

**ACTIVITY
AND CSR REPORT**

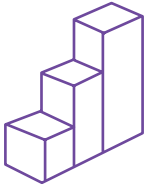
2018



afnor
GROUP

Key figures

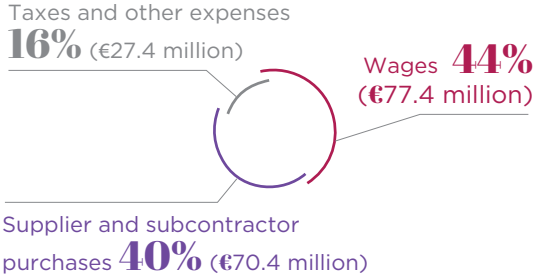
Economic



Group revenue*: **€158.2 million**

Net income: **€2.6 million**

Breakdown of created value**:



*Excluding subsidies

**Based on total expenses (€175.2 million)

Social



Workforce, France + international:
1,003 + 247



Breakdown women/men*:
64.2% + 35.8%

*France

Environmental



Energy:
297.6 kWh/m²
i.e. 4,910,363 kWh
(-7% versus 2017)



Carbon footprint:
10,387 t CO₂ eq.
i.e. 74.3 g per € of revenue
(-17.7% versus 2010)



Waste:
55,184 kg, including 61.5%
shipped for recycling and 38.5% for
energy recovery

Editorial



Marc Ventre,
AFNOR Chairman

Voluntary standards = revenue

It is more than obvious that coauthoring and using voluntary standards are good for business. At the end of 2018, a BIPE study, financed by AFNOR and UTE, noted the same benefits for electrotechnologies that had been identified in the 2016 and 2017 studies, respectively dealing with the economy in general and the mechanical industry in particular. These benefits include faster increases in revenue, gross operating income and export levels. In short, standards are perfectly legal doping substances for companies!

And yet these substances are not part of the regulatory corpus, which is characterized by a backlog lamented by so many actors. The good news is that they are being simplified, as part of the French “New Approach”. Indeed, the use of standards is often assimilated with regulatory compliance. This approach is being promoted by the Senatorial delegation for business and has been recognized by the Council of State in the context of its work on soft law.

Thus, in 2019, AFNOR will continue to tackle major challenges involving standardization work, whether in a European or an international framework. The new French standardization strategy presented on *page 19* will give you an idea of the main themes that will be covered. The aim, as was the case for the circular economy in 2018, will be to yield the fruit of French efforts abroad. And since voluntary standards are also available for use by the public authorities, AFNOR will do its best to support any initiatives for regulatory simplification, following the example of this French New Approach.

A sense of proportion

As we speak, the kilogram is finally being redefined, to be based on a fundamental constant of nature, like other units in the International System of Units. Proposing (and not imposing) a common language, or rather a benchmark, units of measurement are conceptually very similar to voluntary standards, which constitute one of AFNOR’s core business lines. When used properly, units of measurement – just like standards – facilitate international trade, research and innovation.

That said, none of them are pulled out of thin air. They are all the result of a joint development process involving specialists in the same field. They can be likened to molecules, made of multiple atoms that may be similar or different! Speaking of which, the Periodic Table of Chemical Elements is celebrating its 150th anniversary in 2019! Thanks to this table – which is also, in a way, a form of standardization – hydrogen, carbon and tungsten, for example, are characterized in the same manner all around the world. This table also serves as a tool for addressing the growing tensions surrounding some of these elements in a way that is both structured and intelligent.

In 2018, this same collective intelligence gave rise to a major accomplishment, with the publication of Standard NF XP X30-901 on the circular economy. A world first *originating in France*, this experimental standard, now leading to international work, will reduce the likelihood of this component of social responsibility being taken in the wrong direction. Indeed, the standard meter may be straight, but the economy is becoming circular, in order to provide natural resources and the aforementioned elements with some welcome respite!

This conjunction of events can be considered as an invitation to now read the following report, which for the first time, combines a review of the past year and a summary of corporate social responsibility initiatives.

Happy reading!



Olivier Peyrat,
AFNOR Managing Director



Framework

Scope

The social responsibility overview refers to the period from 1 January 2018 to 31 December 2018. The geographic scope considered covers all activities undertaken in France. Some indicators only relate to the head office in Saint-Denis, which accounts for 94.5% of the workforce in France. This is expressed as the number of employees present on 31 December 2018. The scope 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)
- AFNOR International (simplified limited company)

Model

The AFNOR Group designs and implements solutions based on voluntary standards, inspiring confidence, all around the world. The Group comprises the AFNOR association, a registered not-for-profit association, vested with a **general-interest mission** to guide, direct and coordinate all of the standardization work of the French standardization system; it also includes commercial subsidiaries offering watch solutions, consulting & training, certification and evaluation solutions within a normative context and providing a range of services abroad. These subsidiaries are controlled by the holding company, AFNOR Development, whose sole shareholder is the AFNOR association. Both of these entities encompass support functions.

Reporting organization

The AFNOR Group recognizes the importance of reporting. This document has been prepared with the aim of achieving continual improvement. Due to the legal status of its entities (registered not-for-profit association and simplified limited companies), the Group is not subject to obligations relating to the publication of extra-financial performance information. Nevertheless, the Group is gradually adopting a voluntary approach to this initiative and increasing the credibility of its reporting.

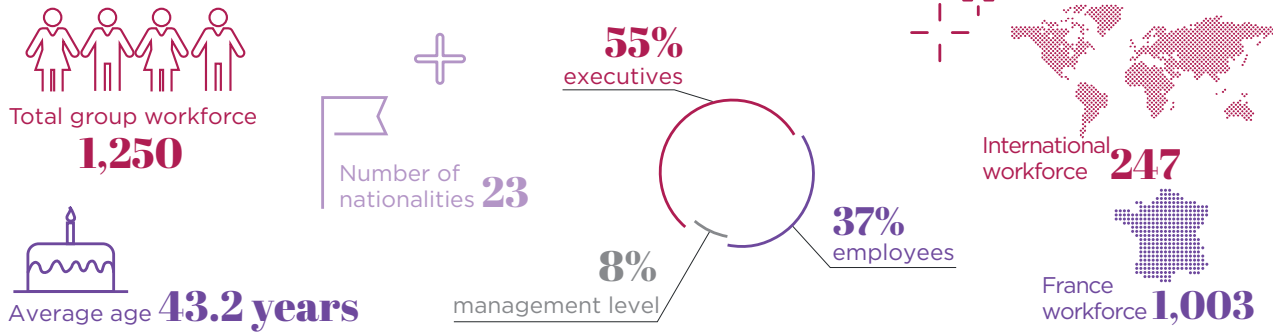
Group policies

The AFNOR Group's extra-financial policies were broken down as follows in 2018:

- CSR policy: "Responsible Together 2017-2020"
- Quality policy
- Ethics Charter
- Doctrine for Managing Conflicts of Interests
- Charter on the Protection of Personal Data
- Anti-Bribery Code of Conduct
- Policies to promote diversity and combat discrimination (professional gender equality agreement, disability policy, agreement on maintaining employment for seniors and integrating young people)



AFNOR: strength in *numbers*



A team of 1,250 employees c

The AFNOR Group has 1,250 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 actors. Standardization project managers, training project managers, sales engineers and customer service officers for certification all agree that working in the AFNOR Group is a fascinating adventure, contributing to the transformation of companies on all markets, in relation to key issues for the future.

Standardization project managers: professionals serving the common good

Standardization project managers oversee and coordinate ongoing normative work in their area of intervention, which may correspond to one or more markets. They call on all interested parties and organize round tables to determine France's position in relation to their work, making sure that the general interest is promoted and consensus is reached. François Thomassin is one of them **1**.

"There's nothing routine about my job", he explains. "I manage around 200 draft standards, all at different stages. I have to organize meetings with interested parties in my field - that of health - take a proactive approach to help them make their positions heard, and detect new needs. I consider that listening skills are essential for this position".

His scope of work includes medical and medical-social devices such as antiseptics and disinfectants.

Transparent financing

AFNOR's activities to guide and coordinate the French standardization system benefit from State support amounting to 9.5% of the association's income. This support, which was exceptionally increased in 2018, enabled the implementation of new actions, most of which were internationally oriented. They 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. 10), funding from actors in the standardization commissions (see p. 12), the sale of standards and contributions from AFNOR's subsidiaries (certification, training, international, see p. 25).

On 31 December 2018, the AFNOR association reported revenue of €68.5 million, up 4.4% compared to 2017. At Group level, revenue excluding subsidies totalled €158.2 million, up 4% versus 2017.

35.8%
men



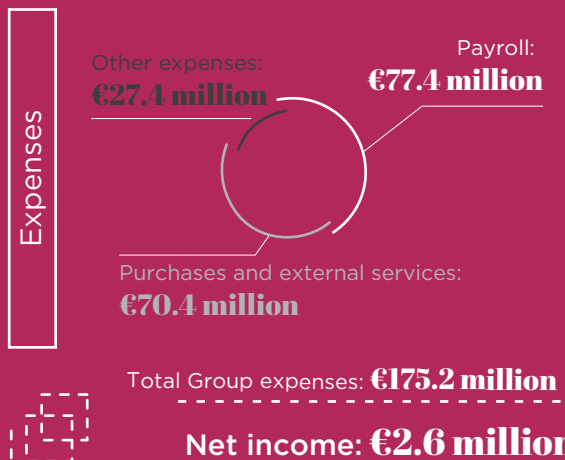
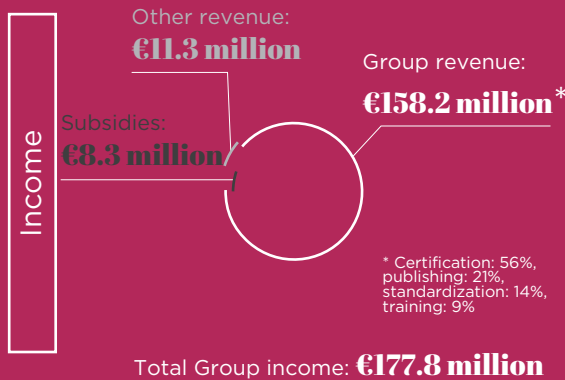
64.2%
women



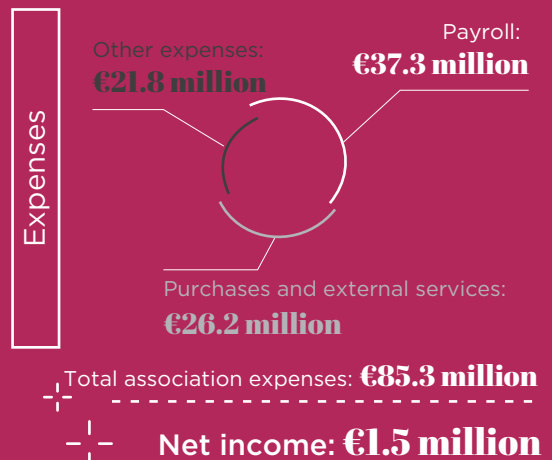
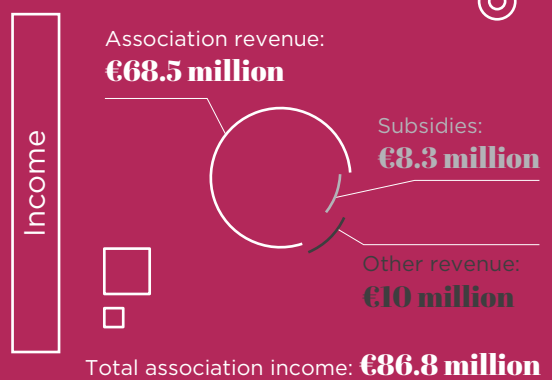
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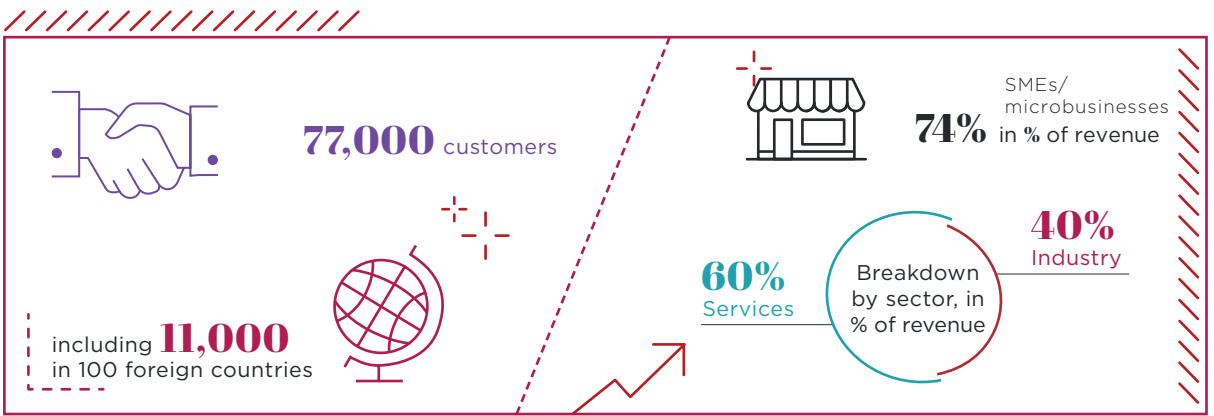
recreating value

Group consolidated accounts as of 31/12/2018



AFNOR association consolidated accounts as of 31/12/2018





A group of stakeholders

Supporting all sectors of the economy and both public and private organizations, the AFNOR Group interacts with multiple stakeholders.

A large number and wide variety of customers

The AFNOR Group has numerous customers in France and abroad that benefit from its extensive business expertise. Of these customers, SMEs and microbusinesses account for 74% of the Group's revenue. In terms of areas of activity, services account for 60% and industry for 40%. The Group's customers also include various public bodies (local authorities, ministries and secretariats of State, hospital centres, etc.), which are increasingly on the lookout for common frameworks for action as well as confidence-building solutions. In 2018, the gates to the standardization commissions were wide open to them, for example for the management of circular economy projects. In 2018, AFNOR Publishing welcomed the Ministry of the Armed Forces and the French Biodiversity Agency as new customers. In terms of training and consulting, AFNOR Competencies hosted 10,500 trainees, including 4,500 as part of inter-company programmes, within 11 training centres. Regarding certification, there are 59,000 global sites boasting a certificate, evaluation, label or other distinctive sign awarded by AFNOR Certification or a mandated organization; 6,000 of these have certificates for products and 4,600 have certificates for people.

Collective regional operations

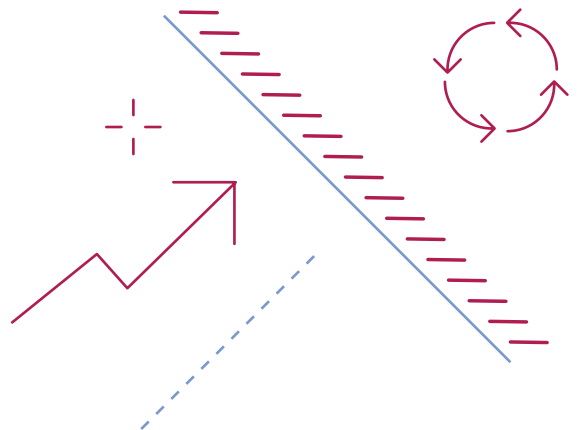
The AFNOR Group's customers can rely on a powerful regional network, whose trademark is collective engagement. In 2018, AFNOR's regional delegations brought together more than 260 companies around

some 15 collective operations aiming to help them advance with regard to a predefined issue. In Occitanie for example, there were platforms for exchanges on the reuse of wastewater, facilitated by AFNOR Standardization, and on quality in the aerospace industry based on Standard EN 9100. In Nouvelle-Aquitaine, the European Ecolabel was in the spotlight.

A group with global presence

The AFNOR Group is present in 40 countries, in which it delivers training and certification services. In 2018, the AFNOR Group's activities abroad accounted for 18.6% of its total revenue. In 2018, to better coordinate the global deployment of its solutions, AFNOR International modified its organization and appointed Area Directors:

- Europe-Americas area
- Africa-Middle East area
- Asia-Pacific area



Map of stakeholders

STAKEHOLDER CATEGORY	INSTANCES, GROUPS AND ORGANIZATIONS ¹	MAIN MEANS OF DIALOGUE	CONTACTS
Members	Members	Members' club, annual general assembly, annual report, surveys	Member Relations department
Governance	Board of Directors, Advisory Committees, Executive Committee	Board of Directors, Executive Committee meetings, annual publications	Senior management, General Secretariat
Employees	Employees, employee representative bodies, future talents	Employee feedback survey, Works Council and OH&S Committee meetings, professional interviews, appraisals, intranet, internal newsletters, events, etc.	Human Resources department, staff representatives, senior management, Communication department, managers
Customers	Clients, members of the standardization commissions, local authorities, brand committees	Surveys and customer satisfaction studies, social media, web site, dedicated platforms	Sales, Quality and Communication departments
Public authorities and supervisory authorities	DGE/SQUALPI, ministries, social organizations	Relations with public authorities, annual publications, supervisory committees	Senior management, business managers
Partners	Standardization organizations, standardization bureaux, INPI, ADEME, business partners	Meetings, conventions, surveys, working groups	Senior management, regional delegations
Suppliers and subcontractors	Auditors, trainers, suppliers, subcontractors	Auditor colloquium, extranet, contract reviews, surveys, newsletters, regional auditor days, web conferences	Expertise and External Skills Management, Purchasing and Communication departments
Society and local communities	Consumer associations, local associations, educational establishments, companies in the same area of activity, research institutes, work-based support establishments, integration organizations	Public standardization enquiries, Internet and social networks, annual reports, local meetings	Standardization commissions, Purchasing and Communication departments, Human Resources department

¹ Non-exhaustive list



1



2

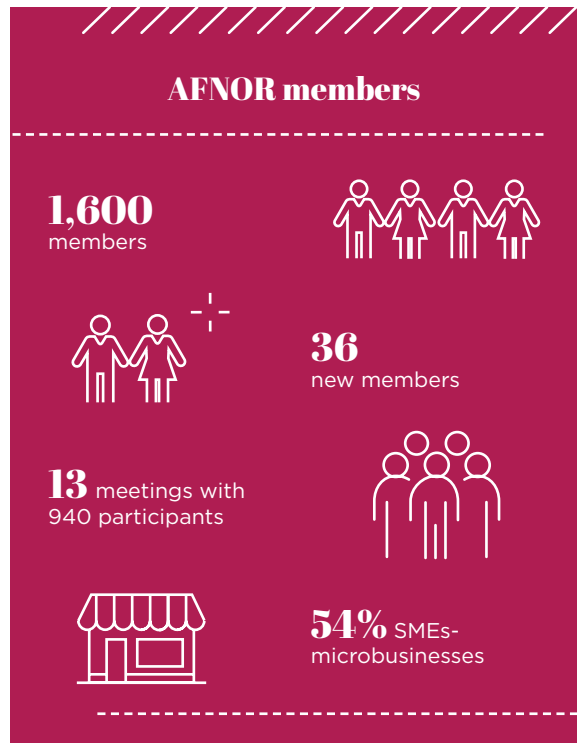
A community-oriented group

Combining general interest and economic intelligence

In 2018, AFNOR confirmed its position as 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 portfolio. As of 31 December 2018, there were 1,601 members, 36 of which were new. As an association recognized for its public utility, AFNOR continues to attract all sizes of economic players in all areas of activity, in particular other collective organizations (trade unions and professional federations, consumer associations, company associations), thanks to a range of services enabling them to always stay a step ahead and continuously keep abreast of economic trends: participation in the governance of national and international standardization organizations (see p. 13), economic intelligence relating to standards in a given sector, openness to cross-disciplinary and inter-sectoral normative work (involving management systems in particular), peer benchmarking with a network of over 6,000 contacts within member organizations, recognition of standardization correspondents in companies and convinced users of standards, through their participation in the selection committee for the "Or Normes" Awards **1** or via VIP meetings, for example with Sergio Mujica, Secretary-General of ISO. Membership fees, up 2.7% compared to total fees for 2017, contributed to financing the association's general-interest mission provided for in the Decree of 2009.

A new team

In 2018, AFNOR's Member Relations department worked to promote the members' club and provide them with services and information. Among other things, 13 thematic meetings (cyber-threats, SMEs



and CSR, risk management, "Made in France", biodiversity, etc.) and six web conferences (archiving, Brexit, knowledge management, etc.) were organized. Not to mention the first edition of the "Or Normes" Awards, which singled out four users of standards in 2018: Apilab, Nomade Aventure, Prev' Sécurité 62 and Suez International. At the end of the year, the membership team was renewed, with four new members: Aurélie Petit, Laetitia Cronier-Dautreppe and Marie Desmyttere, under the leadership of Élise Bourneau **2**.



3



4

116 international meetings held in France

Europe
No. 2 for involvement in CEN*/CENELEC**

International
No. 4 for involvement in ISO*/IEC**

*General sphere of competence
**Electrotechnologies

A group with international influence

An influential player at ISO and IEC

AFNOR represents French interests within international standardization organizations. In 2018, it confirmed its position as a key player. At ISO, France was the country that had the strongest growth, increasing from 70 to 74 secretariats, its highest level since 2013. It proved to be dynamic in terms of the creation of structures, with three new Technical Committees under its belt: on glass clarity (ISO/PC 320), on the circular economy (ISO/TC 323), and another with China on transaction assurance in E-commerce (ISO/TC 321).

At IEC, in 2018, France had a smaller number of secretariats but a larger number of chairmanships than before, as it won the chairmanships for the Technical Committees on environmental standardization for electrical and electronic products and system (IEC/TC 111) and fuel cells (IEC/TC 105).

In 2018, France reinforced its position as a key country in the governance of international standardization organizations. AFNOR has long been its permanent representative in the ISO Council, made up of 20 member bodies, out of a total of 162 ISO member countries. In 2018, the Secretary-General of the organization, Sergio Mujica, was welcomed at the Group's head office in Saint-Denis **3**.

Key topics at CEN-CENELEC

In terms of European involvement, France is ranked No. 2, behind Germany, holding more than one out of five committee secretariats: 23% at CEN and 17% at CENELEC. France is also represented at the highest level at CEN with the reappointment of Vincent Laflèche as President. In 2018, France was responsible for "mainstream" standardization topics such as the safety of lifts (CEN/TC 10), child care articles (CEN/TC 252), cosmetics (CEN/TC 392), packaging (CEN/TC 261) and nutritional supplements for athletes (CEN/TC 453).

Collective work

In 2018, AFNOR confirmed its status of trusting partner on the international normative scene, as it both initiated and extended bilateral partnerships. For example, in January, **Olivier Peyrat, AFNOR Managing Director, and Zhi Shuping, the director of SAMR, the supervisory authority for the SAC (AFNOR's counterpart in China), renewed their cooperation agreement** for the joint development of new voluntary standards. This took place in an elite setting: the meeting held in Beijing between the French and Chinese heads of state. The agreement added new themes to this partnership initiated in 2013: the "Industry of the Future", e-Commerce and the climate. These topics were on the agenda of the China-France Standardization Cooperation Meeting, organized in Shenzhen in December, which also featured workshops on sustainable cities, agricultural food and the circular economy.

In 2018, France hosted 116 international standardization meetings. These included that of the CEN-CENELEC Technical Boards, held in October in Toulouse, where electro-technologies were often in the spotlight. Furthermore, **AFNOR remained heavily involved in the Francophone Standardization Network (RNF)**. Lastly, AFNOR and DIN initiated a partnership, within CEN, on a work item directly related to the notion of confidence: developing a set of good journalistic practices, to stem the crisis of confidence affecting the press in the current era of *fake news* and information overload. The **Journalism Trust Initiative** project was launched by Reporters Without Borders **4**.





1



1,863
public
enquiries



925
standardization
commissions,
including 48% led
by AFNOR



19,400
professionals
involved in
standardization,
28% of whom
are involved
internationally



27,843
users of Norm'info,
a search engine
on the life of
standards

Team effort: the DNA of standardization

Standards created by and for professionals

Standardization is a team sport, by definition. 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 players in a sector or in a market: 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. And for certain populations wanting to engage in an accelerated version of AFNOR's team efforts, a new service was launched in 2018: AFNOR Spec.

In 2018, some 19,400 professionals were involved in developing voluntary standards within one or more commissions, including 5,500 in international organizations (ISO, IEC, CEN, CENELEC) with the aim of defending French interests. Also, this year, players in the agricultural machinery sector celebrated the 30th anniversary of the European Technical Committee in which they write their standards. The result is worth the effort! To verify this and corroborate the positive findings of the Group's 2016 and 2017 surveys, AFNOR and UTE launched a study to estimate the increase in economic performance, from exports in particular, that such involvement generates for companies in the sector of electrotechnologies **1**.

From teamwork to participatory initiatives

Co-construction is not limited to the upstream stages of the standardization process. The public enquiry stage also calls on everyone to contribute: 1,863 enquiries took place in 2018. Some of them, as well as those from previous years, led to the publication of 608 new voluntary standards and the revision of 1,328 others in 2018.

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 installations
- 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 textile and clothing industry
- BNLIH - 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



Engaged governance

In 2018, the governance bodies of the AFNOR Group and association really rose to the challenge, in their various spheres of work. Refer to pages 44 to 47 to discover the members of all our governance bodies.

New representatives in the Board of Directors

Following the General Assembly of the AFNOR association, chaired by Marc Ventre on 26 June 2018, the Board of Directors has some new representatives. **François Pelegrin**, Chairman of the Ethics Committee, has become Vice-Chairman. Within the Ministries committee, **Catherine Mosmann** represents the Ministry of Labour. The Companies committee has welcomed **Giovanni David** (Airbus), **François Champigny** (Cofrend), **Bertrand de Labareyre** (Michelin) and **Romain Garnier** (Union Sport & Cycle).

Appointed in 2018, the Interministerial Delegate for Standards, **Rémi Stefanini**, takes part in Board meetings and acts as government commissioner **2**.

CCPN and CAE appointments

Chaired by Stéphane Dupré La Tour (EDF), the Standardization Coordination and Steering Committee (CCPN) fully played its role in preparing the new French standardization strategy (see page 19). In 2018, **Bernard Le Bris** (Renault) replaced Olivier Dubuisson (Orange) in the Companies committee, and **Stanislas Lucienne** (National association of general directors of local authorities) **3** replaced Marie-Claude Sivagnanam in the Local Authorities committee.

Chaired by Bernard Raspaud and responsible for evaluating the sector-based standardization bureaux as well as AFNOR, the Audit and Evaluation Committee (CAE) has also welcomed two new members:

Michelle Hurard and **Jean-Luc Delorme** have replaced Anne Marie Le Niger and Jean-Charles Sarbach.

A vigilant Ethics Committee

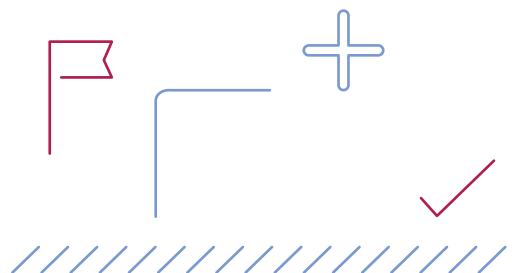
Chaired by François Pelegrin since June 2018 **4**, the Ethics Committee comprises seven members appointed by AFNOR's Board of Directors. The committee is open to non-Board members. It met three times in 2018.

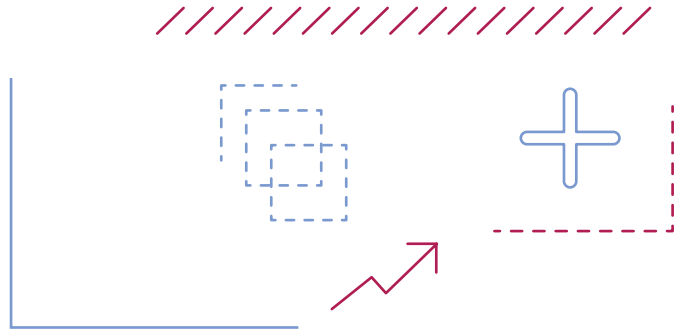
A committee dedicated to electrotechnologies

AFNOR's General Assembly of 26 June 2018 validated the creation of a new committee reporting to the Board of Directors: the CEF committee. Taking effect at the beginning of 2019, this committee's creation thus completes the integration of the electrotechnological sector at AFNOR. A new milestone has been achieved!

A reinforced Executive Committee

In 2018, Laurent Dahmani, Deputy Director of Certification Activities, joined the AFNOR Group's Executive Committee, which now has 12 members (see page 47).



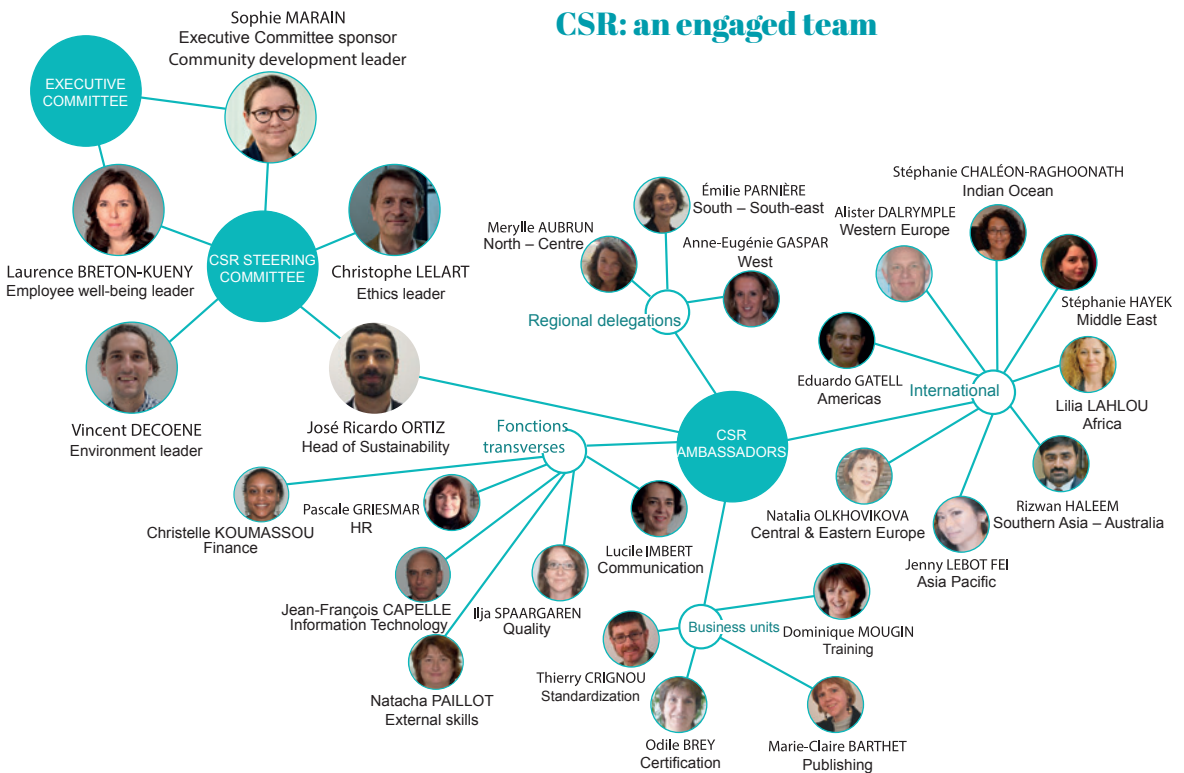


CSR: an ad hoc team

An active network in 2018

Within the AFNOR Group, social responsibility is a team commitment. It's not by chance that our CSR policy is called "Responsible together"! An internal committee oversees the policy, which revolves around four pillars: ethics, employee well-being,

the environment, and community development. A network of CSR ambassadors coordinates it at the subsidiary, regional and international levels. The Head of Sustainability acts as a liaison, providing impetus for projects, collecting data and reporting on progress.





AFNOR:
confidence
in the future



AVEC LA CERTIFICATION NF, DE NOUVELLES PERSPECTIVES S'OUVRENT À VOUS

La réussite d'une construction architecturale se joue à l'échelle concrète, sur le terrain. C'est pourquoi AFNOR a développé une gamme de produits certifiés NF, pour vous assurer qualité et fiabilité à tous les niveaux. Pour en profiter comme pour les autres travaux, contactez le service commercial des produits certifiés NF.



LES PETITES PIÈCES CERTIFIÉES FONT LES GRANDES ŒUVRES

La réussite d'une œuvre architecturale se joue concrètement sur le terrain. C'est pourquoi AFNOR a développé une gamme de produits certifiés NF, pour vous assurer qualité et fiabilité à tous les niveaux. Pour en profiter comme pour les autres travaux, contactez le service commercial des produits certifiés NF.



AFNOR – providing confidence since 1926

A resilient economic model

Made up of an association reinvesting its profits to benefit the general interest, the AFNOR Group relies on a resilient multi-business model, based on standards and confidence. To prosper and develop, economic players, themselves, need to inspire confidence. With voluntary standards, they find a reassuring framework, guideline and best practices. There is nothing quite like a common language to feel confident! Our publications and online watch services also convey confidence: it is always reassuring to feel supported when analyzing a text or monitoring a market, so as to not miss out on developments or emerging trends.

Our training courses provide people with confidence: someone who is well trained is someone who can be trusted. This is essential for strategic activities such as property surveys, health & safety coordination on work sites, quality audits and energy management! With our measurement and comparison tools, which are part of our Indiko solutions, customers will also feel more confident: they can enter their quality, environmental or purchasing data online and compare them with those of their peers, to support their continual improvement actions and adjust them when necessary. Lastly, third-party evaluations and certifications will always be more effective at inspiring confidence than self-reporting. The success of online consumer reviews has proven that to promote expertise, nothing beats a third-party opinion!

On one condition, though: that these reviews undergo collection and processing steps to make them credible. Since 1 January 2018, e-Commerce sites have an obligation to indicate their method of organization to ensure their reliability. Here again, certification

makes the task much easier for them! Online reviews, cybersecurity, protection of personal data: digital trust is now a field in which the Group is investing. Now that Europe has adopted a new copyright directive, this is an opportunity to reiterate that voluntary standards are intellectual works subject to copyright that are not compatible with open access. AFNOR works on a daily basis to defend this aspect of trust.

Brands that inspire confidence

The confidence that the AFNOR Group instils in the economy is reflected in its brands – starting with the NF brand, which is a sign of quality and is recognized as such by both professionals and private individuals. In 2018, NF certification sought to reaffirm its essential role in the building industry, for small and large work sites alike. In an advertising campaign, it conveyed the following message: the success of an architectural masterpiece depends on small, NF-certified rooms. A parallel can be made with cooking **1 2**: a dish can only be successful if it is made with high-quality ingredients! NF is also a set of certifications demonstrating confidence in service providers. In 2018, the NF Service range was enhanced with a new certification, for archiving professionals in companies: NF Service for faithful digitization. Other brands continue to play a role of reassurance, such as AFAQ and the EU Ecolabel, which is deployed by ADEME and distributed by AFNOR Certification and celebrated its 25th anniversary in 2018 **3**.



They trust us

Laure Jaguelin, Orange France, AFAQ ISO 14001 and AFAQ ISO 50001 certified

"Energy and the environment: dual AFAQ certification reflects our commitment to the various components of CSR. The process really motivates our employees and enhances the sense of belonging to the company. Certification is seen as a way to advance from day to day and become more efficient. It's an approach that helps increase the convergence of services and combine forms of governance".

Darine Fayed, Mailjet, AFAQ certified for the protection of personal data

"AFNOR Certification provided us with strong support and valuable advice, thus guiding us on the path to certification. The audits were tailored to our business, and we noticed real efforts being made to understand our environment, challenges and activities. The conclusions considered the reality of our business in light of the GDPR requirements".

Christian Espiasse, MiPih (Midi-Picardie Informatique hospitalière) public interest group, certified for the hosting of medical data

"The on-site audit lasted around 10 days. Certification brings an additional set of major requirements, which are ultimately highly positive: they require us to document our actions and incorporate safety into the very heart of our business processes. Above all, it is a collective strategy that calls for a long-term engagement from the entire company with a focus on continual improvement. Lastly, it represents a hallmark of credibility in our customers' eyes and

a competitive advantage. Since we launched the process several months ago, our organization has become even more professional and responsible. It's made the whole company proud!"

Myriam Tryjefaczka, Tarkett, member of the standardization commission on the circular economy

"We worked with AFNOR Standardization to coauthor Standard XP X30-901 on circular economy project management. The standard prevents false good ideas: no recycling that would negatively impact the health quality of products for example. It also introduces a territorial dimension: you do not create a circular economy on your own in your own area; you have to establish relationships with neighbouring economic actors".

Juliette Mallez, Aerospace Valley cluster, user of AFNOR Publishing's Saga Web service

"In 2017, our SME members in the aerospace sector in Nouvelle-Aquitaine and Occitanie voiced a need to have access to standards, to better position their innovations on the market. We decided to provide them with a custom scheme, based on the online availability of French regulations and voluntary standards, of European and international origin, with individualized alerts notifying users of the slightest change or slightest addition to the content of a text. This economic watch solution is AFNOR Publishing's Saga Web watch service".

Strategic committees



Food & drink



Sport, leisure & consumer goods



Construction & town planning



Electrotechnologies



Environment & social responsibility



Gas



A normative strategy to pro

The 2016 - 2018 standardization strategy expired at the end of 2018. AFNOR's French standardization strategy for 2019 will follow on from that implemented in 2016, 2017 and 2018. This three-year road map undertakes two major societal issues: the fight against climate change and the digitization of society. These two issues fuelled each of the following themes:

8 cross-cutting themes: smart and sustainable cities; digital economy; factory of the future; circular economy; energy transition; silver economy; collaborative and sharing economy; services.

5 specific themes: nanotechnologies; technical textiles and new, smart materials; contribution to healthy, safe and sustainable food; future medicine; drones.

Thanks to the involvement of all actors and the in-house teams in charge of rallying them, as well as the increased financial support from the State in 2018, AFNOR managed to find convincing arguments showing that voluntary standardization could benefit these up-and-coming markets. Standards were published and other draft standards were launched. For example, in October 2018, AFNOR published the very first voluntary standard in the world dealing with the circular economy: the experimental standard XP X30-901 sets out guidelines for the management of circular economy projects. Immediately thereafter, ISO created a specific Technical Committee, ISO/TC 323, with a French chairman. Its goal is to roll out the standard internationally and inspire other potentially sector-based standards.

Sustainable cities: two achievements

In the area of the digital economy, the French standard on online reviews was taken up at ISO, which made it an international standard. In addition, two new French standardization commissions were created, one on issues related to blockchain technology and the other on the Internet of Things. In the areas of the collaborative economy and the sharing economy, French actors were mobilized as part of initial efforts around the publication of an ISO agreement on the collaborative economy. In the area of smart and sustainable cities, there were two significant achievements involving standardization. The first was the **publication, by the ISO/TC 268 Technical Committee with a French secretary, of flagship standard ISO 37101 - Sustainable development in communities - Management system for sustainable development - Requirements with guidance for use**. The second was a French-Chinese accomplishment, with the **testing of the French standard on sustainable business districts** between Versailles-Greater Paris and Beijing Future Science Park. On this topic, China and France created an international club of cities wanting to discuss good practices in urban sustainable development.

The French standardization strategy is inspiring new normative work items covering all of the areas of activity of AFNOR and the sector-based standardization bureaux. Tomorrow's standards are being prepared today. And certainly not without you!

For more information, visit www.norminfo.afnor.org




Provide confidence


At the heart of societal issues

As one strategy is just beginning, another is coming to a close...As a sector relevant to all players in the French economy, standardization keeps track of all major technological and societal trends. As such, its actors are ideally positioned to identify work items suited to the creation of new voluntary standards. AFNOR's Standardization Coordination and Steering Committee (CCPN) compiled them to produce


a strategic document, the French standardization strategy, which follows on from the 2016-2018 French standardization strategy and focuses on the 15 major areas of standardization. Three modern challenges form the basis of this strategy: the **fight against climate change, controlled digitization**, and a **more inclusive society**. AFNOR prioritizes each one, for which it sets one of three engagement levels: implement, influence or monitor.



The fight against climate change



A more inclusive society



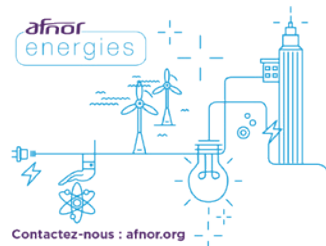
Controlled digitization

Specific topics:

- Artificial Intelligence
- Energy storage - Batteries
- Security
- Nanotechnology
- Technical textiles and new smart materials

Major cross-functional and sectoral themes:

- Sustainable and smart cities and communities
- Trust and excellence for services
- Ecological transition
- Eat well, live well and age well
- Digital technologies
- Industry of the Future
- Autonomous and remotely controlled mobility and logistics



POUR RÉDUIRE VOTRE FACTURE ÉNERGÉTIQUE, FAITES CONFIANCE À AFNOR ENERGIES

- > Conseil et Formation
- > AMO
- > Mesure et vérification
- > Audit énergétique
- > Certification ISO 50001

2

Confidence in emerging markets




The AFNOR Group endeavours to be at the cutting edge in relation to several work items it has identified as strategic, to disseminate confidence between economic players in a context of societal changes. These are key topics for investment.

- **Purchasing and supplier risks**
Globalization, anti-bribery systems, cascading subcontracting, and the commitment to responsible purchasing, through short supply chains when possible, all constitute strong trends that require a common framework for action and shared methods. The Group provides its services as part of AFNOR Purchasing Solutions, led by Juliette Guillemin-Dupille and Bruno Frel 1, whose main activity is risk mapping 3.
- **Digital trust**
The success of e-Commerce, the use of blockchain technology, cyber-crime and the need to protect personal data are all fuelling demand for solutions to inspire confidence.
- **Energy**
Achieving carbon neutrality by 2050, the need to save energy and use it more efficiently, and the diversification of the energy mix to favour renewable energies all require the definition and implementation of good practices 2.
- **Circular economy**
The aim of the circular economy is to do away with the vicious linear model of “produce-consume-discard”. This approach is driving players to question their economic models. To do so, they need a framework in addition to guidelines to ensure that their circular economy projects bear their fruits.

- In parallel, the Group continues to mobilize its entities around five priority themes: **quality**, applied to industrial sectors in particular (*also see p. 27*), **occupational health and safety** (*also see p. 36*), the **environment** (especially biodiversity), **sustainable development and CSR** (*see p. 34*), and the **silver economy**. Each of these themes is supervised by a market manager at Group level who is responsible for gathering together offers made by each entity in relation to the topic and planning a simple and coherent customer path.



**Web conferences:
a popular format**

	175 sessions
	184 hours of broadcasting
	6,912 participants

Confident in our digital transformation

Aware that it needs to reinvent its business lines in this digital era, the AFNOR Group is taking its digital transformation in four different directions, as part of an “e-AFNOR” approach:

- towards customers, by providing them with paperless or online products as well as differentiating services, improving their experience and giving them ways to evaluate it. For example, remote monitoring of skills certification exams, enabling our customers to take these exams wherever and whenever they want; harmonization of login processes across all of the Group’s websites, with the aim of offering a simple and smooth experience;
- towards external actors, by strengthening their incorporation into the AFNOR community, facilitating their access to information and anticipating useful skills for the future;
- towards employees, by promoting their digital fluency, attracting and retaining key competencies, and helping improve their productivity. For example, digital workshops, facilitated by employee volunteers to acculturate teams to digital technology in the personal and professional spheres [4](#);
- towards the Group itself, by strengthening cross-business expertise, simplifying processes to improve customer relations, and safeguarding and growing its economic models. For example, the “Norme sans coutures” project, to ensure the seamless development of standards in every step of the process, from conception to publication.

2018: year of the GDPR

On 25 May 2018, the General Data Protection Regulation (GDPR) entered into force. The AFNOR Group set out to comply with it, by re-engineering its data processing and storage models according to a “privacy by design” approach, with a Data Protection Officer (DPO) duly appointed to monitor it. The issue of protecting personal data is essential for a Group that designs and implements solutions intended to inspire confidence. Proof of this lies in the new AFAQ certification for personal data protection, [5](#) which is being offered to companies wanting to demonstrate that they are rigorous in this area, which they approach with a view to continual improvement. In 2018, Mailjet was the first company to obtain this certification. AFNOR Certification also launched a personal certification intended for DPOs.

AFNOR Competencies goes digital

Within the Group, AFNOR Competencies is at the forefront of the digital transformation, as it is positioned in a business – professional training – profoundly impacted by new technologies: E-learning, remote training, connected classrooms, network coordination of consultants-trainers, customer relations. The subsidiary is reinventing its offers, processes, tools and educational engineering. One example is its “digital trainer” programme, intended to assist consultants-trainers as they roll out this transition, with the issuance of a proficiency certificate upon completion.



Confidence in our employees

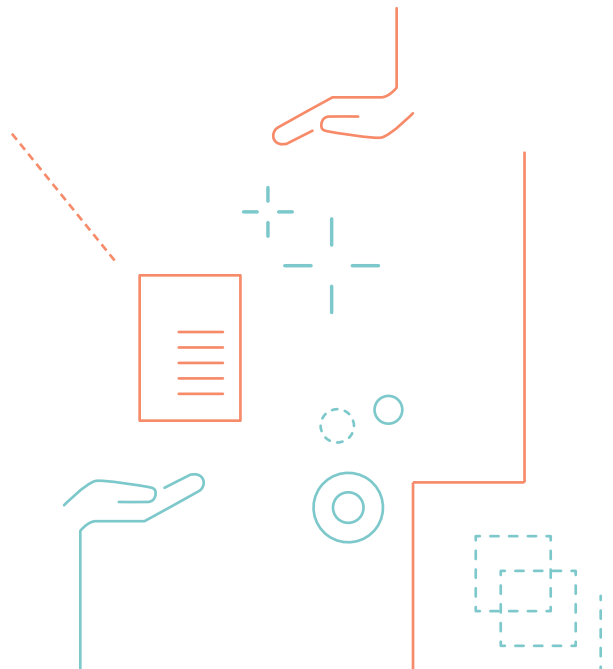
An HR transformation plan

In 2018, the AFNOR Group prepared a Human Resources transformation plan that will cover the 2019-2021 period. Its keyword is confidence: confidence in employees, confidence in the businesses of tomorrow, and managerial confidence. One of the key components will involve empowering teams by improving work patterns and practices, for example, by extending the system for occasional teleworking (see p. 37). Another theme will be the promotion of internal mobility. The work undertaken will rely on that accomplished since 2017 in terms of the strategic workforce planning (see p. 37): mapping of business units to identify those undergoing changes, new business units, inter/intra-entity bridges and pathways to be created to move from one to another, cross-functional skills and transferable skills.

On this topic, the Group's Chief Human Resources Officer (CHRO), assisted by a working group representing its business units, has worked on developing a new skills repository, including behavioural skills (empathy, leadership, emotional intelligence, etc.), which will be added to the new Human Resources information system expected on 1 January 2020. Training will also be a driver for action, especially since the Group has taken steps to be part of the new scheme specified by the French Act of 5 September 2018 on the freedom to choose one's professional future (see p. 32). The final pillar of the HR transformation plan will consist in assessing progress on cultural change, using a new tool intended to replace the employee feedback survey.

Employees confident in their employer

Confidence is a two-way street between employees and their employer. The AFNOR Group has loyal employees, as evidenced by average tenure of 12 1/2 years, as well as turnover that is albeit on the rise but is consistent with the average levels observed in France in 2018, when the job market was particularly dynamic. This relationship of confidence was also marked by seamless planning for the net withholding tax system, put into effect on 1 January 2019, as well as a smooth transition to the GDPR rules for recruitment files.





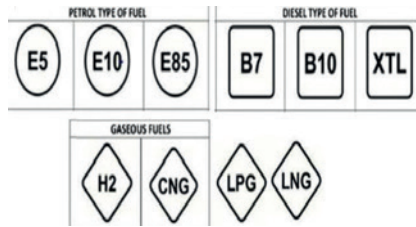
AFNOR:

quality

as a top priority



1



2

Quality achievements in all

Draft standards and publications: an excellent year

In 2018, AFNOR Standardization's teams initiated work on new work items, including umbrella companies, acoustics in cafés-bars-restaurants, origin labelling for non-food products, innovation management, road safety management and artificial intelligence. Certain work items having led to a French standard were taken up at ISO or CEN to inspire an international or European standard: design of open-plan offices (based on NF S31-199), food supplements for sports people (NF V94-001 from 2012), cleanliness and safety requirements for orthopaedic implants (NF ISO 19227 from 2013), and gas emissions from electronic cigarettes (ISO 20714, inspired by two French standards from 2015).

Two 2017 standards proposing graphic symbols met with widespread media coverage: NF EN 16942 on fuel labelling in petrol stations ¹, following a regulatory deadline, and NF V90-001 on food products for children from 0 to 3 years ². Also, in 2018, AFNOR implemented around 30 initiatives to motivate professionals to join a standardization commission, especially those on civilian explosives and personal protective equipment for firefighters, which were reactivated in 2018. Stakeholders had access to numerous meetings and web conferences, for example, on the topics of welding, the Internet of Things and the management of occupational health and safety, each of which attracted around 100 participants.

Lastly, AFNOR initiated discussions to revise its range of customized services in 2019, for customers looking for a solution requiring methods specific to the normative process (preparation of round tables, iterative writing, rule of consensus) but not needing an actual standard. In 2018, it implemented several customized projects, such as the POBIM project aiming to identify generic BIM (*Building Information Modelling*) object models

Some standards published in 2018

- NF P99-611: Accessibility of Public Toilets
- AC Z90-002: Guide for the Prevention and Detection of Cyber-Threats
- NF C132-200: High-Voltage Electrical Facilities
- NF P96-105: Information and Directional Symbols in Buildings
- NF EN 1069: Safety of Water Slides
- ISO 45001: Occupational Health and Safety Management System
- NF EN ISO 22000: Food Safety Management
- NF ISO 31000: Risk Management - Guidelines
- NF EN ISO 50001: Energy Management System
- NF T97-001: Determination of Sludge Dryness
- NF C15-160: Requirements for Radiation Protection
- XP X30-901: Circular Economy Project Management
- NF S31-200: Measurement of Noise in the Surrounding of Road Transport Supply Activity
- NF EN 17124 and 17127: Hydrogen Refuelling Stations for Road Vehicles
- XP C90-486: Telecom Risers



3



4



5

business units

and properties for the digital transition plan for the building industry, as well as the Community project on urban mobility in Toulouse.

AFNOR Publishing: impressive commercial successes

In 2018, AFNOR Publishing's normative and regulatory watch solutions captivated new customers including key accounts as well as SMEs, such as those in the Aerospace Valley competitiveness cluster in the regions of Occitanie and Nouvelle-Aquitaine. The subsidiary's teams tackled two major projects: a "three-user" service, enabling the sharing of a standard purchased in the AFNOR Publishing store in strict compliance with copyright, as well as e-learning packs combining the purchasing of a standard and an online decryption module. The first packs deal with best-selling standards: NF EN ISO 9001, NF EN ISO 14001, NF EN ISO 17025 and ISO 45001. For professionals in the electrotechnology sector and for members of the French federation of electrical engineering companies in particular, AFNOR Publishing developed a customized service including 30 thematic or business packs. It also distributed the "Edwin" solution ³, which is a digital application for safeguarding and tracing interventions on electrical facilities and installations. New reference documents on the topics of risks and lean project management were added to the AFNOR Publishing collection ⁴.

Also of note were the "QSE survival kits" containing a set of online resources for QSE professionals.

AFNOR International: positive results in 2018

The AFNOR Group's international offices achieved impressive results in 2018. The revenue they generated for the Group totalled €19.1 million, i.e. three times the amount posted 10 years prior. In January, the network acquired a new office in Montreal, under the leadership of Herick Lopez; it is expected to expand the scope of AFNOR North America.

In March, AFNOR Morocco started to market the "Enfance" label, a distinguishing mark intended for Moroccan childcare centres wanting to show they are committed to the continual improvement of service quality. This label, which relies on guidelines developed with the Qualifes firm, has already been awarded to two facilities in Casablanca ⁵.

In April, EAQA Bestcert China was named best IATF 16949 assessor. June was then the month of occupational health and safety, with various trade fairs in Morocco, Tunisia and the United Kingdom. In August, the Group's head office in Saint-Denis welcomed managers visiting from AFNOR Indonesia, to discuss various work items under consideration such as food security. Also note the launch of ASI (Aluminium Stewardship Initiative) certification, a new CSR auditing service. Managed by GUTCert, the Group's subsidiary in Germany, it is intended for the aluminium sector and was first implemented in a Dutch factory. Lastly, the network continued to support international key accounts, such as Valeo.



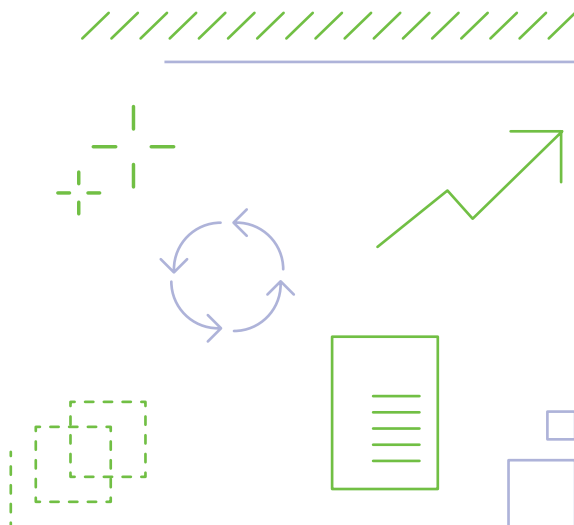
New landscape for AFNOR Competencies

In 2018, AFNOR Competencies worked to fit into the new landscape of the professional reform, whose scope is defined in the French Act of 5 September (also see p. 32), and meet the new expectations of trainees in terms of the digitization of training. With the emergence of new rooms, equipment, solutions and materials, digital technology is omnipresent, redefining customer relations and ties with the community of consultants-trainers, who have switched to Agate, the new programming tool. Training programmes were also updated in 2018 to take into account major management system standards following the publication of revised versions: ISO 17025, ISO 22000, ISO 50001 and the brand-new ISO 45001. In parallel, training courses on technical expertise continued to be developed. All of the above strengthened AFNOR Competencies's presence on its market by expanding the range of training eligible for the personal training account (more than 80 programmes) and developing personal certification, in partnership with ICA and AFNOR Certification.

New work items for AFNOR Certification

For AFNOR Certification, 2018 was marked by the end of the transition to the 2015 versions of Standards ISO 9001 and ISO 14001 (see next page) for certified management systems. Other major standards emerged or evolved in 2018, and several of AFNOR Certification's customers were the among the first to be certified. These included Axon Cable for ISO 45001 and Desautel for ISO 50001:2018. The topic of digital trust gave rise to the development of new products, such as AFAQ Personal Data Protection, the NF Service application for faithful digitization, and a personal

certification for Data Protection Officers (see p. 27). AFNOR Certification also welcomed the 13th certifying organization mandated to issue NF certification, for culinary articles in this case. The subsidiary had a busy year in terms of the circular economy and CSR: partnership with Indra for the recycling of end-of-life vehicles, ISO 26000 evaluation of the National Assembly, equality and/or diversity labels for several ministries, "Bleu-blanc-ruche" project for labelled French-origin honey, "Ferme France" ¹ project to define a rating scale for the societal performance of agricultural products, etc. Lastly, note that the new "Smart Home Integrator" evaluation, developed with the French federation for home automation systems ², takes into account on line reviews by the certified companies' end customers.



2015 versions: an exceptional year



34,000
standards sold



23,300
regional enrollees
for web conferences



25,000
downloads of the
transition guide



93,000
auditing days



2,000
online tests taken



1,971
qualified auditors
in 67 countries



1,575
professionals
trained

2018: a year of quality

ISO 9001 and ISO 14001, 2015 versions: end of the transitions

Since 14 September 2018, only ISO 9001 and ISO 14001 certificates issued based on the 2015 versions of these standards have been valid. Organizations having one or both of these certifications had until that date to transition to the latest version. To make things easier for them and educate them during this phase, the AFNOR Group made several tools available and organized numerous events. Its efforts were successful, as customers have expressed satisfaction with the ISO 9001:2015 audit, according to a study undertaken by the Group's Development, Innovation and Forward Planning department. Ninety-nine percent of them have completed the transition for these two standards.

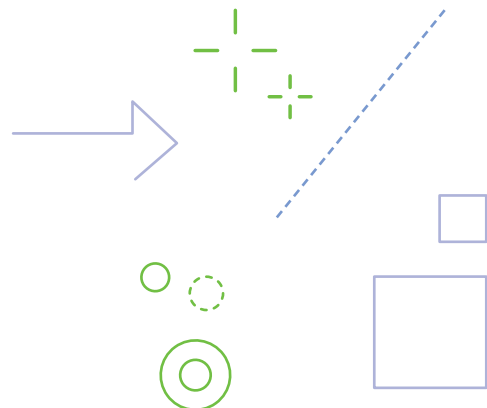
Quite logically, NF EN ISO 9001:2015 stood out as one of the three best-selling standards in the AFNOR collection in 2018. In its wake, a revised version of ISO 9004 was released in 2018. Supplementing ISO 9001, which addresses the quality management of products and services, in particular with the aim of improving customer satisfaction, ISO 9004 takes a broader approach to quality management in order to improve the performance of companies.

A technocentre for sector-based quality

For its customers in the aerospace, automotive and rail sectors all around the world, the Group has set up an ad hoc team, gathered together in a technocentre led by Pascal Thomas. Its main mission is to guide these customers in transitioning to the latest versions of their sector-based certification documents. In the aerospace sector (EN 9100), 96% of them have completed their transition; this figure is 94% in the automotive sector (IATF 16949) and 89% in the rail sector (IRIS).

A new survey: Indiko Quality

The Group took advantage of 8 November, World Quality Day, to launch a new online tool for managers and quality officers who, in terms of quality policy, want to use a self-evaluated performance scale: it goes by the name of Indiko Quality. The latest Indiko survey to be developed, Indiko Quality lets professionals measure, compare - between peers, competitors and areas of activity - and then monitor their quality (or lack of) thanks to 19 performance indicators. In the form of an online questionnaire, Indiko Quality invites respondents to review how their company manages its quality policy (budget, workforce, internal and external audits, deviations, etc.), production (product/service design, non-conformities, efficiency, etc.) and customer-oriented data (satisfaction, claims, lead times, etc.).





1



2



3

Quality expert appraisals

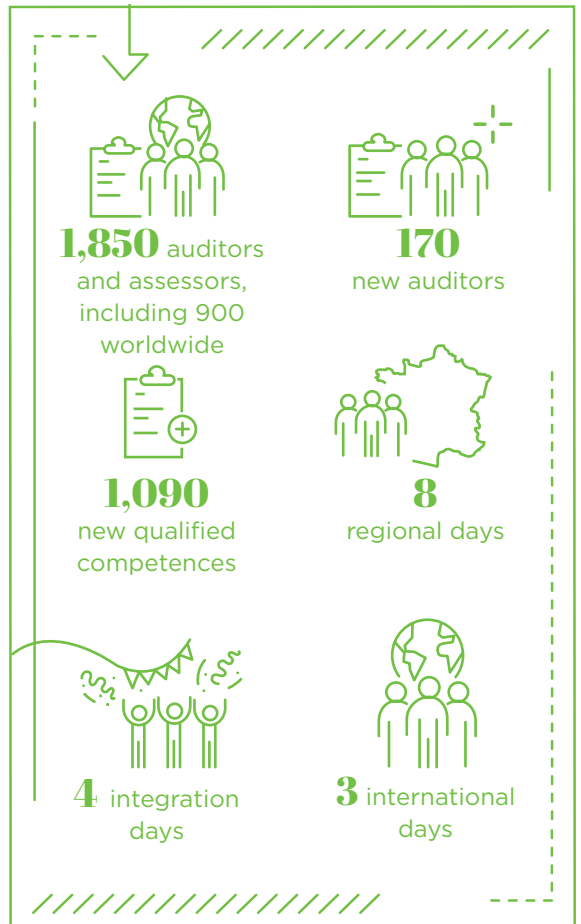
A landmark year for AFNOR Energies

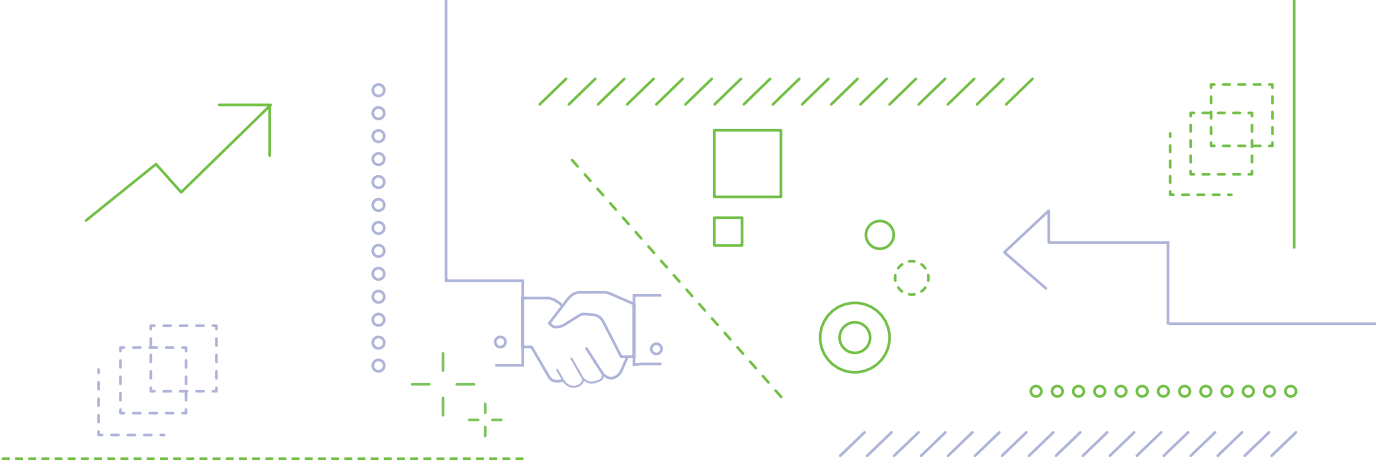
In 2018, AFNOR Energies took advantage of the publication of the latest version of the ISO 50001 standard on energy management to fine-tune its solutions and grow stronger as the Group's network of energy efficiency experts **1**. At the heart of the system, the AFNOR Energies Engineering office provides strategic, cutting-edge services for the measurement and verification of energy performance, on the eve of the publication of the "Tertiary Decree", a text setting out the energy-saving obligations that the ELAN Act of 23 November 2018 places on buildings hosting tertiary activities. It has partnered with AFNOR Competencies, which has developed a new certifying training course for M & V (measurement and verification of energy performance) advisors, to train and guide industrial energy advisors as part of the Pro-REFEL programme. It also organized a colloquium on the topic in November **2**. AFNOR Energies also had other commercial successes, in particular with ADEME in Polynesia and a big name in the banking sector, which it provided with guidance for energy management.

Quality auditors

The AFNOR Group relies on the expertise of its employees as well as on numerous external experts it calls on for audit, evaluation, training and book-writing assignments. The 480 authors and 300 consultants-trainers with whom it works are supplemented by a global network of 1,850 auditors and assessors, who were required to manage the end of the ISO 9001 and ISO 14001 transitions to the 2015 versions in addition to new requests for updated certifications (ISO 22000 and ISO 50001, 2018 versions, ISO 45001). An experienced pool of specialists, made up of 30% women, welcomes new, younger auditors, with

average knowledge of five standards per auditor working in France. All this was more than enough to establish AFNOR Certification's leading position in the area of QSE, as well as in related sectors, in 2018 **3**.





Customer-oriented service quality

Since 2012, the AFNOR Group has been implementing a quality policy involving all of its entities and support functions, with monitoring and regular progress reports. In 2018, this policy had four objectives:

- A concerted customer focus
- The implementation of process approaches
- Attentiveness to customers and partners
- Work in continual improvement mode

Customers and advisors: positive results

The Group's entities have all industrialized the measurement of customer satisfaction. This is a key parameter for AFNOR Competencies in particular, at a time when the professional training reform is requiring that training organizations systematize quality culture (see p. 32). In 2018, the level of extreme satisfaction among AFNOR Competencies customers, averaged for inter- and intra-company training, rose by over two points compared to 2017, increasing from 56% to 58.3%. At AFNOR Standardization, spontaneous feedback from satisfied customers has doubled. As a result, recommendation rates are increasing, with customers becoming true ambassadors of the AFNOR brand.

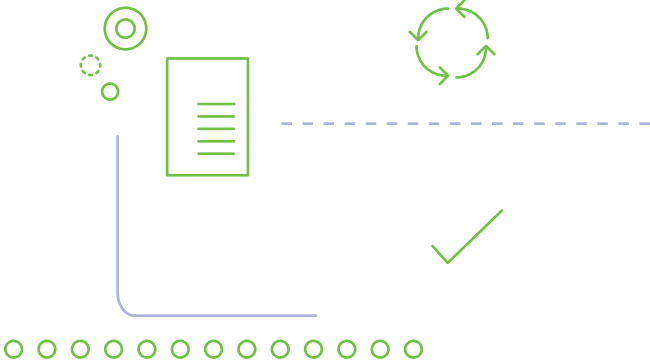
Improvement initiatives that are bearing their fruit

These results are the result of strong actions, starting with call handling. In 2018, the rate of outside calls taken by hotlines exceeded the target of 75%, set in the quality policy, by one point. A survey on welcome quality will be reissued in 2019, in line with previous versions having led to measures such as the increase in WiFi hotspots on the La Plaine

Saint-Denis office, in order to provide visitors with better connections. Customer complaints were monitored at Group level and in each entity, especially within AFNOR Publishing with regard to the availability and cancellation of standards. The Group's new CRM tool will facilitate this monitoring in 2019. AFNOR's entities formalized service commitments, in particular at AFNOR Standardization where an in-house innovation competition led to the emergence of an idea for a welcome kit for new experts discovering the standardization commissions: the "Rose des vents" project.

Satisfied employees

The Group also cares about providing its employees with a high-quality environment, as part of the "Well-being" theme of its CSR policy (see p. 36). It should be noted that in 2018, almost 400 staff members completed a satisfaction survey on the services provided by its Logistics, Property and Security Department. Ninety-three percent of them said they were satisfied or very satisfied with the actions taken dealing with their work environment (temperature, restoration, cleaning, meeting rooms, etc.).





A quality organization



Quality studies

In 2018, the AFNOR Group's Development, Innovation and Forward Planning department (DDIP) once again provided service to the entities by undertaking, compiling and analyzing studies enabling them to better understand their markets. One such study assessed how customers audited by AFNOR Certification perceive ISO 9001:2015 (see p. 27). Others dealt with senior housing as well as company maturity with regard to the environment.

Support functions: valuable support

In 2018, the Group's business support functions provided valuable support, in particular to tackle challenges related to the GDPR (80 meetings) and the deployment of E-Deal, the new CRM tool. The Information Systems department (DSI) welcomed a new manager, Frédéric Leconte. The Purchasing department processed 7,700 orders and held 34 consultations with 3,000 suppliers.

Careful communication

In 2018, the Communication department continued its campaigns to explain the Group's businesses ¹ and raise professionals' awareness of the benefits of being involved in standardization. ² Special efforts were made for the attention of institutional players, to provide support to AFNOR Standardization's teams for the organization of around 30 meetings for Members of Parliament and public actors, with the production of an educational kit on why standards should be seen as tools for economic influence.



4

Étude : carrière & salaires QSE



5

Networking quality

High-quality exchanges on LinkedIn

In 2018, a larger number of AFNOR Group employees, customers and partners used social networks as forums for discussion, primarily in B2B mode on LinkedIn. The number of followers of the AFNOR Group page increased by one-fourth, rising to around 26,000 people. Numerous conversations were held in discussion groups co-facilitated by an AFNOR expert, in particular the “Quality and Auditing” and “Food Safety” groups, with the end of the transitions to the 2015 standards and the new version of ISO 22000 [4](#).

The QSE community online on the “Parcours Croisés” site

In 2018, “Parcours Croisés” continued to expand, attracting new professionals in the QSE arena wanting to talk to one another online. This social network managed by AFNOR Competencies and AFNOR Publishing had a total of 15,000 members at the end of 2018. In October, “Parcours Croisés” launched a study on QSE in France, with the support of the Group’s Development, Innovation and Forward Planning Department, to conduct an examination of this key function and those involved in it: background, age, type of employer, wage level, etc. The detailed results of this study that mobilized almost 3,200 respondents should be available in 2019. They show that this function is attracting a growing number of women and younger profiles. It is benefiting from ad hoc advanced training courses and focusing on related topics such as service excellence and hygiene, with frequent audit missions giving an impression that the sector is a source of fulfilment [5](#).





Training reform: striving for quality



1 national quality standard



7 criteria and 32 indicators



39,000 training organizations*



11 skills operators (OPCOs)



85 AFNOR Competencies training courses eligible for the CPF



3 pioneering certifications**: AFAQ Compliance, AFAQ ISO 9001, NF Professional training

*Listed on the Datadock platform on 31/12/18

**Recognized by the National council for employment, training and professional orientation

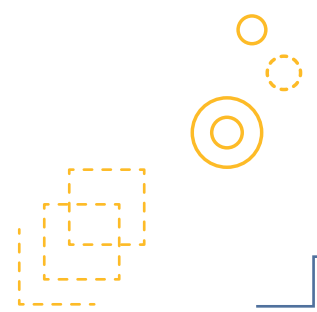
In 2018, the AFNOR Group got organized to guide its customers through the new professional training landscape, as defined by the French Act of 5 September. Completing a reform initiated in 2014, this Act calls for market players to increase their level of quality and provide evidence of their efforts, by means of certification, based on a single national quality standard, by 1 January 2021. With its knowledge of quality standards, certification expertise and network of auditors, the Group is more than qualified to tackle this market of several million euro. This is especially true considering that it itself is a training organization, via its AFNOR Competencies subsidiary.

In 2018, a project team **1** was appointed to design a customer journey and a range of solutions for multiple publics, with the support of the AFNOR Competencies and AFNOR Certification sales forces and with the help of three regional advisors **2**:

- players subject to the quality certification obligation (training organizations, apprentice training centres, APEL organizations, skills review consultants)
- funding agencies (skills operators, Agefiph, Pôle Emploi, regional councils) needing to ensure that the providers to which they refer training applicants deliver high-quality services
- HR training managers, who need to include quality modules in their training catalogues
- employees, freelance professionals and job seekers wanting to benefit from training through the use of their personal training account (CPF)
- auditors and future auditors, constituting a target group based on the national quality standard.



AFNOR:
a strong sense of
responsibility



A label to recognize responsible initiatives

CSR Commitment: a sign of engagement

Composed of an association and reinvesting its profits to benefit the general interest, the AFNOR Group places the notion of stakeholders at the heart of its development model. Therefore, CSR is naturally central to the Group's strategy and is addressed in two ways: internally (see following pages) and through the products and services that are offered. Voluntary standards, evaluation tools and distinctive signs help economic players take ownership of CSR, develop their own approaches, make them credible and promote them.

The “Engagé RSE” (CSR Commitment in English) label is one key example ¹. The success of this label, based on the ISO 26000 voluntary standard and obtained by almost 500 customers over the last 12 years, speaks volumes about the need, for organizations of all types, to promote their know-how in an objective and impartial manner. By including actors in the evaluation scope, this initiative provides organizations with a way to question their methods, structure their projects and report on their actions. In October 2018, AFNOR Certification reiterated this during the Annual CSR Meeting it organized in Paris, in the presence of several customers boasting the label ². Customers with the label are assessed in the form of a “score”: the maturity of their approach is

evaluated on a scale, with a variant called e-Engagé RSE (CSR e-Commitment) that takes the form of a 100-point online self-assessment.

The AFNOR Group enables the exercise to be adapted to different professional sectors, for example the wine sector. This echoes the work that AFNOR Certification is undertaking with nine of the 12 federations selected in May 2018 by France Stratégie's CSR platform to test a sector-based CSR label.

Convergence with the SDGs

In 2018, the AFNOR Group initiated efforts to link the CSR Commitment label to the Sustainable Development Goals (SDGs). The implicit objective is to present ISO 26000, the international standard providing the basis for CSR Commitment, as a natural springboard for pursuing this set of 17 global goals proposed by the United Nations for 2030. ISO 26000 automatically contributes to achieving the SDGs, all the more so for companies having a sign of recognition inspired by it. Such convergence is useful, at a time when SMEs and large groups are seeing the SDGs as a way to attract talents, achieve responsible growth and reform their business models ³.

“ **The CSR Commitment label helps assess the key challenges of organizations and implement an approach that contributes to achieving the SDGs. It also includes a methodology as well as operational recommendations** ”

Olivier Graffin, Sustainable Development and CSR market manager, AFNOR Group



€133,175 in purchases made with the disabled workers sector (+128% versus 2017)



5 companies in the disabled workers sector worked for the AFNOR Group

Responsible together: spotlight on ethics

In 2018, the AFNOR Group undertook new actions as part of its “Responsible together 2017-2020” policy, divided into four components: ethics, employee well-being, the environment and community development.

A culture of ethics

With the goal of fostering a culture of ethics, the Group raises its employees’ awareness of the behaviours set out in its Ethics Policies, such as the Doctrine for Managing Conflicts of Interests, the Charter of Ethics, and the Anti-Bribery Code of Conduct. During European Sustainable Development Week, from 30 May to 5 June 2018, the Group’s employees in France were invited to take a fun online quiz on these topics; it achieved a 10% participation rate.

More sustainable purchasing

Within the Group, sustainable purchasing practices are structured by our values and comply with the recommendations of the ISO 20400 and ISO 26000 voluntary standards. To further integrate social responsibility into procurement processes, several actions were taken in 2018:

- Awareness-raising on sustainable procurement for buyers in the Purchasing department;
- Extra-financial risk analysis by purchasing segment;
- Integration of extra-financial selection criteria in specifications for calls for tenders, based on risks;
- Evaluation of the extra-financial performance of high-risk suppliers via the Acesia platform;
- Integration of social responsibility clauses in contracts based on risks.

To better interact with its community in the context of the circular economy, the AFNOR Group also adopted the “Purchasing and circular economy” awareness-raising programme of the National Institute for the Circular Economy, implemented with the Metropolitan Area of Greater Paris and the Observatoire des Achats Responsables association.



100% of buyers in the Purchasing department trained in sustainable purchasing



66% of consultations were covered by an extra-financial risk analysis



100% of consultations included at least one extra-financial criterion

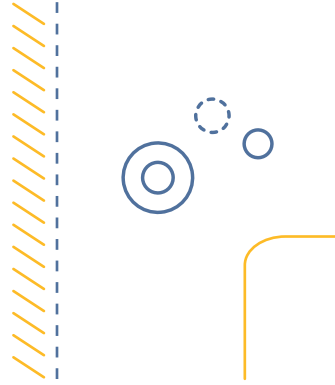


30 days: average supplier payment period (31 days in 2017)







1

-  **8** senior citizens hired (5 in 2017)
-  **38** apprenticeship contracts
- 27** training contracts (+50%)



Responsible together: empl

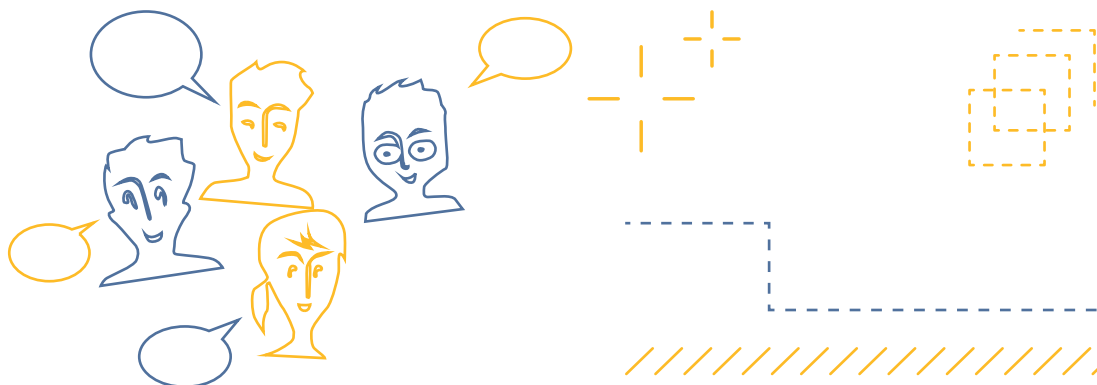
-  **3.98%** sick leave (+7.5%)
-  **43.2 years** average age (+0.7%)
-  **13%** turnover (+60% compared to 2017; this increase was representative of market trends in 2018)
-  **12.5 years** average seniority
-  **3.3%** people with disabilities (+26%)
-  **50.4%** women in management (+2.1%)
-  **65.7%** of managers trained in combatting discrimination

Cutting-edge offices at AFNOR Competencies

In 2018, AFNOR Competencies remodelled its offices to turn them into modern, connected work spaces conducive to creativity and the reduction of nuisances and stress. The spaces were divided into zones, each having a different function: work, refuge, meetings or socialization. Working groups were created to get all of the subsidiary's employees involved early on in the process. **1**

Health and well-being: concrete actions

The AFNOR Group's health and well-being approach is managed and assessed by a committee for health and promotion of wellness at work. A medical and social unit, comprising a salaried nurse, an independent occupational physician and a social worker, supports employees on a daily basis. In the framework of health risk prevention actions, the Group continued to provide support for smoking cessation and fund all of the costs associated with its employees' two-year health check-ups. It also financed employee participation in several sports events, including six running races. Also in 2018, the Group educated its employees about proper desk postures, diabetes prevention actions, and the benefits of fruits and vegetables.



Employee well-being

Gender quality: a priority for the Group

In 2018, the Group's Chief Human Resources Officer (CHRO) worked on calculating the gender equality index that the Ministry of Labour is requiring from companies with more than 1,000 employees by 1 March 2019. The index stood at 82 points out of 100, i.e. seven points above the legal obligation. In 2019, a new agreement on gender quality and quality of life at work will incorporate measures intended to further improve this score, in particular with regard to the indicator on raises for women returning from maternity leave.

Teleworking in complete confidence

To supplement its occasional teleworking scheme (TOAD) enabling eligible employees to work from home, to reconcile personal and professional schedules, the Group came up with a new teleworking system designed for use during exceptional events such as transport strikes, poor weather conditions, etc. This system ensures business continuity and reduces the risk of accidents and stress related to travel difficulties. The Group also conducted a "TOAD +" teleworking experiment aiming to assess the extension of the system.



4.2% of payroll
invested in training



18.4 hours of training
per employee



81% of the workforce
attended at least
one training course
during the year



706 people
registered on the
teleworking platform



Responsible together: prote

Cycling around Saint-Denis

Between 2012 and 2017, the AFNOR Group participated in the inter-company mobility plan of the community of La Plaine Saint-Denis, where its head office is located. In this context, the Group contributed to discussions on urban planning to promote low-carbon mobility and strengthen the public transport solutions available. It undertook awareness-raising actions, proposed new facilities (parking for bicycles and scooters in 2017, showers in 2016) and conducted a survey in 2017 to identify mobility habits. Following this mobility plan, the Group renewed its commitment to continue working collectively on this issue by joining the mobility commission of Plaine Commune Promotion, an association of uniting private and local actors. In 2018, in honour of European Mobility Week, the Group organized two employee workshops on bicycle safety and repairs. A repair kit is available to all employees who bicycle to work, whether daily or occasionally **1**.

Carbon footprint

In 2018, the Group's carbon footprint came to 10,387 tonnes of CO₂ equivalent, i.e. 74.3 g per euro of revenue, within its business activities in France. This represented a 17.7% decrease compared to 2010, when the exercise was first undertaken. Not surprisingly, travel was the highest contributor (70%). A new action plan combined with reduction targets is currently being studied to continue reducing our footprint.

A 5S work organization day

To implement the Japanese 5S method (seiri, seiton, seiso, seiketsu, shitsuke: Sort, Set in order, Shine, Standardize, Sustain), the AFNOR Group set aside a half-day so that its employees in France could tidy up their physical and digital workspaces (virtual desktops, inboxes, shared networks). In total, 10 tonnes of paper and cardboard were collected and shipped for recycling, and four tonnes of other types of waste were discarded, including obsolete and end-of-life office automation equipment, shipped for recovery processes. The volume of computerized data stored was reduced by 4%, thereby lowering the energy consumption of remote servers.

Anti-waste initiatives

As a signatory of the Energy Efficiency Charter for Tertiary Buildings since 2014, the AFNOR Group is making efforts to improve the energy performance of its head office in Saint-Denis. In 2018, several energy-saving measures were taken, all while taking into account the thermal comfort of employees:

- The interruption of domestic hot water service during summer months
- The automatic shut-down of workstations at 9 p.m.
- Climate control in the cafeteria
- The control of technical facilities based on weather conditions
- The reduction of decorative lighting intensity on lift landings (2.8 kW).

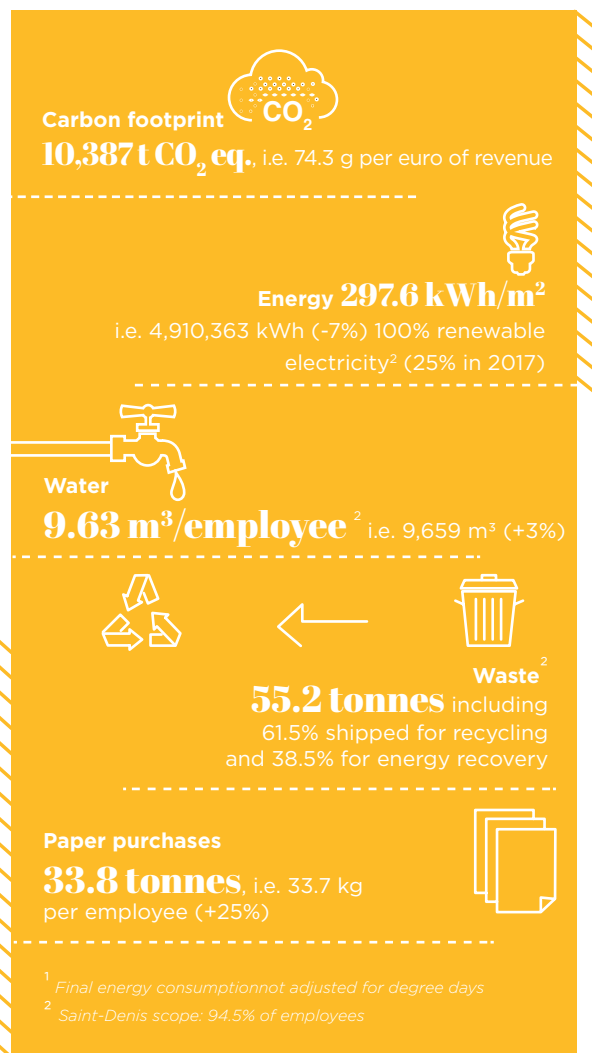
Protecting the environment

2018, a year of waste-sorting

In February 2018 at its head office in La Plaine Saint-Denis, the Group rolled out a new sorting system for office waste, following a consultation that incorporated the principles of sustainable procurement. All individual office bins were eliminated and replaced with voluntary drop-off receptacles, divided into islands and topped with cards reviewing three-stream sorting instructions: paper-cardboard, beverage packaging (cups, bottles, cans), other waste. Collected separately, this waste reaches our partner with an excellent level of purity, which facilitates downstream sorting and shipment for recovery processes ².

In 2018, more than 22 tonnes of paper and 2.5 tonnes of beverage waste were thus collected for recycling. Waste sorting was also deployed in the company cafeteria, with special instructions for bottles and cans. During Sustainable Development Week, the Group's employees were able to discover how this new system contributes to the circular economy. A workshop was held during the lunch break, reviewing the entire life cycle of products that become waste in the Group: plastic bottles, metal cans, plastic and cardboard cups, office paper.

Reducing waste production remains a major challenge, especially for paper and cups. To meet this challenge, recycling is combined with reuse: the AFNOR Group renewed its campaign to distribute end-of-life computer equipment to associations and employees. Moreover, the AFNOR Group regularly organizes drives to benefit associations, including the Telethon (see p. 40).





Responsible together: promoting community dev

A drive for the Telethon

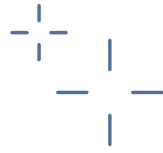
In partnership with Ecologic, an eco-organization accredited for the recycling of electric and electronic waste, the AFNOR Group renewed its commitment to AFM-Téléthon, combining environmental and social concerns for the occasion. Thus, in the autumn, the Group invited employees and visitors to drop off their unused or end-of-life electric and electronic equipment in racks provided in the head office's reception area, in Saint-Denis. Entrusted to Ecologic for collection and dismantling, this equipment thus underwent reuse and recycling processes with a lower environmental impact. In total, 2.59 tonnes of equipment were collected through this campaign, and €20,800 were raised to benefit AFM-Téléthon. This initiative served to support research into innovative therapies for rare diseases, all while contributing to the circular economy and protecting the environment.

Solidarity leave with a focus on biodiversity

The AFNOR Group developed a scheme enabling eligible employees to go on solidarity leave with "Planète Urgence". In 2018, an AFNOR Certification employee thus went on a two-week mission to the Bigal River Biological Reserve, in the Amazon **1**.

“ In the summer of 2018, I chose to leave for a wildlife monitoring project in the rainforest, whose changes reflect the mass destruction of the Amazon ecosystem. This photocensus and the observation of landscapes clearly demonstrate the negative effects of deforestation and its consequences for populations. For me, this was an opportunity to make my own small contribution for the sake of social responsibility”.

**Sandra Di Giovanni, AFNOR Certification,
beneficiary of the solidarity leave scheme in 2018**



11 collective operations



10 NGOs supported

elopment

Collective actions in La Plaine Saint-Denis

Ever since its head office moved to La Plaine Saint-Denis, the AFNOR Group has been extensively involved in this community, promoting local development, economic development and sustainable development. This involvement was demonstrated by the re-signing of the company-community charter, formalizing the Group's commitment to partnerships to better integrate young people into the job market. For example, the Group supports the "Mosaïque de Talents" operation, aiming to support young people implementing acquired skills as part of a concrete project. Along the same lines, it also works with NQT ("Nos quartiers ont des talents") and Proximité, which are two associations promoting buddy systems between young people and AFNOR Group employees.

A member of the Plaine Commune Promotion association since 2000, AFNOR serves on its board of directors and several employees represent the Group in the association's commissions dealing with topics related to mobility or connections with teaching establishments. The aim of this association bringing together local actors and companies is to develop the community's economic assets. The Group is also involved in Plaine Actions Entreprises, a structure coordinated and chaired by AFNOR's Secretary-General, to facilitate the integration of member companies and their employees into the community. AFNOR is also a member of Branch 93 of the National association of human resources directors (ANDRH); this section of the association is chaired by AFNOR's Chief Human Resources Officer.



17 active 'buddies' for the NQT association



7.3% of the employees recruited in the Group in 2018 live in the Plaine Commune community







18.7% of the employees recruited in the Group in 2018 live in Seine-Saint-Denis



457.5 hours of involvement in teaching programmes (+33% compared to 2017)

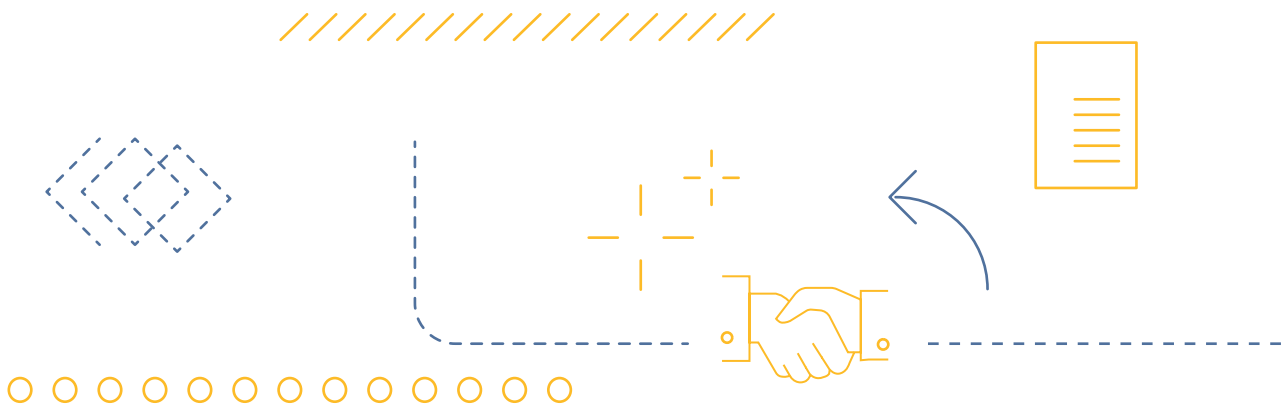
Responsible together 2018 at the end

	Commitment	2020 objective	Baseline
ETHICS 	Raise awareness and provide training on ethical principles	80%	80%
	Implement sustainable procurement principles according to ISO 20400	Implementation	Not defined
	Roll out the voluntary anti-bribery standard	Implementation	
	Conduct a performance review for all the objectives of the sustainable procurement policy for 80% of procurement budgets	80%	Not defined
	Define a Group policy on the processing of personal data	Implementation	
EMPLOYEE WELL-BEING 	Raise awareness and provide training on new management methods	80%	80%
	Improve workstation ergonomics and the quality of the spaces and tools made available	Not defined	Not defined
	Promote workplace gender equality at all hierarchical levels	Bring the percentage of female managers closer to that of male managers	9.05% (gap between percentages of female managers and male managers)
	Promote the employment and training of young people	≥ 30 young people hired	30 people hired
	Promote the maintenance of employment for seniors	Stability of the employment rate	3.9% employment rate
	Pursue the policy in favor of people with disabilities	Positive trend for the direct employment rate	2.6%
	Pursue the policy in favor of people with disabilities	Stable or positive trend for payroll invested in training	4%
	Pursue the health policy	< 4% sick leave	4%
ENVIRONMENT 	Set up an EMS (ISO 14001)	Implementation	
	Reduce energy consumption	- 20% (v. 2013)	319.3 kWh/m ²
	Recover our waste	80% recovered	80%
	Reduce paper consumption	- 20% (v. 2016) Office paper	30.2 kg/employee
		- 20% (v. 2016)	327.4 kg/€M revenue
	Reduce water consumption	- 10% (v. 2013)	9 m ³ /employee
	Purchase eco-friendly paper ¹	100% paper purchased	100%
COMMUNITY DEVELOPMENT 	Encourage AFNOR Group employees' involvement in higher education programmes	Positive trend (vs. 2017)	372 hours
	Increase collective operations (CoOps)	Positive trend (vs. 2016)	25 CoOps
	Facilitate access to standardization activities and training for "underrepresented" actors	Positive trend (vs. 2016)	313 legal persons
	Promote the AFNOR endowment fund	Positive trend (vs. 2016)	1 project supported via the endowment fund
	Sign a skills sponsorship agreement	Implementation (100%)	0%

¹ Paper from sectors procuring recycled fibers or fibers from sustainably managed forests

7-2020: a progress report of 2018

2017 change vs. baseline (2017 results)	2018 change vs. baseline (2018 results)	Status	Comments
Not defined	Not defined		To supplement training courses on ethical practices intended for new hires, all employees have benefited from awareness-raising regarding our ethical charter and anti-bribery code of conduct. Managers have also benefited from awareness-raising on the legal anti-bribery framework.
In progress	In progress	😊	See "Our purchases at the service of sustainable development", p. 35. An OK Pilot self-evaluation was undertaken in 2018 with a score of 74%
In progress	In progress	😊	The priority objective is compliance with the legal framework introduced in France by the Sapin II Act.
Not defined	Not defined		Coverage of the entire sustainable procurement policy by all procurement budgets has not yet been measured.
In progress	In progress	😊	Compliance of contractual documents and websites has been achieved.
+ 8.4 pts (88.4%*) <i>*figures revised upward following recalculation</i>	+ 15.1 pts (95.1% of managers trained on a theme since 2017)	😊	The Group finished training managers on workload management in 2018. 65.7% of managers were also trained on diversity management in 2018
Not defined	Not defined		Employee satisfaction survey on the work environment undertaken in 2018.
- 1.42 pts (7.63%)	- 0.53 pts (8.52%)	😊	New agreement on workplace equality in 2019 2018 equality index = 82 out of 100
+ 53 people hired (83)	+ 49 people hired (79)	😊	Agreement on employment for seniors and access to employment for young people in force in 2018.
- 0.3% (3.6%)	- 0.3% (3.6%)	😊	Agreement on employment for seniors and access to employment for young people in force in 2018
+ 0% (2.6%)	+ 0.7% (3.3%)	😊	Agreement on disability in force in 2018.
+ 7.5 pts (4.3%)	+ 5 pts (4.2%)	😊	
- 0.3 pts (3.7%)	- 0.02 pts (3.98%)	😞	Following the increase observed in 2018, special attention will be paid to sick leave
Project not started	Project not started		Project launched in the 2nd quarter of 2019
- 10% (287.3 kWh/m² adjusted for degree days)	- 6.8% (297.6 kWh/m² adjusted for degree days)	😊	Improving; energy performance contract signed
Not defined	+ 18 points (98%)	😊	Target exceeded for office waste following the introduction of the new waste-sorting system
- 10% (26.8 kg/employee)	+ 11.6% (33.7 kg/employee)	😞	The indicator is based on the quantity of paper purchased (not the actual quantity consumed). A major order was placed at the end of 2018 (consumed in 2019). The definition of the indicator will be revised.
+ 14.2% (373.8 kg/€M revenue)	+ 33% (436.5 kg/€M revenue)	😞	The reasons for this increase will be analyzed in 2019.
+ 3.6% (9.3 m³/employee)	+ 10% (9.9 m³/employee)	😞	In 2018, water leakage was detected in the watering systems.
100%	100%	😊	Target reached (paper from sectors procuring recycled fibers or fibers from sustainably managed forests)
Baseline	+ 32.9% (457.5 h)	😊	
+ 36% (34 CoOps)	- 56% (11 CoOps)	😞	In 2018, numerous collective operations were completed.
- 2% (307)	+ 10% (344)	😊	
+ 1 project (2)	+ 2 projects (3)	😊	
0%	0%	😞	A study on current schemes is in progress (2019)



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 pages 18-19), 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 2018, the following are represented:

TRADE UNIONS

- **Jean-Marc Longueville**, CFE-CGC

STANDARDIZATION OPERATORS

- **Jean-François Balaÿ**, Standardization Bureau for the oil industry (BNPétrole)
- **Thierry Crignou**, 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
- **Franck Gambelli**, UIMM
- **Jacques Levet**, FIEEC
- **Bernard Le Bris***, Renault

LOCAL AUTHORITIES

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

CONSUMERS

- **Étienne Defrance**, AFOC
- **Arnaud Faucon**, INDECOSA CGT

MINISTRIES

- **Patrick Butor**, Ministry of the Interior
- **Patrick Bonjour**, Ministry of Agriculture, Food and Forestry

STRATEGIC COMMITTEES (COS)

- All AFNOR strategic committee chairs (see page 17)

**New members appointed in 2018*

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 2018:

- **Guy Coquillat**
- **Jean-Luc Delorme***
- **Michelle Hurard***
- **Ernestine Andréa Ilboudo**
- **Philippe Le Coustumeur**
- **Patrick Menanteau**
- **Patrick Reposeur**

**New members appointed in 2018*



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 a director, François Pelegrin, 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

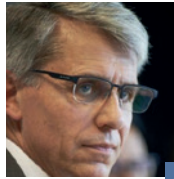
Chaired by Patrick Mercier (ADEIC), a director representing consumers, the Consumers Committee has no more than 16 members. Its main missions are as follows:

- 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 2018, there were two consultation committees:

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



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 **G rard 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 Group)
- GAS, chaired by **Bertrand de Singly** (GRDF)
- MAJOR WATER CYCLE, chaired by **Christophe Bonnin** (Veolia)
- INFORMATION AND DIGITAL COMMUNICATION, chaired by **Yves Le Querrec** (French Banking Federation)
- INDUSTRIAL ENGINEERING, CAPITAL GOODS AND MATERIALS, chaired by **Philippe Canteau** (SNECMA)
- MANAGEMENT AND SERVICES, chaired by **Alice de Casanove** (Airbus) until 31 December 2018
- OIL, chaired by **Pascal Manuelli** (Total)
- HEALTH AND SOCIAL WELFARE, chaired by **Michel Ballereau** (FHP)
- OCCUPATIONAL HEALTH AND SAFETY, chaired by **R gis Bac** (DGT)
- TRANSPORT AND LOGISTICS, chaired by **Florence Castel** (DREAL Normandie)
- RATIONAL ENERGY USE, chaired by **Denis Deutsch** (Total)

Executive Committee

The Executive Committee comprises directors from all the Group's business units. In 2018, it defined and approved the strategic road map for the 2019-2021 period, broken down by entity and by theme, with the inclusion of an international road map. Its members are as follows (from left to right on the photos):

- Olivier Peyrat**, Managing Director **1**
- Sophie Marain**, Secretary-General **2**
- Vincent Gillet**, Deputy Secretary-General **3**
- Alain Costes**, Director of Standardization Activities **4**
- Isabelle Rimbart**, Deputy Director of Standardization Activities **5**
- Isabelle Sitbon**, Director of Publishing Activities **6**
- Franck Lebeugle**, Director of Certification Activities **7**
- Laurent Dahmani**, Deputy Director of Certification Activities **8**
- Pascal Pr vost**, Director of Training & Consulting Activities **9**
- Laurence Breton-Kueny**, Director of Human Resources **10**
- Myriam Augereau-Landais**, Director of International Activities **11**
- Jean-Philippe Suzanna**, Chief Financial Officer **12**



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Korea • Ivory Coast
Spain • United States
Gabon • India • Indonesia
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



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