

ACTIVITY AND CSR REPORT

2021

+ TEAMWORK
WITH VOLUNTARY
STANDARDS



afnor

In campaign mode

Marc Ventre, Chairman
& **Olivier Peyrat**, Chief Executive Officer



At the time of writing this report, one campaign is coming to an end – the French parliamentary elections – and another is beginning – the communication campaign that AFNOR is launching in the media, with the support of sector-based standardization bureaus, to raise awareness of voluntary standards. This campaign is focusing on **performance, teamwork, innovation and resilience**. Standards provide us with access to so much when we learn to embrace them! All of this is taking place against the backdrop of the French Presidency of the European Union, the reshaping of the global geopolitical landscape, and post-COVID economic recovery, from which two key ideas are emerging: decarbonization and sovereignty.

As it happens, voluntary standards are promoting progress in both areas simultaneously. Decarbonization, because in order to produce low-carbon products and follow the path of the Paris Agreement, we need common methods, good practices that are widely agreed upon, ecosystems that are in working order, and measurement tools that are based on the same standard values. For example, the **NF EN ISO 14067** standard offers a unique way of quantifying and declaring the carbon footprint of products.

This voluntary standard is now a benchmark, to the point of being cited in a recent French decree, dated 13 April 2022, sanctioning abusive claims of carbon neutrality. It serves as a bulwark against greenwashing!

Sovereignty, because a country whose stakeholders influence the content of voluntary standards is a country that affirms its values and practices – a country that does not allow itself to be forced to follow external ways of doing things. Collectively defining the rules of the game in which we are participating means making choices and therefore being sovereign in the exercise of these choices. We very much appreciate that this idea was strongly reiterated by European Commissioner Thierry Breton in early February 2022, when the European Commission's standardization strategy was announced. AFNOR, which represents France in CEN and CENELEC, fully subscribes to this commitment to creating standards rather than being subjected to them. It will work with its counterparts to ensure that these standards are developed in support of the EU's priorities, without any risk of undue extra-European influence.

A **resilient** organization

Throughout 2021, in order to honour the business continuity plan reactivated in 2020, AFNOR was committed to meeting a dual challenge: ensuring **service continuity and protecting employees**. The distancing measures linked to the COVID-19 pandemic and the large-scale cyberattack that paralyzed AFNOR's information system for two months accelerated the digitization process begun in 2020, with an increase in the use of remote working tools.

With these two viruses – one health-related, the other IT-related – and two crises, AFNOR continued to reorganize its work while maintaining its activity and its links with employees, customers and prospects. Some new communication channels were deployed; others gained momentum, such as social networks, which were the only "open door" to the world at the height of the crisis between February and April 2021. The most affected divisions and departments were reinforced with employees from other units, as part of a temporary mobility plan. More than 100 **employees offered their help to the unit set up in the Information Systems Division** to clean up its computers, with the help of the Logistics Department for the transport of equipment.

They are **volunteers** and members

The French association for standardization has 1,490 members, similar to the figure in 2020. Eighty-six percent of its members are companies – primarily medium, small and very small enterprises. In 2021, **the members' club team** organized 24 web conferences, which attracted 3,400 registrants. As usual, the members' club favoured meetings with key stakeholders in the standardization sector, this year with:



From left to right: Tanguy de Belair (Vinci), Serge Guillemain (MFQ Bourgogne-Franche-Comté), Bruno Colin (Nexter Systems), Mounir Teniou and Stéphane Pannetrat (Art-Fi) and Victor Vincenz (Concept Light)

- **Roxana Maracineanu**, then Minister of National Education, Youth and Sport, on the Paris 2024 Olympic Games and the ethics and integrity of sport
- **Gwenolé Cozigou** and **Sophie Muller** (European Commission) on the European Commission's standardization strategy
- **Sergio Mujica** (ISO Secretary-General) on ISO's strategy
- **Cédric Villani** (MP for Essonne, 15th legislature), **Julien Chiaroni** (SGPI), director of the "Grand Défi Intelligence Artificielle" initiative for artificial intelligence, and **Renaud Vedel**, national coordinator for AI standardization.

The members' club took advantage of World Standards Day on 14 October to present the "Or Normes" Awards (*photo opposite*).

standardization topics

In 2021, AFNOR once again relayed the views of economic players concerning key issues of today and tomorrow. With the support of the French government, AFNOR took on two major projects. The first concerned **gender equality**, in response to societal expectations and in support of regulatory measures such as the equal pay index in France. France initiated international standardization work with the aim of developing a voluntary standard designed as a guide to good practice on the topic that may be used by all organizations. AFNOR already has a first document, **AFNOR SPEC X30-020**, published in June 2021, with contributions from several ministries and private stakeholders; it was presented at the Generation Equality Forum in Paris in July, under the high patronage of the President of the Republic. The international work should be completed in 2023, based on the experiences of each party and in accordance with the principle of consensus.

ARTIFICIAL INTELLIGENCE: STANDARDS TO INSPIRE CONFIDENCE

The second major project was the development of voluntary standards in the **field of artificial intelligence** (AI), in order to build confidence in systems that use it. AFNOR was appointed by the French government as part of the “Grand Défi IA” programme orchestrated by the General Secretariat for Investment (SGPI). A major national consultation was held in the second half of 2021 to develop a roadmap on AI topics to be standardized. In Europe, these voluntary standards will support the regulation that the Brussels Commission is preparing on the subject.

The year 2021 also saw the creation of new national standardization commissions, such as those on lithium and on glass building products, and new expert groups, for example on sustainable mobility in *smart cities*. At the same time, AFNOR continued its work as leader of the **international standardization of circular economy processes**, particularly as applied to construction, decarbonated hydrogen, biodiversity, the electrotechnologies of tomorrow, and issues related to the Paris Olympics in 2024. Furthermore, working hand in hand with its German counterpart, it put another topic on the ISO agenda: the drafting of an experimental standard on a sampling protocol for the detection and quantification of SARS-COVID in water.

599

new
standards published



54

new
standards withdrawn



1,296

standards revised



1,843

public enquiries



START-UPS, ATHLETES, STUDENTS: NEW AUDIENCES FOR STANDARDIZATION

Economic players will spontaneously turn to standardization if they know what it consists of, understand its benefits, and avoid confusion. In 2021, AFNOR therefore took up its pilgrim's staff to introduce voluntary standards to new audiences: start-ups, within the framework of French Tech; students, with the launch of a university degree on standardization for performance and influence at Gustave-Eiffel University; and also athletes. For the latter, AFNOR was able to count on the presence of Étienne Hubert, **standardization project manager and kayaking champion**, who traded in his Olympic paddle for his smartphone, broadcasting short videos on social networks to teach people about voluntary standards applied to sports (archery, judo, table tennis, etc.).



Performing

well on the international standardization scene

France's position

In international standardization organizations

55

new
responsibilities
obtained

Europe

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

International

No. 3 for
involvement
in ISO*/IEC**



*General sphere of competence

**Electrotechnologies

The **2021 survey** carried out by AFNOR revealed that France secured second place in Europe behind Germany when it came to the number of committees for which it was entrusted with secretariat duties. Over the years, this role has been increasing, with 97 committees and subcommittees held in Europe in 2021, compared to 83 in 2015 and 70 in 2006. **France has become the leader for topics covering management and services** and, alongside Germany, a co-leader for issues involving consumer goods, sport and leisure, and everyday subjects. In 2021, France took over secretariat duties from the Netherlands for the technical committee on postal services (CEN/TC 331) and put forward proposals to create a new structure on animal health diagnostic analyses (CEN/TC 469).

On a global scale, France ranks third behind Germany and the United States, and just ahead of Japan, the United Kingdom and China, which continues to gain ground every year. This ranking can be attributed to the number of secretariats held within ISO (the International Organization for Standardization) and IEC (its equivalent for electrotechnologies). France scored a major global victory in 2021 when it was given the go-ahead to lead plans for a new voluntary standard on equality between women and men (see p. 4). This subject was at the heart of the French Presidency of the European Union in the first half of 2022.

AFNOR Publishing:

innovative tools

In 2021, AFNOR Publishing continued to expand its range of watch services and solutions for accessing standardization documents with **CObaz**. New collections and features were introduced, including a **new Expert'baz space** for key accounts, which includes the magazine *Enjeux*, articles by authors, and 100 or so books on a variety of topics such as business management, managerial approaches, quality, health, risks, the environment, and construction. Among these titles, the book *Les achats responsables - Mise en œuvre de l'ISO 20400* [Responsible purchasing - Implementation of ISO 20400] met with tremendous success in the 100 questions & answers collection.

In addition, a **new solution for medical device professionals** was deployed, integrating the sector's European directives and regulations and associated standards, as was a new collection of European explanatory documents from the Medical Device Coordination Group. Another major development was the **updating of the AFNOR Publishing website**, with completely redesigned ergonomics, improved search engine performance, and a new user licence model, all of which were intended to further satisfy Internet users.

Governance:

a body of volunteers

The governance of AFNOR slightly changed in 2021. New individuals joined the **Board of Directors** of the association, whose General Assembly meeting was held on 28 June 2021 under the chairmanship of Marc Ventre.

WITHIN THE BOARD OF DIRECTORS

Ministries (Labour)

Catherine Mosmann (outgoing),
Gilbert De Stefano (incoming)

Companies

Outgoing: FFB (Eric Durand), COFREND (Etienne Martin), Union Sport & Cycle (Olivier Mouchebœuf), Veolia Water France (Christophe Bonnin)
Re-elected: Air Liquide (**Hervé Barthélémy**), Michelin (**Bertrand de Labareyre**)

Incoming: Airbus (**Giovanni David**), La Poste (**Muriel Barneoud**), Orange (**Claire Chauvin**), Gustave-Eiffel University (**Jean-Bernard Kovarik**)

AFNOR employees

Bruno Berken (outgoing),
Pascale Mienville (incoming)

General controller

Line Hoang (outgoing),
Patrick Sainte Marie (incoming)



From left to right: Muriel Barneoud, Claire Chauvin, David Giovanni, Jean-Bernard Kovarik

WITHIN THE BOARD COMMITTEES

Franck Lebeugle, acting Secretary of the CEF (French Electrotechnical Committee) and the CEF Committee

G rard Bobier, renewed as Chair of the Standardization and Trades and Craft Consultation Committee

Ludivine Coly-Dufourt (L o Lagrange association for the defence of consumers), renewed as Chair of the Consumers Committee

WITHIN STRATEGIC 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. Each strategic committee supervises one or more standardization commissions. The CoS chairs sit on the Standardization Coordination and Steering Committee. The CoS chairmanships are renewed on a regular basis. Here is the list of new and renewed mandates in 2021:

Food & drink

Jean-Luc Angot (DGAL, Ministry of Agriculture and Food), Chair;

J r me Patouillard (Biscuits Bouvard) and **Maximilien Rouer** (La Note globale), Vice-Chairs

Construction and town planning

Philippe Estingoy (Agence Qualit  Construction), Chair

Electrotechnologies

Nathalie Baumier (RTE)

Herv  Rochereau (EDF), Vice-Chair

Health and social welfare

Christian Anastasy (Persan Conseil), Chair

Gas

Christophe Bouvier (GRT Gaz), Chair

Environment and social responsibility

Bruno Costes (Airbus SAS), Chair

Christian Levy (CGDD), Vice-Chair

Oil

Pascal Manuelli (Total Marketing Services), Chair

Transport and logistics

Viviane Apied (Sustainable Development Commission), Chair

Beno t Chauvin (GART), Vice-Chair

Information and digital communication

Yves Le Querrec (La Banque Postale), Chair

Dominique Wurg s (Orange), Vice-Chair

Industrial engineering, capital goods and materials

Jacques Lev t (Federation of Electrical, Electronic and Communication Industries), Chair

Occupational health and safety

Amel Hafid (General Directorate for Labour), Chair

Sport, leisure and consumer goods

St phane Jock (D cathlon), Chair

Major water cycle

Christophe Bonnin (Professional Federation of Water Companies), Chair

Yvan Kedaj (Competitiveness cluster for the water sector), Vice-Chair

Rational energy use

H l ne Bru (Greenflex), Chair

Twelve months of standards and standardization documents

JANUARY

- Publication of **AFNOR SPEC P96-000** on **accessible neighbourhoods**
- Publication of **NF X32-001** on the **biodiversity initiatives of organizations**
- Publication of **NF EN IEC 61980-1** on **electric vehicle wireless power transfer systems**

FEBRUARY

- Publication of **NF EN 17444** on **doping prevention in sport**
- Publication of **AFNOR SPEC S70-001** on **barrier masks for sport**

MARCH

- Publication of **NF ISO 50009** on **energy management in groups of organizations**
- Updating of **NF EN 13614** on the **determination of adhesivity of bituminous emulsions by water immersion test**

APRIL

- Launch of international work to build a voluntary standard on sustainable fishing

MAY

- Public enquiry on the future **NF EN 17650** on the **preservation of cinematographic data**

JUNE

- Publication of **AFNOR SPEC S50-020** on **ethics and integrity in sport**
- Publication of **AFNOR SPEC X30-020** on **gender equality**
- Publication of **NF EN 17278** on the **fuelling of natural gas vehicles (NGVs)**

JULY

- Updating of **NF X43-050** on the **determination of the asbestos fibre concentration in air**
- Confirmation of the 2015 version of **NF EN ISO 9001**, without any revision being considered necessary
- Updating of **NF C14-100** on **low-voltage mains installations**

ISO/IEC 27001: A SHIELD AGAINST CYBERATTACKS

The cyberattack experienced by AFNOR in the spring of 2021, at the heart of a wave that affected other big names in the French economy, highlighted the need to apply good information security practices. These good practices are listed in the **ISO/IEC 27001 voluntary standard**. Like its predecessors – ISO 9001 and ISO 14001 – this is **a management system standard**: it cannot prevent a malfunction from occurring but rather explains how to set up an organizational approach to remedy it and prevent it from recurring. It describes a continual improvement process that can be certified. AFNOR was already applying its guidelines, thus limiting the extent of the damage usually observed in such circumstances. Since then, it has initiated a certification audit.



AUGUST

- Publication of **NF S99-805** on **service quality in sophrology** and **NF S99-806** on **ethics in osteopathy**
- Publication of **NF ISO 20784** on the **substantiation of sensory product claims**
- Publication of **NF ISO 23662** on definitions and criteria for **foods for vegans and vegetarians**

SEPTEMBER

- Publication of **NF EN 197-5** on **CEM II/C-M and CEM VI composite cement**, with a low-carbon version
- Publication of **NF EN ISO 3381** on **noise measurement inside railbound vehicles**
- Publication of **NF ISO 30415** on **diversity and inclusion for human resource management**
- Publication of **NF EN 17410** on the **controlled loop recycling of PVC-U profiles from windows and doors**

OCTOBER

- 25th anniversary of the initial publication of **NF EN ISO 14001** on **environmental management systems**
- Publication of **NF ISO 22955** on the **acoustic quality of open office spaces**
- Publication of **NF D12-203** on **flushing cisterns for toilet bowls**
- Publication of **NF EN 17463** on the **valuation of energy-related investments**

NOVEMBER

- Publication of **AFNOR SPEC S52-113** on **pump tracks**

DECEMBER

- Publication of the **NF X31-620** series of standards (Parts 1 to 5, mandatory application) on **services related to contaminated sites and soils**
- Publication of **NF X60-600** on **social mediation**

Performing

well in French regions and internationally

AFNOR's regional delegations continued their mission of disseminating trustworthy solutions in various regions of France on the themes of today and tomorrow. The **"Les Normes Tour" operation, which had been** halted due to the health crisis, was back in operation. Four stopovers were organized (Marseille, Nantes, Orléans, Lyon) in order to promote voluntary standardization in the sport & leisure and tourism sectors.

Social responsibility is a topic of interest for local players. In the Grand-Est region, AFNOR took part in the panel for the **CSR awards** with the Initiatives Durables association. In the Centre-Val-de-Loire region, an impressive collective CSR operation ended with the participation of 11 companies. In Normandy, a collective operation on responsible purchasing aimed at SMEs was initiated with ADEME. In Occitania, the Industry of the Future programme led AFNOR to support 51 companies as part of their transformation projects.

SUCCESSFUL INTERNATIONAL INITIATIVES

From the United States to New Zealand, AFNOR International worked to promote the **multi-standard certification of Nexans**, a major player in electrification. Some other impressive local names joined the customer portfolio: the pension fund for government employees and the Mère-Enfant hospital in Bingerville, Ivory Coast, the General Resources Directorate of the Presidency of Senegal (*photo opposite*), and the Tunisian Ministry of Equipment and Housing.

Still on the international scene, some new services were launched. AFNOR Morocco now offers EN 9100 certification on quality management in aeronautics; AFNOR Tunisia offers a "CSR managers" qualification. These two branches are also developing ISO 21001 certification on management systems for education and training organizations.



AFNOR Energies innovates

In 2021, AFNOR Energies completed a cycle that led it to establish its leading position with regard to **ISO 50001 certification**, consolidate its expertise in energy efficiency and develop its solutions relating to renewable energies. On this last point, the group's umbrella brand coordinated the launch, together with ADEME, of the **VertVolt label**, intended for electricity suppliers wanting to show their customers that their energy

is truly green. It also developed, in conjunction with **France Agrivoltaïsme**, the first sign of recognition showing that a photovoltaic project on agricultural land prioritizes agricultural performance. Also noteworthy was the **extension of the IRVE qualification** to design and maintenance professionals other than installers. The low-carbon theme is at the heart of the 2022-2024 roadmap, with a reinforced team.

Topics addressed by teams



Signing of a partnership agreement with the Nouvelle-Aquitaine Alliance Innovation Santé cluster

MEDICAL DEVICES: A BUSY YEAR

The group's range of solutions for medical device stakeholders was expanded. AFNOR Publishing adapted the COBaz solution to the sector (see p. 6). In terms of training, more than 200 trainees were accompanied by a dozen experts in the field as part of a programme that now encompasses the certification of individuals. The group's certification business pursued its plan, launched in late 2019, to become a notified body authorized to issue CE marking. In 2021, the subsidiary received a delegation from the European Commission. It should be noted that a partnership agreement was signed to facilitate access to standardization and certification for medical devices, with **the Nouvelle-Aquitaine Alliance Innovation Santé cluster**.

CSR: A CROSS-BORDER LABEL



Since 2020, the group's CSR Department has been supporting companies with their corporate social responsibility approaches; in 2021, 60 new players joined those that were already on-board. In June, in collaboration with INDR (Luxembourg) and Ecoparc (Switzerland), AFNOR Group launched **Responsibility Europe**, a **label** that offers international recognition to economic players that have been certified in their respective countries. To date, more than 800 companies and organizations have been certified, and 3,500 have initiated a CSR labelling process based on the ISO 26000 voluntary standard!

WORKING ALONGSIDE PUBLIC PLAYERS

AFNOR supports the growing mobilization of local authorities and public institutions in response to societal and environmental challenges. The 2021 editions of the User Experience and Public Performance surveys highlighted committed management teams focused on sustainable development goals, as reflected in the **multi-year green investment plan in Pessac** (Gironde), as well as user relation services that were increasingly confronted with social action issues. AFNOR worked for the National Agency for Territorial Cohesion and the Les Interconnectés network on a list of indicators of digital inclusion in French territories.

CARED-FOR BUYERS

Buyers are well taken care of by the AFNOR Purchasing Solutions team. On the menu for 2021: development of a range of **25 training courses** for novice and experienced buyers, **group programmes** for buyers from microbusinesses and mid-caps in French regions, **training** for public-sector buyers, and **deployment of the risk mapping tool**.

Training: innovative for QWL

The last two years have changed the way companies are organized, placing **health and quality of life at work at the heart of** the post-pandemic world. Thus, AFNOR Competencies has strengthened its efforts and endeavoured to be more innovative to provide organizations with training in hybrid working, which has taken root, and to support them in reviewing their practices and encouraging employee engagement at work. In total, more than **60 training courses** have been **offered to HR professionals**.

This crisis has also amplified desires for career development and professional retraining - a phenomenon marked by record participation in **professional training modules for environmental, CSR and circular economy professions**. In addition, in 2021, AFNOR Competencies continued implementing its programme to assist training organizations in obtaining Qualiopi certification (see opposite page). The 2020 trend continued in 2021: nearly one in two courses was conducted remotely.



Fabrice Gutnik is in charge of the QWL theme at AFNOR Competencies.

The HR FabLabs: face-to-face or remote meetings for HR professionals.



afnor
COMPETENCES

COMMENT CONCILIER
VIE PROFESSIONNELLE /
VIE FAMILIALE
ET PETITE ENFANCE ?

Petit déjeuner
MARDI 23 NOVEMBRE À 9H



Certification: high-performing labels

In 2021, the group's certification activity was strengthened with regard to some promising and virtuous themes that address the concerns of companies and society as a whole. For example, in the environmental field, its range was expanded, particularly in the circular economy sector, with the **new "Robust, Repairable, Recyclable" product service verified by AFNOR Certification**, aimed at recognizing new or reconditioned products that are part of a sustainable approach guided by the requirements of the French AGECE (anti-waste for a circular economy) Act of February 2020. On this theme, the release of the **AFAQ Circular Economy service** should also be noted.



AFNOR Certification also launched the **AFAQ Eco-design assessment**, for companies that want to integrate this approach into their product design and manufacturing processes and prove that they do so rigorously. Lastly, based on the **NF X32-001 voluntary standard**, the **AFAQ Biodiversity certification** was developed for those who want to show their commitment to preserving living organisms and place this issue at the heart of their corporate strategy.



In the area of customer relations, AFNOR Certification now offers its customers the **Service France Garanti certification**, in partnership with Pro France and the French Customer Relations Association. A company displaying this distinctive sign shows that the employees in charge of service provision are located in France. Similarly, the Customer Relations France certification indicates that an organization's customer service department is based in the country.

The year 2021 was also marked by the acceleration of applications for **Qualiopi certification** (photo above: the Brittany Chamber of Trades and Crafts), with 31 December being the regulatory deadline for mandatory certification. With nearly 5,000 certificates issued, AFNOR Certification became the leading French certification body in this area. In the field of data protection, AFNOR Certification contributed to the national strategy for the trusted *cloud* by **certifying its first SecNumCloud customer in 2021**. Lastly, the year 2021 was marked by an excellent renewal rate for the quality, safety and environmental audit cycles.

Resilient

auditors and trainers

AFNOR Group's **Expertise and External Skills Management department** has a portfolio of **1,900 auditors and assessors** appointed by AFNOR Certification (including 700 internationally) as well as **250 trainers** appointed by AFNOR Competencies.

The year 2021, marked by a major cyberattack, heavily impacted this department. It was necessary to guarantee business continuity and stay in touch with auditors without resorting to the usual IT means.

The mid-year objective was to make up for the delay in audit planning and therefore in revenue, by entering new markets for example. This effort paid off: teams were able to process 15% more applications by the end of 2021. More than 500 tenders had been processed by the end of 2021, i.e. 20% more than in 2020.

Some successes:

- **ISO 19443** (quality in the nuclear sector): 700 audit days planned
- **ISO 13485** (medical device management): market driven by compliance with Regulation (EU) 2017/745
- **Qualiopi** (quality in vocational training): year of full operation in view of the regulatory deadline of 1 January 2022
- **IRIS** (quality in the railway sector): growth of international key accounts
- **IATF France** (quality in the automotive sector): unprecedented number of candidate auditors
- Recruitment of auditors for new services: **Quali'Répar label, Pro- Vélo Employer**.

Employees: the strength of a team

1,210 women and men make up AFNOR's DNA. In 2021, recruitment was intense in France, despite complications related to the cyberattack and the COVID-19 pandemic. **A total of 150 new employees** joined the group, some of them apprentices, bringing the number of apprentices working in one or other of the entities to 41 on 31 December. There were also **12 internal transfers** within the group.

A TRAINED EMPLOYEE IS A MOTIVATED EMPLOYEE

A large number of training courses were maintained and carried out: 94% of employees received at least one, compared to 65% in 2020; given the context, many were held online, remotely, or in the form of e-learning. In 2021, as in 2020, AFNOR had to resort to **FNE-Formation**. Many training courses were able to fit into the time slots opened up by the partial activity scheme.

HEALTH AND WELL-BEING: A KEY INDICATOR

AFNOR Group's health and well-being approach is managed and assessed by a committee for health and promotion of wellness at work. The COVID unit supported employees throughout the lockdowns and adapted the Saint-Denis site - AFNOR's headquarters - to comply with the various health protocols. Two out of three employees took part in the **2021 edition of the employee feedback survey**, highlighting positive points and areas for improvement in terms of remote work. **Three hundred and thirty-four ideas were collected in this context.**

All these actions required the full involvement of the Human Resources Department, which had been at the forefront since the beginning of the health crisis in 2020. In this respect, the **Legion of Honour** awarded in July to its director, **Laurence Breton-Kueny**, who was also Vice-Chair of the National Association of HRDs (*photo opposite*), was anything but usurped!



Average age:

43 years

Turnover: (2020: 11.4%)

8.8%

Percentage of people with disabilities:

3.62%

Average length of service:

12 years

Workforce

975 + 235

France + International



14
regional delegations



27
nationalities combined



38
international locations



64%
women

"I joined AFNOR two months after the cyberattack and was very well received by my team, who took me under their wing, despite remote working and the reduced accessibility of tools. I quickly felt "Afnorian". I will always remember this as the start of my working life!"



Alexandre, standardization project manager

GROUP CONSOLIDATED ACCOUNTS

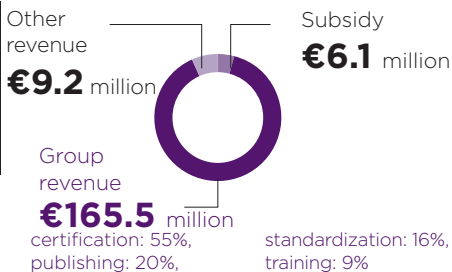
as of 31/12/2021

AFNOR ASSOCIATION ACCOUNTS AS OF 31/12/2021

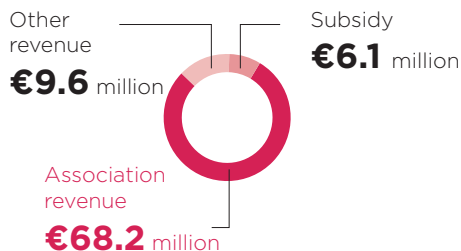
DE L'ASSOCIATION AFNOR

au 31/12/2021

INCOME

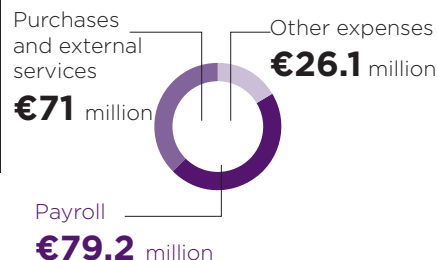


Total Group income: €180.8 million

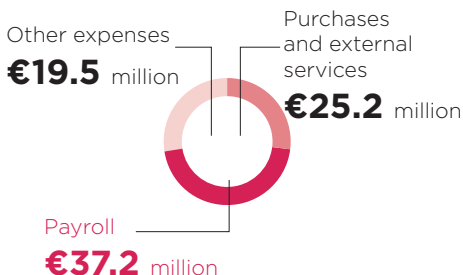


Total association income: €83.9 million

EXPENSES



Total Group expenses: €176.3 million



Total association expenses: €81.9 million

NET INCOME: + €4.5 million

NET INCOME: + €2.0 million

Volunteers for more CSR

Ethics

85% of targeted employees completed anti-corruption training

Employee well-being

96/100 Equal Pay Index

Community development

23 employees sponsored a young person to support local employment

The environment

71% reduction in CO₂ emissions compared to 2010. Despite the gradual resumption of face-to-face activity in the post-COVID period, the CO₂ emissions balance in 2021 was 3,039 tonnes of CO₂eq. (i.e. 22.3 g/€ of revenue in France)

Compared to 2013:

- **27%** final energy consumption
- **43.5%** water consumption



France

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



International

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

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