and the development of renewable energies. The year 2019 coincided with the second edition of the energy audits requested every four years from companies with more than 250 employees. AFNOR Energies Engineering carried out several of these audits for key accounts, some of which had already been customers in 2015. It also assisted organizations, including both local authorities and “electricity intensive” companies, in the ISO 50001 certification process.

Highly involved in the governmental discussion on the renovation of buildings hosting tertiary activities, AFNOR Energies Engineering provides consulting services for organizations affected by the “Tertiary Decree” of 23 July 2019, under the ELAN Act. These organizations are asked to establish a 30-year road map to consume less energy in buildings larger than 1,000 m², with an initial target of at least a 40% reduction in 2030 compared to 2010 or later.

Published in October, the third edition of the international study on the energy management practices of ISO 50001 certified organizations confirmed this process’s catalyzing role in generating energy savings. AFNOR Energies also developed the renewable energies component of its range, with the preparation of the Qualimétha label, which ATEE (Technical association for energy and the environment) provides to actors involved in methanation projects. On this same topic, AFNOR Energies participated in the discussions initiated by ADEME on a future label dedicated to green electricity.

**AFNOR Purchasing Solutions: risk mapping**

Identifying and controlling CSR risks, improving supply chain reliability, ordering products and services in keeping with social and environmental criteria, establishing co-construction relations with suppliers: these are just some of the challenges facing purchasing departments today. In 2019, the AFNOR Purchasing Solutions team travelled throughout France and abroad to present their solutions intended to help buyers to that end. These solutions revolve around risk mapping and its new design. With the support of the National Procurement Council, the team continues to deliver solutions for ever more sustainable procurement.

**Communities: guiding local managers**

For local public players, AFNOR is a trusted ally for their public action transformation projects. More than 150 heads of local authorities thus joined the public performance networks that were launched across France as part of a new survey in partnership with the National Association of Heads of Local Authorities. Identified as a trusted third party (2019 IFOP survey), the Group continued to share good practices that could be adapted to local realities. New partnerships were also established to review the survey on user relations, responding to the challenges of civic participation.

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**Energy management: the benefits of ISO 50001 certification**

- **77%** engage in an ISO 50001 certification process to comply with the regulations.
- **65%** of ISO 50001 certified organizations consider the benefits to outweigh the costs.
- **54%** of ISO 50001 certified organizations perceive a return on investment above or in line with estimates.

Source: The energy management practices of ISO 50001 certified organizations, AFNOR Energies study, October 2019, 3rd edition
In 2019, the AFNOR Group strengthened its position as a trusted supplier for professional training providers, thanks to the reform finalized in the French Act of 5 September 2018 which asks them to consolidate their quality processes and provide proof thereof. Through its subsidiary AFNOR Competencies, it provided training, in particular to help providers understand the national quality standard, which comprises a matrix of seven quality criteria and 32 indicators set out in a Decree of 6 June 2019.

AFNOR Competencies also trained auditors and future auditors in the certification audit requested by providers wishing to display the sign of quality resulting from this standard, developed by the Ministry of Labour under the name Qualiopi. They also benefited from training courses to facilitate their migration from the old quality self-reporting system (Datadock) to the new system, which requires the intervention of an independent third-party organization.

AFNOR Certification is one of these independent third-party organizations. In September, the French Accreditation Committee (COFRAC) authorized the Group’s evaluation & certification subsidiary to carry out these audits. This authorization evolved into official accreditation in early 2020 (Accreditation Certificate No. 5-0030, available on the website www.cofrac.org). AFNOR Certification also proposes a free online self-evaluation test as well as an evaluation visit in the form of a mock audit. As for AFNOR Publishing, it has integrated the national quality standard into its OK Pilot performance management tool.

The Group organized around 50 regional workers provide customers and partners with information on the topic. The providers concerned – training organizations, apprentice training centres, experience accreditation or skills assessment organizations, etc. – have until 1 January 2022 to present the Qualiopi certification.

Certified process

Sandrine Carbonaro (Group leader, professional training theme), Laurence Breton-Kueny (Group HRD) and François Berthaud (AFNOR Development).

7 criteria and 32 indicators in 1 national quality standard

1 single deadline: 1 January 2022

Over 2,500 training providers certified by AFNOR Certification

85 AFNOR Competencies training courses eligible for the CPF

200 auditors of training providers trained at AFNOR Competencies
A network of ever more qualified auditors

Sophie Sala, Expertise and External Skills Management department manager.

The AFNOR Group has a large network of external experts. A panel of 480 auditors (for AFNOR Publishing), 250 consultants-trainers trained in new learning practices (digital learning, e-learning, blended learning, virtual classes) and a network of 1,800 auditors-assessors worldwide make up this pool of specialists. AFNOR auditors continue to expand their competences in accordance with market demands: 46,000 competences are available worldwide. On average, each auditor has 21 sector-based competences in France (15 abroad) and expert knowledge of five standards (2.5 abroad). Having various professional statuses, familiar with both the functional and organizational aspects of their business, and bearing the image of quality and reliability inherent in the Group, AFNOR auditors are valued by customers: there is a satisfaction rate of 96%.

Requests in 2019 dealt with the themes of digital trust, medical devices, quality standards specific to the aeronautical, automotive and food & drink sectors, and the new Qualiopi certification dedicated to professional training (see p. 16). The traditional biennial auditors colloquium was also held in 2019, with a new face-to-face, two-day format in late March combining plenary sessions, workshops and meetings. The more than 500 participants visiting from across France and abroad very much appreciated this event, which gave them the opportunity to discuss with one another, share their experiences, immerse themselves in current events relating to the digital transformation, and observe how the latter is affecting their business.

Addressed during the national colloquium, the development of behavioural skills was also selected as the guiding theme for the 2019-2020 regional auditors conferences, which were tackled from a fun angle. Role-plays between auditors and auditees (acted out by the auditors themselves) were organized by a behavioural skills expert, who provided instant feedback. This original format had three objectives for the auditors: learn how to create a trusting relationship, learn how to manage different points of view, and effectively conduct negotiations. The sessions organized in 2019 will continue in 2020 and 2021.
Inspiring confidence abroad

For AFNOR International and its network of 39 locations throughout the world, 2019 was an extremely dynamic year. Three new solutions were rolled out internationally. The first invites buyers to map supplier risks, to raise their awareness of sustainable procurement. The second focuses on cyber-vulnerability and was designed by the Tunisian start-up AFNOR IT Engineering. These solutions were presented at kick-off events in spring in Lebanon, Morocco and Tunisia. They were filled to capacity! Lastly, in order to help companies better understand their HR risks, AFNOR International teamed up with the world of research to develop new ‘Future of Work’ services focused on creativity and innovation.

Recognition in Germany

The AFNOR Group’s international offices strengthened their expertise in the area of energy. GUTcert, the Group’s subsidiary in Germany, launched the Responsible Steel certification, a distinctive sign created by the Aluminium Stewardship Initiative consortium for more responsible steel production. Its first customer was in the Netherlands. It was also Germany’s first certification body to receive accreditation to certify energy management systems according to ISO 50001:2018. Moreover, it became accredited to conduct audits according to the new ISO 45001 standard on occupational health and safety management.

In Germany, GUTcert distributes the Responsible Steel certification.

Marks of confidence for wind energy in England

Across the Channel, AFNOR UK was awarded two new private accreditations. The first is granted by the British Ministry of Defence, as part of the Military Packager Approval Scheme (MPAS); the second is in the wind energy sector and is issued by Global Wind Organization (GWO) to certify training organizations proposing programmes involving the safety of wind farm workers. These new services were developed in a period of team renewal within AFNOR UK, which moved to Birmingham in November to be closer to its customers and partners.

Iain Tindall (Belay Rope Access), a holder of GWO (Global Wind Organization) certification, issued by AFNOR UK.

A new online store

We’ll conclude with a delighting piece of news for our 250 international employees and their customers in particular: the launch of a new French- and English-language website that lists all of the training and certification programmes marketed by the Group’s international network. To discover it, go to international.afnor.com.
Improving the customer experience

Promoting the co-construction of products that support innovation is at the heart of the Group’s DNA. To carry out this mission, our Group’s cross-disciplinary departments - ranging from the Legal Department to the Information Systems Department by way of quality, innovation, regional action, procurement, communication and the logistics-real estate-security trio – once again played an essential role.

To continue to better understand the needs of our markets and provide them with relevant solutions, almost 20 studies and more than 80 watch services and document searches were undertaken in 2019. These included the 3rd edition of the survey on ISO 50001 certified organizations (see p. 15) as well as a study on the CSR approaches of French organizations based on ISO 26000, which describes four maturity levels.

300 AFNOR events

Within the Group, 2019 marked the end of the implementation of a new tool for sharing customer information, which employees and sales representatives in particular quickly adopted. In terms of image, the Group’s visual identity was harmonized on all communication channels and adapted for each activity and for priority topics. This encompassed print communications, advertising, web content and communication at trade fairs and on social media. The training and meeting rooms at the head office in La Plaine Saint-Denis followed suit and were given a new look.

Like every year, the Group undertook a series of actions to reach out to its audiences: it attended 30 trade fairs in France and abroad, addressing topics such as occupational health & safety (OHS), energy management, the silver economy and CSR, and organized more than 300 events during the year under the flag of AFNOR or its regional delegations. The Group’s 14 regional offices made contributions in the areas of risk management, process, quality and performance management, sustainable procurement and the “Industry of the Future”, for example, meeting the expectations of local players and supporting the idea that team efforts can also be made at the local level. In addition, almost 200 meetings were held remotely.

Growing online communities

The Group also connected with its audiences by way of digital interfaces. With a community of almost 100,000 members, AFNOR has a growing number of followers on social media. In 2019, it passed the milestone of 40,000 LinkedIn subscribers. The Group’s websites played their information and sales role to the fullest, with more than 6 million visits during the year. The Group’s rigorous image and ability to anticipate the challenges of today and tomorrow were shared and followed by numerous Internet users, in particular around the hashtag #NoStandardsNoFuture.

This commitment to improving our customers’ satisfaction has been rewarded. More and more of our customers are recommending our solutions, as reflected by the rate of customer recommendations. Lastly, a survey on customer service quality was renewed in 2019 (telephone, web, e-mail) and helped identify areas for improvement.

| 100 online news articles, i.e. 8 per month on average | 5,500 press articles |
| 50 cases involving brand misuse | 8,500 orders handled |
| 3,200 suppliers | 45 consultations |
| 96,000 customer invoices processed |
Quality service

By moving with the times, and when possible, keeping a step ahead of economic and technological developments, and by calling into question working methods to provide their audiences with ever more relevant solutions, the Group’s teams once again demonstrated their ability to make things happen.

A highlight in 2019 involved supporting the development of employees’ digital skills to anticipate the needs of tomorrow. Initiatives emerged that were intended for all: these included “digital breaks” to hone knowledge of online or digitized tools, “Tech’ Place” conferences on major digital challenges such as search engine optimization and artificial intelligence, as well as tests and quizzes for evaluating digital maturity that were completed by more than 600 employees.

Innovation on all levels

In all of the Group’s businesses, there was an increase in collaborative innovation challenges, which came in a variety of formats: learning expeditions, hackathons, incubators and other “coffee chats” punctuated the year. One of these, the standardization hackathon, was a valuable internal brainstorming exercise that consisted in coming up with a new standardization service where the customer could obtain a first normative document within five days, instead of the multi-year rhythm specific to the traditional standardization cycle. It would appear that with this formula, AFNOR had good intuition because in the spring of 2020, in the midst of the COVID-19 crisis, the now-famous AFNOR Spec S76-001 on barrier masks was designed on this basis. The plan to provide the Group with an incubator, which was finalized in 2020, was also premonitory, as it gave rise to the AFNOR Impulse employee feedback scheme, launched in May 2020 in the aftermath of the COVID-19 health crisis.

Approaching start-ups

Having a flexible organization also means knowing how to rely on external experts and renowned partnerships. The AFNOR Group thus takes part in the French Tech Central programme to provide start-ups with local guidance, thus building awareness among these actors who often do not know how voluntary standards can help them position themselves on the market and successfully roll out their innovations. Employees have thus been appointed in each entity to approach this key audience of architects for tomorrow’s markets.
Responsible together
Ethics is at the heart of our activities and decisions, because the quality of our services depends on our impartiality and our independence, which inspire confidence. In 2019, the AFNOR Group’s policies in this area were broken down as follows:

- Ethics Charter
- “Agir avec intégrité” (Acting with integrity) Anti-Bribery Code of Conduct
- Doctrine for Managing Conflicts of Interests
- Charter on the Protection of Personal Data
- Sustainable Procurement Policy

**Bribery prevention actions**

To control and reduce the risk of bribery within the organization, we implement the eight provisions of the French “Sapin II” Act of 9 December 2016. In 2020, after raising the awareness of its employees, managers and international offices, the Group will implement its training programme for the people most exposed to potential risks of bribery.

**For more sustainable procurement**

To improve our practices and establish consistency with the services provided to our customers, we integrate CSR principles into our procurement policy for goods and services. This policy relies on standards such as ISO 20400 on sustainable procurement and ISO 26000 on social responsibility (see p.16). In parallel, measures are taken to incorporate CSR principles into our relations with our partners for certification activities: taking distance into account to reduce travel, implementing digital tools to assess impacts, and developing remote auditing.
Health at the heart of quality of life at work

Employee health is one of our priorities. A medical unit is available to the employees at the head office (where 95% of staff members work). It offers health check-ups every two years, smoking cessation programmes and awareness-raising meetings on topics such as screen addiction, musculoskeletal disorders and nutrition. We also support sports events such as football and table tennis tournaments as well as several running races, often to benefit solidarity initiatives. Moreover, the AFNOR Group has been a signatory to the “Cancer et Emploi” (Cancer and employment) charter since 2017.

Committed to diversity and inclusion

To promote diversity and inclusion, we have signed collective agreements on topics dealing with disability and professional equality. In 2019, to raise employee awareness of these topics, we provided an online solution on the theme of disability and organized a forum on discrimination, in addition to the training courses held for managers.

Developing skills

Building our employees’ skills is at the heart of our strategy to provide them with career guidance and meet our own needs for new knowledge and new expertise. To do so, we adapt our organization, promote internal mobility, carry out strategic workforce planning, and collectively update the skills repertory.

A new Social and Economic Committee

A collective agreement dated 17 June 2019 established a single Social and Economic Committee (CSE) within the AFNOR Group, made up of representatives elected for four years in all of the entities. A pre-election protocol signed on 29 July 2019 sets the number of seats to be filled at 17 full members and 17 alternates. The seats were filled in the second round of elections on 16 October 2019. Within the CSE, a Health, Safety and Working Conditions Committee has six members, instead of the three required.
Responsible together

A carbon footprint declining in absolute value: to be monitored in relation to revenue.

With the standards in the ISO 14000 family, and in the areas of eco-design, the circular economy and biodiversity protection, we sell tools to help our customers structure and display their climate and environmental actions. Internally, we also strive to limit the negative impacts of our own activities, which are mainly related to travel and energy consumption, thus contributing to atmospheric pollution and the depletion of natural resources. To better control our environmental impact, we have started to implement an environmental management system based on the ISO 14001 standard. This project is divided into three phases, the first of which is due for completion in 2020.

En route to low-carbon mobility

Mobility generates 70% of all our CO₂ emissions. Actions aimed at optimizing and reducing travel are therefore priorities to contribute to climate efforts and reach the target of carbon neutrality by 2050. Thus, in 2019, the occasional teleworking scheme was expanded, the bicycle parking facilities at the head office in Saint-Denis were enlarged, awareness workshops on bicycle safety were organized, and a carpooling platform was created.

Better controlled, greener energy

The AFNOR Group’s energy consumption is mainly related to the use of electricity and gas to heat, ventilate and cool its offices. Thanks to energy management actions, the Group’s adjusted final consumption was 12% lower than in 2013, the reference year. Moreover, 100% of the electricity consumed was produced from renewable energy sources, in accordance with the supply contract signed with our supplier.

Ongoing efforts in terms of resources

A promoter of the circular economy since the publication of the standard on the management of projects making this claim, and since the launch of an evaluation for organizations claiming it, the Group intends to apply this concept to its own practices. This is especially true for a new family of products, office furniture, which it now chooses based on the seven criteria for the circular economy.

In parallel, the Group continues to make efforts regarding the responsible use of resources, especially water, and the management of office waste, still with three-stream sorting (excluding IT waste). There was a 97% recovery rate for around 50 tonnes of waste, versus 60 tonnes in 2018.
Integration initiatives

To support employment and local development, the Group promotes integration initiatives. We thus renewed our support for two youth mentoring associations: NQT and Proxité. As part of our sustainable procurement approach, we call on social and solidarity economy structures whenever possible. Thus, in 2019, €137,328 in revenue were generated with work-based support establishments and sheltered workshops (+3% compared to 2018).

Responsible digital technology with the Good in Tech chair

With the goal of rethinking innovation and technology as drivers of a sustainable world, the Group joined the Good in Tech chair founded by the Institut Mines-Télécom Business School and the Sciences Po School of Management and Innovation. It is structured around four research themes:

- Responsible digital innovation
- “By design” development of responsible technologies
- Reinventing futures, preserving equality principles in a connected world
- Governance of innovation and responsible technologies

Our competences at the service of sustainable projects

Some of our employees have volunteered their skills to support sustainable projects. An initial partnership with the Mérieux Foundation led to the production, for developing countries, of an MOOC on quality management in medical biology laboratories. A second partnership with Universciences aims to evaluate how this cultural organization’s exhibitions apply the principles of the circular economy.

A multitude of initiatives are undertaken with Plaine Commune, the community where AFNOR’s head office is located, in Saint-Denis (Seine-Saint-Denis).
AFNOR governance:
Board of Directors

AFNOR, a registered not-for-profit association, is administered by a Board of Directors with no more than 30 members, who are appointed in such a way that the various interested parties are widely and fairly represented: direct or indirect company representatives (including SMEs and trades and craft) and representatives from various sectors of the economy; representatives of consumer associations, trade unions, local authorities and approved non-governmental organizations; ministry representatives; representatives elected from among AFNOR employees. The Interministerial Delegate for Standards takes part in Board meetings and acts as a government commissioner. As of 31 December 2019, the following are represented:

**KEY PEOPLE**
- Chairman: Marc Ventre
- Ethics Committee Chairman: François Pélegrin

**BOARD MEMBERS**
- Chairman: Marc Ventre
- Vice-Chairmen: Henry Halna du Fretay, François Pélegrin
- Treasurer: Christophe Bonnin
- Chairman of the CCPN: Stéphane Dupré la Tour
- Chairman of the CCEF: Gilles Nativel

**MINISTRIES**
- Armed forces: Michel Wencker
- Interior: Patrick Butor*
- Ecological transition: Viviane Apied
- Labour: Catherine Mosmann

**TRADE UNIONS**
- CFE-CGC: Dominique Le Page

**COMPANIES**
- Airbus: Giovanni David
- Air Liquide: Hervé Barthelemy
- CMA France: Gérard Bobier
- COFREND: François Champigny
- CPME: Béatrice Eastham*
- EDF: Stéphane Dupré la Tour*
- ENEDIS: Gilles Nativel*
- Professional Training Federation: Sana Ronda*
- French Building Federation: Éric Durand
- French Federation of Automotive Suppliers: Charles Aronica
- GIMELEC: Antoine de Fleurieu*
- LNE: Thomas Grenon*
- Michelin: Bertrand de Labareyre
- Union Sport & Cycle: Virgile Caillet
- U2P: Henry Halna Du Fretay*
- Veolia Eau: Christophe Bonnin

**LOCAL AUTHORITIES**
- Association des Maires de France (Association of the Mayors of France): Olivier Pavy

**AFNOR EMPLOYEES**
- Anna Baranski
- Fabrice Césari

**CONSUMERS**
Appointed by the Conseil national de la consommation (National consumer council):
- ALLDC: Ludivine Coly-Dufourt*
- CNAFC: Thierry Dastarac
- Familles de France: Anne-Marie Le Nigret*

**APPROVED NGOs**
- France Nature Environnement: Delphine Bouis

**EX-OFFICIO BOARD MEMBERS**
- Honorary Chairman: François Ailleret
- Honorary Chairman: Philippe Boulin
- Honorary Chairman: Claude Satinet
- Interministerial Delegate for Standards: Rémi Stefanini
- General controller: Jean-Louis Tertian
- Chairman of the Audit and Evaluation Committee: Bernard Raspaud
- AFNOR Managing Director: Olivier Peyrat

*Members elected or re-elected in 2019

Marc Ventre.
Chairman of the AFNOR Board of Directors.
AFNOR governance: committees acting under delegated authority

The Standardization Coordination and Steering Committee (CCPN)
The CCPN was set up in September 2010 and is responsible for developing France's standardization strategy (see page 10), defining the objectives and general priorities for the strategic committees and ensuring compliance with national, European and international policies. It defines France's positions in European and international standardization organizations. Several categories of actors are represented, such as companies, consumers, trade unions and local authorities. Members are appointed for three-year terms that may be renewed once. In 2019, the following are represented, under the chairmanship of Stéphane Dupré la Tour:

TRADE UNIONS
- Pascal Grassin*, CFE-CGC

STANDARDIZATION OPERATORS
- Jean-François Balay, Standardization Bureau for the oil industry (BNPétrole)
- Nadine Normand*, AFNOR
- Laurent Houillon, Standardization Bureau for the textiles and clothing industry (BNITH)
- Stéphane Laumond, Standardization Bureau for Aeronautics and Space (BNAE)
- Catherine Lubineau, Standardization Bureau for the mechanical engineering and rubber industry (UNM)

COMPANIES
- David Amadon, CAPEB
- Stéphane Dupré la Tour, EDF
- Jacques Levet, FIEEC
- Bernard Le Bris, Renault

LOCAL AUTHORITIES
- Bruno Costes, Mayor of Pibrac (Haute-Garonne)
- Stanislas Lucienne, SNDGCT

CONSUMERS
- Jacques Beslin*, Léo Lagrange association for consumer protection
- Anne-Marie Le Niger*, Familles de France

MINISTRIES
- Sophie Coutor*, Ministry of the Interior
- Marie-Frédérique Parant*, Ministry of Agriculture, Food and Forestry, High Council for Food, Agriculture and Rural Areas

APPROVED NGOs
- Michel Dubromel*, France Nature Environnement

STRATEGIC COMMITTEES (COS)
All AFNOR strategic committee chairs (see page 31)
*New members appointed in 2019

The Audit and Evaluation Committee (CAE)
The Audit and Evaluation Committee is responsible for organizing the evaluation of the sector-based standardization bureaux in anticipation of obtaining accreditation from the Ministry of Industry, which is valid for a maximum term of three years. Evaluations are conducted in accordance with Standard NF X50-088 published in 2009, which provides guidelines for the activities of standardization bureaux. The CAE also checks the compliance and effectiveness of the activity aimed at guiding and coordinating AFNOR’s standardization work, as well as AFNOR’s standardization bureau activities. This mission of the CAE is performed according to the provisions of Regulation 2009-697 of 16 June 2009. Chaired by Bernard Raspaud, it has the following members as of 31 December 2019:
- Guy Coquillat
- Jean-Luc Delorme
- Franck Gouvernet*
- Ernestine Andréa Ilboudo
- Philippe Le Coustumer
- Patrick Menanteau
*New members appointed in 2019
AFNOR governance: committees with an advisory role

Finance Committee
The Finance Committee, with no more than 16 members, is chaired by the AFNOR Chairman, Marc Ventre. Representatives of the Budget and Industry ministries are ex-officio members. It is responsible for:

- examining the financial policy of the association and its subsidiaries and submitting recommendations to the Board of Directors regarding general measures to be taken;
- advising the Chairman and Managing Director with regard to financial management and risk control in this area;
- issuing opinions relating to the accounts and budgets of the association and its subsidiaries;
- proposing any studies and possibly participating in certain approaches intended to improve the financial management and predictive risk assessments of the association and its subsidiaries in order to better control risks;
- overseeing the integration of the LOLF (organic law on finance laws) principles for the association, especially in terms of accounting impact and performance.

Ethics Committee
Chaired by François Pélegrin, the Vice-Chairman of the Board of Directors, it is responsible for the following, among other things:

- enhancing the doctrine of French standards development in terms of ethics and if necessary proposing desirable improvements, clarifications and precisions;
- proposing input that will set jurisprudence in the realm of ethics by issuing justified opinions on situations that involve ethical risks;
- alerting Group senior management of ethical risks;
- proposing, where necessary, improvements to the commitments in the ethical charter;
- drawing up, improving where necessary and submitting codes of good conduct to the AFNOR Group Board of Directors for validation;
- ensuring that correct application of these codes is subject to effective controls.

Consumers Committee
Chaired by Ludivine Coly-Dufourt (ALLDC), a director appointed in 2019 who represents consumers, the Consumers’ Committee has no more than 16 members. Its main missions are as follows:

- collect consumer requests and needs;
- present priorities and contribute to the development of the standardization programme;
- monitor the programme’s progress;
- ensure that consumers are adequately represented in the standardization commissions;
- contribute to consumer training;
- monitor changes in the NF mark and in the operations of its committees;
- prepare French positions in COPOLCO and via the National Consumer Council;
- provide information to and ensure the involvement of all organizations.

Consultation committees
The consultation committees have nine to 16 members appointed by the Board of Directors. As of 31 December 2019, there were two consultation committees:

- Standardization and Trades and Craft (CCNA), chaired by Gérard Bobier (CMA France);
- Standardization and Local Authorities (CCNC).

Ludivine Coly-Dufourt, Chair of the Consumers’ Committee since 2019.
Gérard Bobier, Chair of the Standardization and Trades and Craft Consultation Committee.
AFNOR governance:
strategic and executive committees

The strategic committees (CoS) ensure the collective management of standardization programmes. Each strategic committee brings together the main decision-makers from the relevant economic sector, defines priorities and prepares France’s positions at the international level, anticipating desirable standardization developments. Together, they are coordinated by the CCPN. The CoS chairmanships are renewed on a regular basis. Each CoS supervises one or more standardization commissions:

**FOOD & DRINK**
chaired by Gérard Boivin (ANIA)

**SPORT, LEISURE AND CONSUMER GOODS**
chaired by Sophie Huberson (SNELAC)

**CONSTRUCTION AND TOWN PLANNING**
chaired by Philippe Estingoy (AQC)

**ELECTROTECHNOLOGIES**
chaired by Nathalie Baumier (RTE)

**ENVIRONMENT AND SOCIAL RESPONSIBILITY**
chaired by Bruno Costes (Airbus)

**GAS**
chaired by Bertrand de Singly (GRDF)

**MAJOR WATER CYCLE**
chaired by Yves Le Querrec (French Banking Federation)

**INFORMATION AND DIGITAL COMMUNICATION**
chaired by Vannina Kellershohn* (Institut Esprit Service)

**INDUSTRIAL ENGINEERING, CAPITAL GOODS AND MATERIALS**
chaired by Philippe Canteau (SNECMA-Safran)

**MANAGEMENT AND SERVICES**
chaired by Vannina Kellershohn* (Institut Esprit Service)

**OIL**
chaired by Pascal Manuelli (Total)

**HEALTH AND SOCIAL WELFARE**
chaired by Michel Ballereau (Ministry for Solidarity and Health)

**OCCUPATIONAL HEALTH AND SAFETY**
chaired by Régis Bac (DGT)

**TRANSPORT AND LOGISTICS**
chaired by Florence Castel (Ministry for the Ecological and Inclusive Transition)

**RATIONAL ENERGY USE**
chaired by Denis Deutsch (Total)

*Appointed in 2019

**Executive Committee**

The Executive Committee comprises directors from all the Group’s business units. In 2019, it implemented the components of the 2019-2021 strategic road map, broken down by entity and by theme, with the inclusion of an international road map. Moreover, the Executive Committee validated the extension of the CSR policy until 2021, to synchronize it with the strategic road map. It undertook to comply with the IPCC guidelines by reducing its CO₂ emissions to achieve carbon neutrality by 2050.

Olivier Peyrat, Managing Director
Sophie Marain, Secretary-General until 01/12/2019
Vincent Gillet, Deputy Secretary-General
Alain Costes, Director of Standardization Activities
Isabelle Rimbert, Deputy Director of Standardization Activities
Isabelle Sitbon, Director of Publishing Activities
Franck Lebeugle, Director of Certification Activities
Laurent Dahmani, Deputy Director of Certification Activities
Pascal Prévost, Director of Training & Consulting Activities until 15/11/2019
Anne Thomas, Director of Training & Consulting Activities since 15/11/2019*
Frédéric Leconte, Director of Information Systems*
Laurence Breton-Kueny, Director of Human Resources
Myriam Augereau-Landais, Director of International Activities
Jean-Philippe Suzanna, Chief Financial Officer

*Executive Committee members since 02/01/2020
FRANCE

Bordeaux • Dijon
Lille • Limoges
Lyon • Marseille
Montpellier • Nancy
Nantes • Orléans
Paris • Rennes
Rouen • Toulouse

INTERNATIONAL

Algeria • Germany
Australia • Bolivia • Brazil
Bulgaria • Canada • China
Korea • Ivory Coast
Spain • United States
Gabon • India • Iran
Italy • Japan • Lebanon
Madagascar • Malaysia
Morocco • Mauritius • Mexico
New Caledonia
Pakistan • Polynesia
Poland • Portugal
Romania • United Kingdom
Russia • Senegal • Taiwan
Thailand • Tunisia
Turkey • Vietnam

11 rue Francis de Pressensé
93571 La Plaine Saint-Denis Cedex - France
Tel.: +33 (0)1 41 62 80 00
www.afnor.org