Resilience

Trust, teamwork, quality, responsibility. AFNOR’s four values took on their full meaning in 2020. Bolstered by our CSR policy, they served as a compass for the group’s employees and business units, which were all severely affected by a virus that devastated even the most intimate workings of the global economy.

The publication, on 27 March 2020, of the AFNOR SPEC S76-001 document listing recommendations for making fabric face masks is the most powerful example of the work they accomplished. Downloaded 1.5 million times, translated into multiple languages and used in several countries, as well as at European level, this document was intended to be part of the specific regulatory framework in France governing non-medical face masks. This publication also perfectly embodied our second value, teamwork, as nearly 150 experts from the sector took part in its production over an intense working week.

Furthermore, the health context summoned the concepts of quality and trust: on a proposal from the AFNOR representative, the public was exceptionally given open access to several European and international standards in the area of health, which were available for downloading. The aim was to enable companies with disrupted production processes to reallocate resources for the production of medical supplies. Another goal, in the absence of applicable international standards, was to help the public authorities, in particular customs authorities, to assess the equivalence or acceptability by way of derogation of certain medical products exported to Europe.

Lastly, generally speaking, a spirit of responsibility fuelled all of our work in 2020. Responsibility is maintaining relations with our customers and partners through thick and thin by innovating and overhauling our working methods to carry out remote training and audits. Responsibility is remaining attuned to our team members’ expectations and challenges in such exceptional circumstances, with the support of the AFNOR Impulse tool (also proposed to our customers). Lastly, responsibility is offering to help willing companies and sectors to amplify the effects of French and European recovery plans.

In the end, all these ingredients come together every day to form the resilience of AFNOR Group, at the service of public interest.

Organization of work:

In 2020, in the context of the COVID-19 pandemic, AFNOR Group, like thousands of other companies, faced the twofold challenge of ensuring business continuity while protecting employees. When the first steps had to be taken at the beginning of the year, the group was ready. The business continuity plan for a flu pandemic was reactivated (the first dated back to 2009) to maintain customer relations, manage human resources, roll out teleworking, adapt information systems and implement a communication strategy.

ORGANIZING HOME OFFICE

Since 2011, the group has had agreements on occasional teleworking, with a focus on business continuity, including an HR portal. The Human Resources department and divisions were therefore armed to make the move to 100% teleworking and close down sites from 17 March to 17 May 2020, with limited access to the head office for the IT, logistics and financial teams. The inventory of laptop computers was expanded, while training courses on digital tools and remote management were organized.

MAINTAINING OPERATIONS

The agreement signed between the group’s senior management and trade unions to implement part-time employment enabled compensation to be maintained in the affected months. Moreover, 88 employees turned to support the operations of subsidiaries requiring a temporary increase in resources.

REMAINING ATTENTIVE

AFNOR Group is always attentive to its employees’ needs and concerns. Two employee feedback surveys, one of which was dedicated to COVID-19, helped determine the crisis’s impact on employee well-being and gathered staff expectations. A counseling and mutual support unit was also set up.

Providing protection on-site

Arrow floor stickers, distribution of face masks, reorganization of food service - the Logistics department’s teams rallied to implement the health measures set out in various national protocols. On 18 May, the group was ready to welcome employees returning to the workplace.

Support for operations

Part-time employment from 16 March to 30 June 2020

584 employees partially unemployed for at least one day between March and June 2020

18% took advantage of this to be trained under the National Employment Fund (FNE) scheme

Employee feedback survey COVID-19 edition in April 2020

446 participants, i.e., a 47% participation rate

168 ideas expressed. Score of 7.5/10 for the company’s adaptation to coronavirus
AFNOR represents French interests within the following European and international non-governmental standardization organizations: the European Committee for Standardization (CEN) and the International Organization for Standardization (ISO) and, through the French Electrotechnical Committee, the European Committee for Electrotechnical Standardization (CENELEC) and the International Electrotechnical Commission (IEC). In 2020, like in 2019, France was in 3rd position in the ranking of the most internationally active countries: (ISO and IEC), based on the number of committee/subcommittee secretariats. It held 10.5% at ISO and 12% at IEC. Acting as secretariat of a technical committee or subcommittee is a sign of international influence in the area of standardization. It reflects the member’s ability to be further engaged and mobilize resources in the long term; in return, that member gains recognition for its capacity to lead debates.

At ISO, France continued to progress in 2020, as it has every year since 2017. This could be seen through its ability to pursue emerging work items to propose new areas of standardization. At the urging of France, Technical Committees (TCs) for surfaces with biocidal and antimicrobial properties (TC330) and biodiversity (TC331) were thus created in 2020.

On the European scene (CEN and CENELEC), France was in 2nd position. Managing nearly a quarter of the secretariats of technical structures, it maintained its ranking, behind Germany and far ahead of the United Kingdom. In 2021, it has taken on a new responsibility, with the creation of a Technical Committee on electronic archiving (CEN/TC 46B) at CEN, whose President is still the French Vincent Laflèche. It should be noted that the emergence of cross-cutting standardization topics, relating for example to the energy transition, digital technology, mobility and accessibility, is increasing the number of CEN-CENELEC Joint Technical Committees (JTCs). Germany and the Netherlands hold more than half of the JTC secretariats. France is in charge of the JTC on the energy measurement plan for organizations (CEN/CLC/JTC 15).

In 2020, AFNOR opened up new work items reflecting market trends and expectations, inviting professionals from each sector to have a seat at the standardization table – sometimes to produce a French standard, sometimes to represent France at European or international level. For example, the draft ISO 14068 standard provides guidelines for the use of the term “carbon neutrality”. What exactly does this expression cover? What communication terms should be used to declare that a product or service is “carbon neutral”? For what scope? The standard will provide a framework.

In the same vein, the draft ISO 32210 standard deals with sustainable finance. Supplementing the ISO 14030 (green finance) and ISO 14097 (climate finance) standards, the text will help better classify activities, portfolios and investments aligned with the three dimensions (social, economic, environmental) of sustainable development. AFNOR also represents French interests when it comes to issues related to food: vegan and vegetarian products (ISO 23662 draft), food in times of crises, and food supplements for sportspeople (NF EN 17444 draft). Moreover, France shows leadership with regard to international standardization on the topics of biodiversity (based on NF X32-001) and biocidal surfaces (based on NF S90-700). It should also be noted that new work has been undertaken focusing on lithium.

Lastly, blockchain has been at the center of public attention. AFNOR has coordinated the work of experts in the sector involved in producing the future NF B01-001, while an initial standard was published internationally in July (ISO 22739).
In 2020, the AFNOR association had 1,480 members, with 68% representing enterprises and 55% microbusinesses/SMEs. Since 2019, 81 new members have discovered AFNOR’s services. 1 April 2020 marked Christine Kertesz’s arrival as manager of the members’ club. This year, due to the pandemic, working methods had to be reorganized: a General Assembly meeting was held remotely (on 24 June 2020), videoconferences were organized for members, a newsletter was launched, and a special edition of the “Or Normes” Awards was held, obviously dedicated to the theme of standardization at the service of COVID crisis management, with an award ceremony postponed to January 2021. The members’ club organized 17 events all in all, with a total of more than 1,500 participants and an average satisfaction rate of 85%:

- Meeting with the new ISO President, Eddy Njoroge, on 27 January 2020
- CSR and food & drink, in partnership with Coop de France (182 participants)
- Responsible fashion, in partnership with the strategic committee for fashion and luxury (100 participants)
- Electronic archiving (313 participants)
- The consequences of Brexit, CSR, business continuity plans, personal protective equipment, nanotechnologies, HR management, safety of machinery, etc.

These were combined with four meetings of the circle of standardization coordinators, a forum for sharing and benchmarking. Joining the AFNOR association has several advantages:

- Become more effective through networking
- Influence standardization strategies by participating in the association’s governance bodies
- Be among the first to learn of strategic watch topics
- Set your structure apart from the competition
- Benefit from reduced rates

The governance of AFNOR changed slightly in 2020. To see an overview of all of its governance bodies, click here.

**WITHIN THE BOARD OF DIRECTORS**

**Ministries**
- Patrick Butor (Interior) outgoing
- Marie-Frédérique Parant (Agriculture and Food) incoming

**Companies**
- Giovanni David (Airbus) and Gérard Bobier (CMA France) outgoing
- Claude Cham (FIEV) re-elected
- Jacques Levet (FIEEC) and Igor Bilimoff (FIF) incoming

**AFNOR employees**
- Fabrice Césari outgoing
- Bruno Berken incoming

**Consumers**
- Thierry Dastarac (CNAFC) outgoing
- Anne Lucet-Dallongeville (CNL) incoming

**Trade unions**
- Dominique Le Page (CFE-CGC) re-elected

**Local authorities**
- Olivier Pavy (AMF) outgoing

**WITHIN COMMITTEES ACTING UNDER DELEGATED AUTHORITY**

**Standardization Coordination and Steering Committee (CCPN)**
- Pierre-Adam Gilardot (Renault) joined the Companies committee
- Michel Dubromel (France Nature Environnement) left the Approved NGO committee

**Audit and Evaluation Committee (CAE)**
- Patrick Menanteau appointed Chair (photo opposite)

**CEF Committee (CCEF)**
- Cristian Muresan (Engie) joined the committee of Power network and electric system stakeholders
- Vacant seat (Rail Industry Federation) in the committee of Users and integrators of electrotechnologies for other industrial sectors

**WITHIN THE EXECUTIVE COMMITTEE**

On 1 July 2020, Franck Lebeugle, who had been Managing Director of AFNOR Certification for more than five years, was appointed Director of Standardization Activities at AFNOR. Julien Nizri joined AFNOR Group as Managing Director of AFNOR Certification.

**WITHIN STRATEGIC COMMITTEES**

**Industrial engineering, capital goods and materials**
- Jacques Levet (FIEEC) Chair

**Management and services**
- vacant chair

**Occupational health and safety**
- Amel Hafid (DGT) Chair

**Rational energy use**
- Hélène Bru (Greenflex) Chair
ISO 22301: a star standard in 2020

The health crisis that shook the planet in the spring of 2020 brought to light two now universally known acronyms: COVID-19 and FFP2. The former refers to the famous virus; the latter is the type of mask designed to protect us from it. At AFNOR, we supplemented these with three other tools: BCMS, BCP and ISO 22301. A BCMS is a business continuity management system. BCP is its secret weapon: business continuity planning. These two tools are described in an international voluntary standard, the said ISO 22301, to which AFNOR has enabled free access. In the corporate world, it is important to anticipate crises, in order to emerge from them relatively unscathed and quickly recover!
Support functions
at your service

The 7 spheres of action
for the circular economy
and their contribution
in companies

The 7 spheres of action
for the circular economy
and their contribution
in companies

In 2020, despite the health context, AFNOR’s regional delegations continued acting as champions of trusted solutions across France. Various events were held via videoconferencing and virtual fairs, for example with a breakdown of Qualiopi certification for vocational training, and the distribution of the new EFQM Model. The group’s 14 regional offices were called upon to support local public policies arising from the recovery plan, for example in the area of sustainable tourism.

In Bourgogne-Franche-Comté, an impressive collective operation on the integration of ISO 45001 (occupational health & safety) was completed, in collaboration with the Doubs Chamber of Commerce & Industry; another collective operation on ISO 22000 (food safety) was brought to fruition in Occitanie. In this region, AFNOR was selected to guide microbusinesses, SMEs and mid-caps in their transition to the industry of the future. With regard to movements, Olivier Constant joined the AFNOR PACA-Corse delegation, while Vincent Blache became part of the Auvergne-Rhône-Alpes delegation.

Spotted on public performance
For the municipal elections held in 2020, a start-of-term kit was developed to help elected officials and community leaders effectively take on their duties. A collaborative platform called AFNOR & Co was launched, in partnership with idealCo, with a cycle of webinars intended for a community of 1,350 regional managers to guide local authorities in their transformation. Over 1,000 entities participated in the AFNOR survey on user relations, within which remote channels were particularly explored. The 2020 edition included French regions as well as the new Maisons France Services.

The 7 Spheres of action
for the circular economy

In partnership with the association OREE, AFNOR Group conducted a survey to determine how French companies perceive the circular economy concept. The responses collected from some 800 company representatives were encouraging: the circular economy is an accessible paradigm, in more ways than one.

OBJECTIVE:
CE MARKING

In 2020, the group brought together the solutions of its various entities intended for manufacturers of medical devices, under the AFNOR Medical umbrella brand. This brand’s services are dedicated to the ISO 13485 standard and related certification, providing proof of a quality and risk control approach. They have been designed to meet the needs of public authorities and companies in the sector as they transition to the new rules of Regulation (EU) 2017/745, applicable as of 26 May 2021, which will subsequently be supplemented by CE marking: AFNOR Certification has taken steps to become a notified body, following the example of BerlinCert (the group’s German subsidiary).

Energy through to 2050
In 2020, AFNOR Energies rolled out multiple initiatives relating to the Decree of 23 July 2019, known as the Tertiary Decree, including a series of web conferences explaining this decree arising from the ELAN law whose aim is to improve the energy performance of tertiary buildings with surface areas of over 1,000 m². AFNOR Energies will be supporting the energy savings approaches of businesses until 2050. Also of note: the launch of the new Qualimétha label, developed with ATEE (Technical Association for Energy & Environment), for leaders of methanation projects; and ISO 50001 certification awarded to 196 sites of the La Poste group.

Watch the replay of the web conference presenting the survey's results

Gathering employee feedback
Whether generating a sense of futility or, on the contrary, one of exaggerated self-importance, the COVID-19 pandemic and the various associated lockdowns have changed how employees perceive their work. In this context, the group’s Development, Innovation and Forward Planning department designed AFNOR Impulse, aimed at HR and CSR managers and professionals in charge of policies governing quality of life at work (QLW). However, this tool is more than a QLW survey: it proposes a multi-dimensional approach to employees’ activities, to address the components of their engagement in the most relevant way possible.
In 2020, the group’s subsidiaries undertook a range of initiatives to ensure service continuity with their customers and develop new services to bridge the distance and restore trust. For example, at AFNOR Competencies, training course design focused on the deployment of virtual classrooms. Trainers themselves were trained on remote interactive training techniques. The subsidiary also beefed up its “Professional effectiveness and collective intelligence” range of services aimed at revamping management methods and interpersonal skills in response to the COVID-19 crisis. With this crisis catalyzing the career development ambitions of the working population, AFNOR Competencies developed an approach encompassing soft skills and career transitions. Lastly, it provided training courses as part of the exceptional free training scheme reserved for those engaged in part-time employment.

At AFNOR Certification, auditors and assessors carried out most of their audits remotely, depending on the standard in question. To restore confidence in the era of the pandemic, two major solutions were developed: NF Barrier face masks, for textile manufacturers making reusable masks according to the recommendations of AFNOR SPEC S76-001, and the label COVID-19 Hygiene Measures – Verified by AFNOR Certification, adapted for the building & public works sector with Apave. In the area of the environment, the subsidiary was mandated by ADEME (French Environment and Energy Management Agency) to develop and verify environmental labelling, in partnership with the Pôle Éco-conception ecodesign centre in Saint-Étienne.

In the sector of energy, AFNOR International gained recognition in the United Kingdom with the success of its open learning course on the protection of transmission and distribution systems. Lastly, at AFNOR Publishing, the year 2020 was marked by the successful launch of CObaz, a digital regulatory and normative watch tool including data visualization and the identification of requirements arising from standards.

AFNOR Group’s Expertise and External Skills Management department has a portfolio of 1,900 auditors and assessors appointed by AFNOR Certification (including 750 internationally) as well as 300 trainers appointed by AFNOR Competencies. They all revised their methods in 2020 to favour remote training courses, assessments and certification audits, while benefiting from training and an introduction to videoconferencing tools. Some even got to use connected glasses.

Most standards could be remotely audited, according to the guidelines issued by COFRAC. These included the Qualiopi standard for vocational training, for which the group had a pool of 400 auditors as of 30 June. For the new “COVID-19 Hygiene Measures – Verified by AFNOR Certification” label (see opposite), some 180 assessors were selected and qualified in record time. Discussions focused on new working methods as part of the 10 Regional Auditor Days, which were also held remotely, with feedback provided by around 20 participants. The DGECE also mobilized resources to produce audit cancellation certificates for customers wanting to activate the solidarity fund.
**Responsible together: overview of 2020**

AFNOR Group continued to implement its "Responsible Together, 2017-2021" approach, which revolves around four components: ethics, employee well-being, the environment, and community development.

**THE GROUP’S CARBON FOOTPRINT ASSESSMENT:**

**CONTRIBUTION OF DIGITAL TECHNOLOGY**

The sharp drop in CO₂ emissions noted in 2020 versus 2019 was due to the changes brought about by the health crisis, in particular teleworking. The figure was -47% compared to the reference year (2010). The contribution of travel, which accounted for 70% of our CO₂ emissions in 2019, was half as high in 2020, at 37.7%. The carbon footprint assessment now shows the group’s digital footprint, with digital technology representing 4.6% of emissions. It had become essential to have this figure to continue our efforts to reduce our carbon footprint. Digital technology is responsible for CO₂ emissions related to the pool of computing equipment, the energy powering this equipment, and the digital services of the various operators used. Whether in the form of emails, videoconferences, remote audits or online training, digital technology proved essential during the health crisis, for employees, auditors and trainees alike. It might even seem that its intensive use strongly impacted the group’s carbon footprint. Contrary to expectation, its impact was marginal: the role of videoconferences and digital services in the carbon footprint was only 0.1%.

**CSR FOR OUR CUSTOMERS**

The AFNOR CSR department, created in January 2020, coordinates all activities contributing to the promotion, development and recognition of sustainable development initiatives, especially in the fields of social responsibility and socially responsible investment. It is a centre of expertise that is involved in developing AFNOR Group solutions relating to these themes and to emerging topics such as the circular economy and the durability of products.

---

**Key figures for 2020**

**GROUP CONSOLIDATED ACCOUNTS**

as of 31 December 2020

- **Total Group income:** €163.4 million
- **Total Group expenses:** €161.8 million
- **Net Income:** €1.6 million

**AFNOR ASSOCIATION ACCOUNTS**

as of 31 December 2020

- **Total association income:** €80.3 million
- **Total association expenses:** €80.2 million
- **Net Income:** €0.1 million

**INCOME**

- **Group revenue:** €145.8 million
  - Certification: 57%
  - Publishing: 22%
  - Standardization: 13%
  - Training: 8%

- **Subsidy:** €6.6 million

**EXPENSES**

- **Payroll:** €71.8 million
- **Purchases and external services:** €60.3 million
- **Other expenses:** €26.7 million

**NET INCOME:** + €1.6 million

**INCOME**

- **Association revenue:** €63 million
- **Subsidy:** €6.6 million

**EXPENSES**

- **Payroll:** €36.5 million
- **Purchases and external services:** €22 million
- **Other expenses:** €21.7 million

**NET INCOME:** + €0.1 million

---

**Key figures for 2020**

**GROUP CONSOLIDATED ACCOUNTS**

as of 31 December 2020

- **Total Group income:** €163.4 million
- **Total Group expenses:** €161.8 million
- **Net Income:** €1.6 million

**AFNOR ASSOCIATION ACCOUNTS**

as of 31 December 2020

- **Total association income:** €80.3 million
- **Total association expenses:** €80.2 million
- **Net Income:** €0.1 million

**INCOME**

- **Group revenue:** €145.8 million
  - Certification: 57%
  - Publishing: 22%
  - Standardization: 13%
  - Training: 8%

- **Subsidy:** €6.6 million

**EXPENSES**

- **Payroll:** €71.8 million
- **Purchases and external services:** €60.3 million
- **Other expenses:** €26.7 million

**NET INCOME:** + €1.6 million

**INCOME**

- **Association revenue:** €63 million
- **Subsidy:** €6.6 million

**EXPENSES**

- **Payroll:** €36.5 million
- **Purchases and external services:** €22 million
- **Other expenses:** €21.7 million

**NET INCOME:** + €0.1 million

---