

Activity and CSR Report



2023



afnor

Editorial



Guy Maugis, Chairman
Olivier Peyrat, Managing Director



How would a generative AI platform describe “standards-bashing”, the anti-standards movement that swept through France's agricultural industry early 2024?

“The term “standards-bashing” refers to the inclination of public opinion to reject any form of collective regulation due to its tendency to create excessive rules and an administrative overload.”

This fictitious definition highlights the very issue that I discovered when I took over as Chairman of AFNOR in June 2023, namely the cloud of confusion that lingers between regulatory standards, which arise from laws, decrees, orders, European directives and sometimes over-transposed regulations, and voluntary standards, which are produced by and for professionals in a given sector of activity. Just like my predecessor Marc Ventre, to whom I would like to pay tribute, I have spent my whole career in industry, so I know from experience that we need good practices that are concerted, based on consensus and shared across borders!

Along with Managing Director Olivier Peyrat, we are and will always be committed to re-explaining the distinction between the different types of standards, especially in the business press.

We have used AI when referring to this confusion, because the very subject of artificial intelligence requires voluntary standards. By drafting the AI Act, the European Union has set the tone. We need to build trusted AI platforms, since AI contains risks. So what creates trust? The answer is best practices that are universally accepted and which have been established as part of a collective process.

This is the spirit that defines voluntary standardization. This form of soft law deserves to be used more widely instead of hard law (regulations), as our Prime Minister recognized in April 2024 during debates on the bill aimed at simplifying economic life.

It can clearly be seen that by addressing these disruptive, modern and exciting subjects (*see also p. 5*), AFNOR is determined to keep pace with the latest developments and write the future, rather than grappling with yet another episode of standards-bashing.

Guy Maugis

Chairman of AFNOR



Governance: changes in 2023

On Tuesday, 27 June 2023, the members of the Board of Directors elected Guy Maugis as Chairman of the French Standardization Association at the close of AFNOR's Annual General Meeting. His career in industry and his Franco-German background dovetail with AFNOR's ambitions of ramping up its involvement in the government's "France 2030" investment plan and supporting the sovereignty that Europe is claiming in the markets of tomorrow's world.

BOARD OF DIRECTORS

2023 heralded a major milestone in the life of the association, with the appointment of a new chairman and the admission of new organizations, as well as renewed terms of office for its Board of Directors.

Chairman of the Board

- Guy Maugis

Chair of the Ethics Committee

- Jérôme Delpech

Vice-Chairs, Board Members

- Claire Chauvin
- Jérôme Delpech

Honorary Chairman

- Marc Ventre

COMPANY REPRESENTATIVES

AIMCC

- Frédéric Boisse

SUEZ EAU FRANCE

- Isabelle Vendeuvre

FIEEC

- Benoît Lavigne (renewal)

LOCAL AUTHORITY REPRESENTATIVES

SNDGCT

- Stanislas Lucienne

CONSUMER REPRESENTATIVES

CNL

- Anne Lucet-Dallongeville (renewal)

BOARD COMMITTEES

In 2023, terms of office were renewed for certain members, while new members were appointed to the various board committees in an effort to introduce a greater range of knowledge and experience and thereby better serve AFNOR's missions.

ETHICS COMMITTEE

Chair

- Jérôme Delpech →
(elected on 27/6/2023)



New members

- Gérard Huot
- Stanislas Guérin
- Anne-Marie Le Niger

Re-elected

- Christian Levy

CCNAPE (Standardization, Trades and Small Businesses Consultation Committee)

Re-elected members

- Gérard Bobier, CRMA Centre (Chair)
- Nathalie Roy, U2P
- David Amadon, CAPEB
- Sandrine Bize, CGAD
- Bernard Delmas, UNAPL

COSAC (Consumers Committee)

Renewed appointments

- Christine Baratelli, MEDEF
- Ludivine Coly Dufourt, ALLDC
- Thierry Dastarac, CNAFC
- Nicolas Revenu, CNAFC
- Delhia Delloue, DGCCRF
- Dominique Gérinte, Familles Rurales
- Antoine Haentjens, INC
- Charly Hee, Famille de France

CCPN (Standardization Coordination and Steering Committee)

Companies

- Sandrine Bize, CGAD
- Stéphane Bonnet, Renault
(change of representative)
- Séverine Denys, DOCAPOSTE

Consumers

- Charly Hee, Familles de France
(change of representative)

Ministries

- Eve Cuenca, Ministry for Europe and Foreign Affairs

AFNOR Standardization Fund

Chair


- Benoît Lavigne, FIEEC (renewal)

New members

- Alain d'Anselme, CNAFC
- Pascal Poupet, representing AFNOR employees

The membership team steps up its initiatives for microbusiness

1,576
members
88%
are companies



As of 31 December 2023, the French Standardization Association had 1,576 members, representing a slight increase compared to 2022. Some 88% of its members are companies, mainly mid-caps, small enterprises and microbusinesses.

In 2023, AFNOR continued developing its “Microbusiness Pack” with **58 contracts signed**.

This support programme was extended to include other sectors, including cybersecurity, energy, water and medical devices.

In 2023, the members' club organized **17 webinars**, which attracted **2,700 participants** with an average satisfaction rate of 90%.

The webinars addressed a broad array of topics, such as the *High-Level Forum* created in response to the European Commission's EU standardization strategy, the consequences of Brexit on access to the UK market, and the strategic directions for standardization in China. Other conferences zeroed in on **technical or social issues**, including digital sovereignty, ergonomic workspaces, the protection of minors on social networks, and microplastics in water.



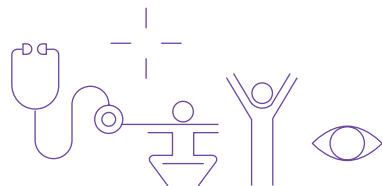
Once again, the members' club presented its “Or Normes” Awards on 19 October at the Musée du Quai Branly, which was attended by AFNOR's employees (*photo*). Audilab, CEA, COJO, the hardware industry and Yubo demonstrated that voluntary standards are shaping today's markets and paving the way to the markets of tomorrow.

Finally, the Member Relations team has been entrusted with the responsibility of developing **education on standardization** in France. This move is consistent with the objectives of the European standardization strategy, which encourages standardization training to be developed in higher education. Several initiatives were spearheaded in 2023 with these aims in mind.

04

Sport: a high-impact subject for standardization

As you know only too well, the Paris Olympic & Paralympic Games are being held in 2024, and the AFNOR Group is involved from the inside, especially through its revision of the **ISO 20121** standard for organizing “**sustainable**” events. The new version of the standard is due to be released in May 2024.



As usual, sport was the focus of many standardization projects and endeavours in 2023, with a remarkably wide selection of themes ranging from cyber vigilance in sport through to doping prevention, energy efficiency or bathing supervision for public swimming pools. The timing is perfect, since promoting physical exercise and sport will become a major national cause in 2024!



Artificial intelligence: a major challenge

In 2023, the topic of artificial intelligence (AI) permeated all of AFNOR's activities and prompted the Group to develop **new services** as well as an internal roadmap. Since everything starts with a voluntary standard, standardization activities were one of the hottest topics in 2023, as part of AFNOR's agreement with the General Secretariat for Investment. This agreement was launched in 2021 and requires AFNOR to **prepare the French standardization framework for building trustworthy AI according to a roadmap divided into six strategic areas.**

The Group's efforts culminated in the **publication of ISO/IEC 42001** in December 2023. This voluntary international standard provides AI manufacturers and startups with guidance on rolling out a risk management system, including ethics, transparency and continuous learning, with the requirement to protect personal data and specify the information used for machine learning. It is presented as an **organizational support tool** to help prepare for the AI Act, the European regulation on AI, which was adopted early 2024 and is due to take effect in 2026.

The AFNOR Group has built on its range of standardization solutions by marketing a two-day training course and AFAQ certification.

An internal roadmap

AFNOR is continuing its standardization work with several best practice guides that are due to be published in 2024 in the AFNOR Spec collection, including contractual arrangements for artificial intelligence systems, human safeguards for AI-based solutions in the medical, health and social care sector, frugal artificial intelligence, and designing tests for assessing artificial intelligence skills.

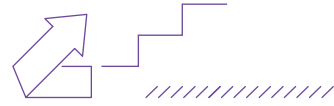
Internally, the Group has started work on examining the extent to which AI contributes to the digital transformation of the organization and its business activities.

The Executive Committee held a seminar on this very topic on 6 and 7 November, which gave rise to a dedicated roadmap that includes:

- The creation of a skills center within the IS Division
- A manager training plan
- A definition of needs and uses that target value creation, with specific focus on the impacts of AI on the delivery of services to customers (developing standards, offering distance training courses, producing audit reports, etc.)

A project team has been set up to provide employees with a secure AI system.

Quality: on the road to the new ISO 9001



In 2023, the process of revising the flagship quality management standard was launched. With **over 20,000 certified companies** in France, the subject continues to garner significant interest, and 43 new organizations joined the standardization commission to share their feedback and needs in terms of the necessary changes for this key standard. **Approximately 20 events** were staged around the country to provide economic stakeholders with a clearer insight into the value and benefits of pursuing a structured ISO 9001 quality approach. The many discussions and questions surrounding the standard once again demonstrated the importance of adopting and deploying quality management systems. Standardization commission members are invited to contribute their views on a range of topics, whether clarifying the concept of risks and opportunities, ethics and integrity, the quality culture or the customer experience.



All organizations will gradually need to incorporate **climate change issues** into their management practices, and the revised ISO 9001 standard offers the ideal opportunity to clarify expectations in this particular area. **ISO is planning to publish this new version by the end of 2025.** The AFNOR-run Quality & Audit - ISO 9001 group on LinkedIn is one of the largest French-speaking communities on this topic and provides members with a platform to exchange their views on the revision of ISO 9001 and best practices in quality management.



Costs of non-quality in industry: a source of productivity

Driven by SNCF Réseau and a student from the INISUP skills management and training centre, the Group updated its 2017 study on the costs of non-quality in industry in 2023, with support from France Qualité. The findings confirmed the correlation between quality and competitiveness. The study also highlighted how organizations have extended their evaluation of non-quality costs to encompass such factors as management, human resources and digital technology.

91%
of industrial companies believe that measuring the costs of non-quality is necessary

67%
of industrial companies measure these costs (90% are ISO 9001 and ISO 14001 certified)

0 to 5%
the range that 80% of companies indicated to give an idea of their non-quality costs as a percentage of their revenue

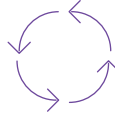
Strong local presence producing results



40
employees

160
events organized, including

30
CSR events



The regional delegations **act as an interface with local economic stakeholders**. Their initiatives include close to 200 events shining the light on the latest standardization topics, such as sustainable procurement, social responsibility, energy efficiency and savings, innovation, quality, information security and artificial intelligence.

We have also maintained our high level of involvement in higher education facilities. In 2023, the regional network further strengthened its actions to improve the standardization sector's position among local **innovation players**, including regional agencies, the French Tech network, business clusters, incubators and accelerators.

The network is also active in the field by **detecting and reporting on expectations** on new high-stakes subjects for public organizations and companies. For example, several workshops on innovation were held during the public enquiry on the ISO 56001 standard (innovation management systems), enabling the teams to gather feedback from current and future users.

The regional delegations also help local authorities to **identify standardization needs**. Various topics were addressed in 2023, such as local communities committed to promoting sustainable development in the Mediterranean (Provence-Alpes-Côte d'Azur region), environmental labelling for packaging in the food sector (Centre-Val de Loire region), and best practices for moderating social media and protecting minors (Ile-de-France region). **ISO 26000** is the main standard that SMEs have implemented to lead their voluntary CSR initiatives. The regional network accompanied this trend by holding around 30 events across France, which were attended by over 600 participants as well as around 60 SMEs supported through collective programmes.



Territorialis show, 28/9/2023

The sustainable budget: a new solution for local authorities

The City of Pessac, Eurométropole de Strasbourg, KPMG, INETUM, the Yvelines Departmental Council and some 15 other local authorities are working on a method with AFNOR's support to analyze and assess local authority budgets in a bid to align them with the 17 United Nations SDGs. This initiative increases the value of their public policies by making them more accessible and understandable. Delivery is scheduled for September 2024.

Twelve months of standards and normative documents



JANUARY

- Publication of **NF C63-150** on overvoltage limiting devices
- Publication of **NF D21-314** on the suitability of metal food packaging during microwave heating
- Publication of **ISO 10943** on indirect ophthalmoscopes
- Publication of **NF T71-401** on the performance assessment of pumping equipment for oil-polluted water

MARCH

- Publication of **NF X32-102** on conducting an initial biodiversity assessment in a project
- Publication of **NF S52-014** on bathing supervision requirements for swimming pools for public use
- Publication of **EN 17665+A1** on the requirements to demonstrate that plastic caps and lids remain attached to beverage containers
- Launch of work to revise **ISO 14001** on environmental management systems

AUGUST

- Publication of **ISO 22163** on railway quality management systems
- Publication of **AFNOR Spec 2209** on women's exploratory walks in urban areas
- Publication of **XP M07-173** on the determination of saturated methyl ester content in fats and oils

FEBRUARY

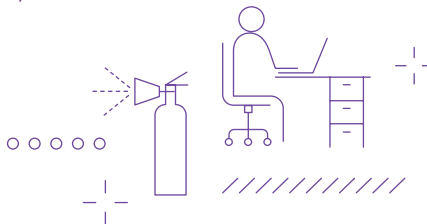
- Publication of the 2023 version of **NF X35-102** on ergonomic workspaces
- Publication of annex **EN 1992-1-2/NA/A2** on structural fire design for concrete structures (Eurocode 2)

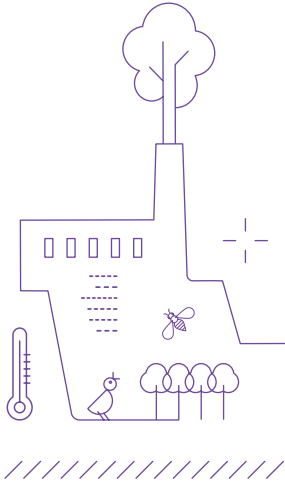
MAY

- Publication of **ISO/IEC 17043** on conformity assessments by proficiency testing providers

JUNE

- Publication of **AFNOR Spec-2215** on the display of the environmental and societal impact of cosmetics, food supplements and family health and wellness products
- Publication of **ISO 20785-3** on dosimetry for exposures to cosmic radiation in civilian aircraft
- Publication of **NF P90-110** on sports flooring for tennis courts





Triple E: a standard for green industry

In 2023, the French government entrusted AFNOR with developing the new voluntary Triple E standard for “European environmental excellence”.

The aim is to enable French manufacturers to embrace the green transition without disregarding the universally known schemes for achieving greater environmental performance, such as ISO 14001. This request was made as part of the French Green Industry Act of 23 October 2023, with a deliverable expected during 2024. AFNOR has set up a commission featuring SMEs, mid-caps, large organizations and other stakeholders.

The standard will specify the criteria allowing manufacturers to apply for the associated sign of endorsement. The standard will subsequently be scaled up to the European level.

SEPTEMBER

- Publication of **ISO 24364** on royal jelly production
- Publication of published document **FD X30-125** on the implementation of the Tertiary Eco Energy Device

NOVEMBER

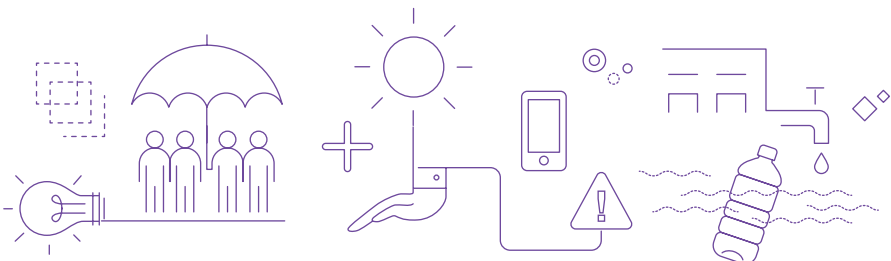
- Revision of **ISO 9001** on quality management
- Publication of **AFNOR Spec 2305** on risk prevention and protection of minors on social networks

OCTOBER

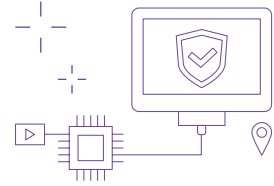
- Launch of the public enquiry procedure for **ISO 56001** on innovation management
- Publication of **NF C61-551** on the safety requirements for LED light signs and signalling

DECEMBER

- Publication of **ISO/IEC 42001** on AI management (*see p. 5*)
- Publication of **NF X50-017** on welcoming Chinese tourists
- Publication of **XP T90-968-1** on the analysis of microplastics in water



Certification underlying the major sector-level changes



AFNOR Certification has moved to support two major sectors in meeting their regulatory requirements by helping bring greater structure to their practices and guarantee improved quality of service.

The first sector encompasses **health and social care facilities and services**, where AFNOR has obtained accreditation to deliver the HAS (French National Health Authority) quality assessment. AFNOR also assisted the second sector - **vocational training** - by preparing its 6,000+ Qualiopi customers for the major year of renewing certification.

The **automotive and aerospace** industries directed their attention towards cyber risks by developing sector-specific standards for which AFNOR Certification has obtained accreditation: TISAX and Air Cyber.

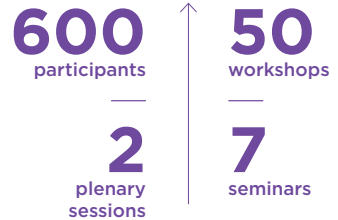
For **food distribution** professionals, AFNOR Certification began delivering the eagerly anticipated anti-food waste label promoted by the French Ministry of Ecological Transition and backed by the Ministry of Agriculture.

2023 also saw signs of a strong commitment to the **audiovisual and film industries** with the launch of the EcoProd label aimed at improving their environmental credentials. In the **energy** sector, AFNOR Certification strengthened its position in the nuclear industry by joining the NQSA association to promote **ISO 19443 certification**, while blazing a trail in the **agricultural** sector by certifying the first agrivoltaic farming project. AFNOR's subsidiary looked after its teams of auditors, with the return of an in-person conference in 2023. After four years of virtual meetings, it was time to thank them all for their resilience. Their contribution was invaluable in enabling AFNOR Certification to successfully weather the recent crises (Covid, spiralling energy prices, the war in Ukraine, etc.) by adapting working methods, audit procedures and accreditation rules.

The Committed to CSR Label: the first step towards the **CSRD**

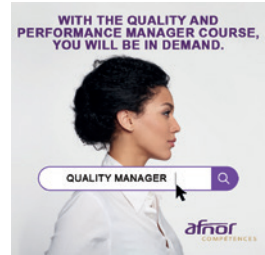
In keeping with the European directive on sustainability reporting, which came into force on 1 January 2024, companies will be required to collect a whole range of standardized environmental, social and governance (ESG) indicators to report on their impact. Due to its depth (37 CSR issues covered) and its focus on stakeholders and governance, the Committed to CSR Label (based on the voluntary ISO 26000 standard) makes the process a lot easier! A white paper published by AFNOR Certification proves this claim.

Over 1,000 certified and non-certified professionals attended webinars on this subject in 2023 in anticipation of submitting their first sustainability reports, which are due in 2025.



AFNOR Competencies: spearheading transitions

In 2023, the AFNOR Group's training subsidiary was especially active on several fronts, starting with this significant figure: one in two training sessions was held remotely, which bears testament to AFNOR Competencies' ability to **quickly adapt** to the market's changing needs. Courses on the digital transition, managerial transition and ecological transition recorded exceptional double-digit growth. Interest has grown considerably in **long training programmes**, which provide in-depth support for professionals on retraining schemes and highly sought-after professions (e.g. CSR managers or H&S coordinators). Also worth a mention is the successful launch of the first wave of participants in the certifying **quality & performance manager** course, which involves



54 days spread over one year. At the same time, stronger links have been forged with the region's well-established community of training professionals to ensure the ongoing exchange of knowledge and expertise.

By showcasing its employees during a **virtual open day**, the subsidiary offered a rare degree of transparency by giving customers a behind-the-scenes look at the training process and thereby reinforcing stakeholder confidence and satisfaction.



Smart atmosphere at AFNOR Publishing

For AFNOR Publishing, 2023 was all about driving **innovation** and **trailing** new services. The development of smart standards is not only diversifying our business models, but also giving us the opportunity to deliver even greater support to our customers in leading their digital transformation. Achievements include an exhaustive identification of the requirements in the standards to ensure easier implementation, and the incorporation of standards-related content into our customers' business tools to streamline their processes. At the same time, **artificial intelligence** has ushered in new prospects (see p. 5). With the contribution of our customers and partners, we are testing "question and answer" approaches to the standards, and solutions for identifying relevant standards for a specific activity.



New technologies are extending the realm of possibilities while reinforcing our strategy of developing high value-added editorial content (interactive walkthroughs, authored articles, works collections, etc.). More than ever, our customers need to sharpen their understanding of the different standards-related documents and the impact on their organization. The **CObaz** solution for accessing and watching standards proved to be a resounding success in 2023 with a record-breaking number of document views and users.

The AFNOR Publishing store also proved to be tremendously popular. For example, the **ISO/IEC 27001** standard on information security, which plays a crucial role in thwarting cyber-attacks, is now recognized as a genuine management support tool.

Internationally, the Group strengthens its presence



Standout events for AFNOR International in 2023 involved the acquisition and creation of new footholds in Europe and Asia Minor, as well as the pronounced emergence of societal, environmental and industrial issues in certain geographical areas.

AFNOR's Italian subsidiary Quazer Certificazioni, law firm Di Ubaldo Abogados and consultancy Bonet Consulting have joined forces to create a new certification leader in the international city of Barcelona.



The Group is also pursuing its plans for greater development in Eastern Europe.

The new Zagreb-based AFNOR Croatia D.O.O subsidiary brings the Group closer to its customers in Slovenia, Serbia, Bosnia-Herzegovina and Montenegro.

Italy: the trend laboratory

Italy is home to the second-largest certification market in the world and is capable of picking up the weak signals that will drive tomorrow's trends. Quazer Certificazioni, the Group's Italian subsidiary, is the first certification body to be accredited by Accredia (Italy's equivalent to France's COFRAC) to the UNI/PdR 125:2022 standard on promoting gender equality and implementing an inclusion management system. It has also been accredited to the UNI/PdR 42:2018 standard, meaning that it can deliver anti-bullying certification.

Asia: growing interest in environmental certification

The AFNOR Group is active in Hong Kong, Taiwan and China for ISO 14064, which provides a method for quantifying and reporting greenhouse gas emissions, and ISO 14067 for measuring the carbon footprint of products.

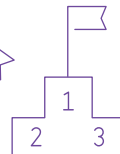
In 2024, the Group will open an IATF centre of excellence in Taiwan (an essential international quality standard for the automotive sector) in an effort to foster closer working ties with its customers in a market driven by the production of electric vehicles.

France's position in international standardization organizations

25
new
responsibilities
obtained

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

No. 3
for
involvement
in ISO / IEC*
internationally



* Electrotechnologies

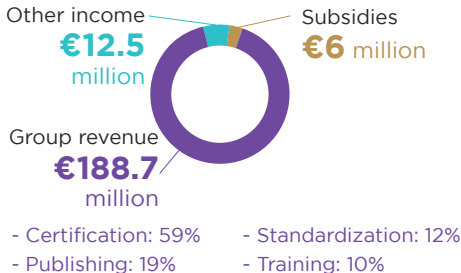
French-inspired projects in ISO

AFNOR's international activities also involve transforming standards that were originally French into international standards. In 2023, AFNOR continued its work on bringing an international dimension to several of the hottest topics:

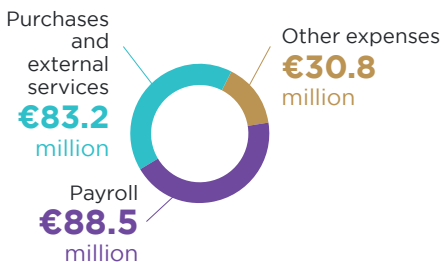
- **Gender equality**, with an [ISO 53800](#) standard that is expected to be released in 2024, which is based on the French AFNOR Spec of June 2021
- **The circular economy**, with three standards expected in 2024 (ISO 59004, ISO 59010 and ISO 59020), which are modelled on the French XP X30-901 standard
- **Biodiversity**, with an ISO 17098 standard expected late 2024 or early 2025 and modelled on the French NF X32-001 standard
- **Sustainable event management**, with a revision of [ISO 20121](#) at the request of the Paris 2024 organizing committee
- **Specialty metals and minerals**, with the creation of technical committee ISO/TC 345

2023 figures

GROUP CONSOLIDATED ACCOUNTS AS OF 31/12/2023



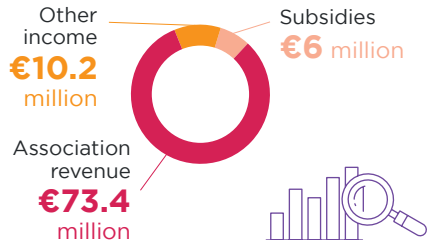
TOTAL GROUP INCOME €207.2 million



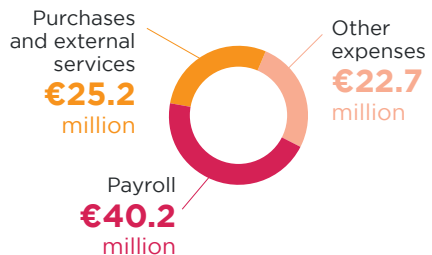
TOTAL GROUP EXPENSES €202.5 million

NET INCOME: +€4.7 MILLION

AFNOR ASSOCIATION ACCOUNTS AS OF 31/12/2023



TOTAL ASSOCIATION INCOME €89.6 million



TOTAL ASSOCIATION EXPENSES €88.1 million

NET INCOME: +€1.5 MILLION

CSR policy: Responsible together



ETHICS AND GOVERNANCE

The AFNOR Group has stayed true to its ethics commitment since 1926 and is focused on demonstrating loyalty and transparency in all its activities to build and strengthen trust among its customers, suppliers and partners.

• Unique whistleblowing system:

The AFNOR Group has developed a unique whistleblowing system for reporting non-compliant conduct, such as sexual violence, security breaches and corruption. The system is managed in complete confidentiality by a compliance officer and is designed to protect whistleblowers. Dedicated officers deal specifically with cases of sexual harassment and sexism. Reports are handled while maintaining impartiality, confidentiality and data integrity, and respecting the presumption of innocence and the privacy of the individuals involved.

- **Our sustainable procurement policy** has enabled us to embed **CSR criteria in all our service provider tendering processes.**
- **Scope of certification for ISO/IEC 27001 on information security** has been extended to all the activities of the information systems department.

ENVIRONMENT AND CLIMATE

The AFNOR Group is committed to reducing its environmental impact through various initiatives aimed at improving resource management and lowering its carbon footprint.

• Energy efficiency:

Accelerating climate change and the prevailing energy crisis have propelled the energy transition to the top of the priority list. AFNOR's efforts to scale down its energy consumption are reflected in a number of short, medium and long-term objectives (*see below*).

ENERGY: THE GROUP ACTIVATES POWER SAVING MODE

LONG-TERM OBJECTIVE TERTIARY DECREE

Requires energy consumption to be reduced by:

- 40% in 2030
- 50% in 2040
- 60% in 2050

2030 and 2040 objectives already met -55% between 2013 and 2023



MEDIUM-TERM OBJECTIVE ENERGY EFFICIENCY

The Government's objective is to achieve a:

10% reduction in energy consumption by 2024 compared to 2019

Objective exceeded by a quarter in 2023

-18% from 2022
-36% in 2023



SHORT-TERM OBJECTIVE ANNUAL OBJECTIVE

The AFNOR Group has defined a target of:

-13% in 2023 compared to 2022 in order to stay on course

Objective exceeded with savings of 22%



EMPLOYEE WELL-BEING

The AFNOR Group values well-being in the workplace as a cornerstone of its corporate social responsibility policy. By concentrating on health and quality of life in the workplace, promoting diversity and inclusion, and developing skills, the AFNOR Group creates a conducive environment where employees can grow and thrive.

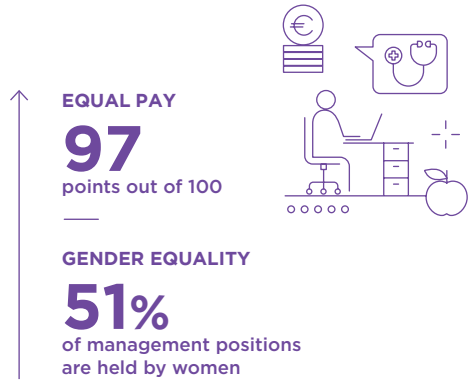
Prioritizing employee well-being

Every year, a labour survey is carried out to assess overall employee satisfaction and identify opportunities for improvement. The 2023 survey revealed **an increase in the satisfaction rate from 6.1 to 6.5/10**. 77% of employees are generally satisfied. At the same time, AFNOR has maintained its focus on overall health and mental health in particular. In 2023, two sessions to raise awareness of mental health as part of the mental health first aid programme for all employees were organized with great success (25% of employees in two sessions), as well as three other sessions covering well-being in the workplace and healthy living.

COMMUNITY DEVELOPMENT

Our commitment to local communities is illustrated by our proactive approach to assisting and enriching those communities through close collaboration with key stakeholders and ongoing support for sustainable development initiatives.

- **Ensuring a free standards information and consultation service in the communities** We have set up **11 information centres** within the regional network. Between 2,000 and 2,500 visits are made to these centres every year to obtain information and guidance, and view the standards for free.



As part of its ongoing commitment to minimizing its impact on the climate, the AFNOR Group has assessed its 2023 carbon footprint covering Scopes 1, 2 and 3 of its activities. We go over and above regulatory requirements by carrying out this assessment every two years. The results are available on the ADEME website, along with a transition plan.

- **Promoting voluntary standardization among younger generations** Every year, the regional delegations provide around **600 hours of teaching** in various educational programmes. Teaching content may address voluntary standardization in general, or more specific subjects (information security, social responsibility, etc.).
- **Investment in the regional network** AFNOR collaborates with various national and regional organizations to promote the many aspects of social responsibility, including gender equality, diversity and inclusion, and services to citizens. Several associations have partnered with these initiatives, including OBSAR, ANDRH, ATEE, OREE, IMDR, PALME, NQT and France Qualité.



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S2405017 - AFNOR Group Communication
Graphic design: lagenceplanets.fr
Photos: @AdobeStock (cover, p.6, 12, 16)
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