



**ACTIVITY AND
CSR REPORT**

2024

afnor

Shaking things up



Guy Maugis, Chairman
Olivier Peyrat, Director General



The year 2024 will remain the year when AFNOR was asked to shake things up – firstly, in the media, by speaking out on the distinction to be made between (voluntary) standardisation and (mandatory) regulation, and on the role that voluntary standards can play in laudable ambitions to simplify administrative procedures. This is the aim of our [AFNOR Play](#) communication campaign, designed to reach a wide audience using videos hosted by influencers (see p. 6).

AFNOR also demonstrated its ability to shake things up on the international stage, by taking the lead in standards on behalf of France in the fields of

the circular economy, artificial intelligence, energy, water and decarbonisation. However, this influence is being challenged by China, India and Brazil, which are driving strategic issues such as harbours and logistics.

AFNOR's accounts were also shaken up, moving in a favourable direction: the 2024 fiscal year ended with growth in all the Group's activities and a positive financial result (see p. 15). This is giving us some respite until 2025, when the State subsidy to support our general-interest mission will come to an abrupt end. The only funding that has been maintained is a 50% contribution to membership fees for European and international standardisation organisations, which AFNOR must join in order to fulfil its representative role.

The year 2025 will also be a turbulent one in geopolitical terms and will require tenacity on our part: in the face of those who are disappointed in multilateralism and those seeking to block advocates of a circular economy, we must reiterate that standardisation will always be a positive-sum game, played by many, seeking consensus and preferring to avoid bilateral power struggles. It should also be remembered that voluntary standards are an instrument for the rational opening up of markets – and the antithesis of tariff barriers.

At European level, we must also seize the opportunity to strengthen the contribution of voluntary standards to the proper functioning of the single market, particularly in the area of services, by joining in on efforts to simplify economic life by rewriting European legislation to make greater reference to harmonised standards.

To meet all these challenges, and to manage a transitional period that will be delicate, we will have to draw on our resources, continue to invest and at the same time rebuild the Group's competitiveness, with the help of our subsidiaries. The determination and commitment of AFNOR's teams remain intact as we fight this battle.



Governance: new personalities

In 2024, some new organisations joined the association's [Board of Directors](#), whose General Meeting was held on 18 June under the chairmanship of Guy Maugis. In addition, the scope and titles of the [strategic standardisation committees](#) (SCs) were reviewed, bringing their number to 11. Each SC oversees one or more standardisation committees.

BOARD OF DIRECTORS

ON BEHALF OF COMPANIES

Re-elected

AIRBUS

– Bruno Costes

ORANGE

– Claire Chauvin

LA POSTE

– Alain Binet

GUSTAVE EIFFEL UNIVERSITY

– Jean-Bernard Kovarik

New members

FEDERATION OF TRUSTED DIGITAL THIRD PARTIES

– Yves Le Querrec

UNION SPORT & CYCLE

– Olivier Moucheboeuf

ON BEHALF OF SOCIAL PARTNERS

CFTC

– Nicolas Blanc

ON BEHALF OF MINISTRIES

LABOUR

– Léa Yahiel

ECOLOGICAL TRANSITION AND TERRITORIAL COHESION

– Erick Lajarge

COMMITTEES

CCNAPE (Standardisation, Trades and Small Businesses Consultation Committee)

CPME

– Christelle Laou-Hap (renewal)

U2P

– Agnès Berenguel-Bodin

CCPN (Standardisation Coordination and Steering Committee)

LOCAL AUTHORITIES

– Djamil Abelaziz

CAE (Audit and Evaluation Committee)

Renewed mandates

– Bertrand Alzay

– Faraj Abdelnour

– Gérard Luzergues

– Caine Vignolles

CEF (French Electrotechnical Committee)

MANUFACTURERS' COLLEGE

– Fabienne Ramirez (FIEEC)

– François Trichon (Schneider Electric)

– Carine Glas (Schneider Electric)

COLLEGE OF ELECTRICITY NETWORK AND SYSTEM OPERATORS

– Nathalie Baumier (RTE)

A new Director of Information Systems



Stéphanie Rahier joined AFNOR in June as Director of Information Systems. An engineer specialising in production, logistics and digital transformation, she has solid experience in managing high-impact IT projects. Heading up a team of 50 people, she is responsible for drawing up the Information Systems master plan. Her priorities for 2025 are to improve the user experience, standardise methods, promote innovation with a focus on AI and optimise internal processes.

Member services are expanded

From start-ups to major industrial groups, professional federations and local authorities, the [AFNOR Members' Club](#) brings together more than 1,600 organisations and enables its members to exchange ideas, share best practices and build winning standardisation strategies together. In 2024, the Member Relations Department continued to promote the teaching of standardisation in France, for which it is responsible. The partnership agreement between AFNOR and the Association of Directors of University Institutes of Technology (ADIUT) was renewed, new contacts were made with schools (Centrale, Polytech, École des Ponts, Lyon 2 University, etc.) and events were organised during the French Science Festival. A massive online open course (MOOC) on standardisation will be available on the FUN platform in autumn 2025.

"Or Normes" (Gold Standards) awards for outstanding projects

Lastly, on 17 October 2024, AFNOR honoured several organisations that had participated in the development of new voluntary standards or had used these tools to develop their activity, at the service of the ecological transition, digital trust or an increasingly inclusive society. This year's [Or Normes awards](#) went to Ecolab, Ethik-IA, the Pessac Town Council (Gironde), the French Ministry of Foreign Affairs,

Some of the 2024 winners of the Or Normes awards.



+3.5%

members

+5%

membership fees

75

pack TPE contracts, a dedicated solution for very small businesses to support their activities as closely as possible

20

conferences organised (gender equality, NF C15-100 series of standards, circular economy, etc.) with more than 2,800 people registered

11

newsletters sent to members to help them monitor standards

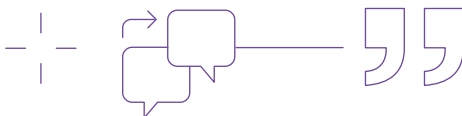
New

Possible participation in the group of users of smart standards

TotalEnergies and Veolia, for projects dealing respectively with frugal AI, the human guarantee in AI in healthcare, sustainable budgeting, gender equality, the decarbonisation of maritime transport and the circular economy.

BAO: a new service to put companies in touch with standards experts

In 2024, the AFNOR Group launched a new activity called "[Bouche à oreille](#)" (Word of Mouth) (BAO). Led by Sophie Sala (*photo opposite*), this activity puts voluntary standards experts in touch with companies that have specific, one-off needs that do not require in-house recruitment. The areas covered are diverse and include cyber security, occupational health and safety, metrology, quality, energy efficiency and eco-design. The needs of the companies using this service are also very varied: they can range from a one-day intervention for specific expertise or a diagnosis to interventions lasting several weeks to back up a team, for the duration of an assignment or project. More than 200 customers called on BAO in 2024 and more than 1,000 experts are already referenced.



05

AFNOR Éditions simplifies compliance management

In 2024, AFNOR Éditions continued to innovate in order to support organisations in the face of European regulatory requirements. True to its mission of making voluntary standards a lever for action for businesses, AFNOR Éditions took a new step forward with the launch of the "Normes Harmonisées" (Harmonised Standards) service integrated into the [COBaz solution](#).

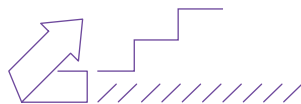


harmonised standards



A forerunner in Europe, this innovative system is meeting the growing need to simplify monitoring and guarantee rapid access to essential information for designing and maintaining products and services that comply with the European regulations. This service is one of several innovation projects available in 2025, such as the integration of standards content into business tools (*Smart Standards – ReqIF*) and the use of artificial intelligence in our products and services. AFNOR Éditions is confirming its pioneering role, serving the competitiveness and compliance of economic players.

Standardisation: reflecting a responsible society



Once again this year, voluntary standards demonstrated their ability to respond to economic and social challenges. This was true in particular for two of them, which became international based on what were originally Franco-French standards. Firstly, in terms of the circular economy, three new international voluntary standards ([ISO 59004](#), [ISO 59010](#) and [ISO 59020](#)) were introduced to help professionals initiate or develop their circular strategy. They were devised at France's instigation, with the involvement of over 100 countries. These are all new tools for getting away from the "produce, consume, throw away" model and meeting the needs of future generations.

ISO 20121 gets a makeover

This was also the case for [ISO 53800](#), published in May. A symbol of French-style feminist diplomacy endorsed by over 60 countries, it enables public and private organisations to integrate gender equality and women's empowerment into their strategies, actions and operations. Lastly, as 2024 was an Olympic year, [ISO 20121](#) on sustainable events was

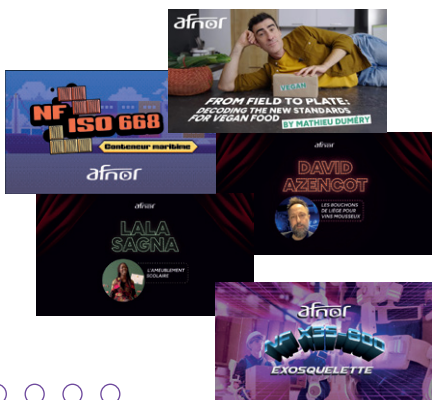


The Paris 2024 organising team followed the recommendations in the ISO 20121 standard to the point of obtaining certification.

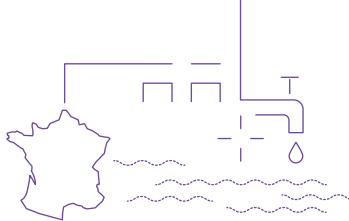
revised to ensure it would deliver on all its environmental and social promises. Updated in record time based on the 2012 version devised in London, with the support of the Paris Organising Committee for the 2024 Olympic and Paralympic Games and the Union Française des Métiers de l'Événement, this new version is now aligned with the UN's Sustainable Development Goals and strengthens the requirements for impact assessment, incorporating the notion of legacy.

A campaign to untangle the true from the false

Faced with the media's discontent with standards, it is important to explain that a voluntary standard is not a regulatory standard. In 2024, AFNOR asked influencers to tell the story of a specific voluntary standard in their own way. [Corks](#), [vegan vocabulary](#), [chlorine measurement methods](#) – each video has been posted on a platform named after the campaign: [AFNOR Play](#).



Water efficiency trickles down to regions



In 2024, the Group took up the theme of water to offer a customer pathway centred on best practices for [preserving water resources](#), rolled out in the regional delegations. AFNOR linked the subject to two of its flagship themes: quality – because a shortage of water can quickly affect business continuity – and energy, as the tools and methods used in a water efficiency approach are similar to those used in an energy efficiency approach. The voluntary initiatives proposed to companies and local authorities, centred on the [ISO 46001](#) certifiable standard, echo what the public authorities put in place in 2023 with the water plan and in 2024 with the publication of a list of the 50 industrial sites that consume the most water. Water is also part of the wider CSR picture. On this subject, in the [Centre-Val de Loire](#) region, AFNOR, with the support of the region, conducted a collective campaign bringing together 21 companies wishing to commit



Signing of an agreement between UNITEX and the AFNOR delegation in Auvergne-Rhône-Alpes.

to a socially responsible approach, and possibly to publicise it. In [Auvergne-Rhône-Alpes](#), an agreement on CSR and the circular economy was signed with the textile industry. Also of note were a responsible purchasing campaign in Normandy, the launch of a club of energy experts in the South of France, an informative Quality and Performance day in Occitanie in December, and a number of regional meetings on Qualiopi certification.

07



In the Centre-Val de Loire region, AFNOR brought together 21 companies to discuss CSR.



Cécile Boulain, AFNOR delegate for the [Reunion Island-Mayotte](#) area

A specialist in sustainable development, Cécile will be working with local players on issues of quality, CSR, energy and water. The delegation wants to strengthen its proximity to customers, support local industries, develop skills and prepare companies for ISO standards and European directives, against the backdrop of an accelerated ecological and digital transition.

Twelve months of standards and standards documents



JANUARY

- Publication of the **NF X50-110:2024** standard on quality in expertise



FEBRUARY

- Publication of the **NF ISO 6338-1** standard on the calculation of GHG emissions throughout the LNG chain

MARCH

- Publication of the **NF EN 9102** standard on quality review requirements for the aerospace industry

MAY

- Publication of the **NF ISO 53800** standard on gender quality
- Publication of **AFNOR Spec 2308** on responsibility in cinema and the audiovisual industry
- Publication of **AFNOR Spec 2213** on the human guarantee in AI systems in healthcare

JULY

- Publication of the **NF ISO 24381** standard on bee propolis
- Publication of the **NF ISO 55001** standard on asset management

AUGUST

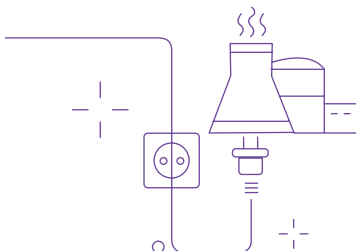
- Publication of the 2024 version of the **NF C15-100** standard on low-voltage electrical installations

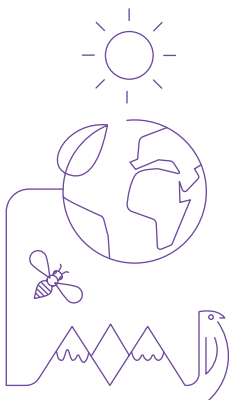
APRIL

- Publication of the **NF ISO 20121:2024** standard on sustainable events
- Publication of the **XP CEN ISO/TS 23406** standard on quality audits in the nuclear sector

JUNE

- Publication of the **NF ISO 59004**, **59010** and **59020** standards on the circular economy
- Publication of **AFNOR Spec 2314** on frugal AI
- Publication of the **NF ISO 18725** standard on clean harbours and active biodiversity harbours
- Publication of the **XP X50-401** standard on greenhouse gas emissions associated with e-commerce delivery choices
- Publication of **AFNOR Spec 2312** on best practices for *no-code* and *low-code*





31 major standards amended to take account of climate change

On 23 February, the International Organization for Standardization (ISO) and the International Accreditation Forum (IAF) announced the publication of an [amendment](#) to 31 major management standards, introducing climate change as a key issue. Available in the AFNOR collection for each of them, including ISO 9001, ISO 14001, ISO 45001, etc., Amendment A1:2024 places the issue of climate change as a strategic subject inviting organisations and their stakeholders to question their policies, within the meaning of the requirements set out in Sections 4.1 and 4.2. Many users of these standards have already asked themselves questions on the subject, but the amendment gives it a greater, cross-cutting dimension.

SEPTEMBER

- Publication of the [NF EN ISO 56001](#) standard on innovation management
- Publication of [AFNOR Spec 2306](#) on environmental labelling of packaging for the food industry

NOVEMBER

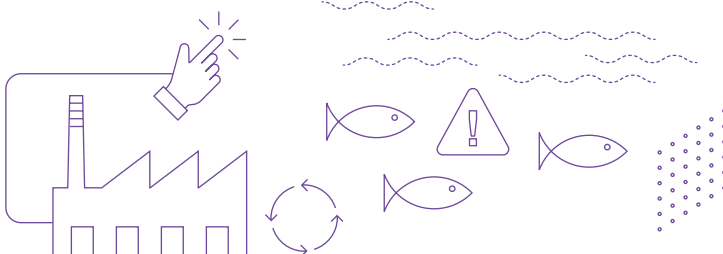
- Publication of the [NF P01-012:2024](#) standard on guardrails
- Publication of [AFNOR Spec 2402](#) on sustainable budgeting for local authorities

OCTOBER

- Publication of [AFNOR Spec 2315](#) on the regenerative economy
- Publication of [AFNOR Spec 2401](#) on AI skills assessment tests

DECEMBER

- Publication of the [NF EN ISO 13855](#) standard on the safety of machinery
- Publication of the [NF V45-076](#) standard on sustainable fishing



Quality, inclusion and decarbonisation: the winning trio of certification

In 2024, AFNOR Certification placed three major challenges at the heart of its work: industrial quality, inclusion and decarbonisation. These are all levers that can help companies combine performance and responsibility. Firstly, in terms of industrial quality, our certifications have supported the transformation of demanding industries. From [CE marking for medical devices](#) to NF certification for fire safety equipment, and including the essential QSE (quality, safety and environment) trio, we have helped to make practices safer and worked to boost the competitiveness of our customers. In a world in search of meaning, inclusion has become a strong marker of overall performance. One example of this is the exemplary nature of the Paris Olympic Games, to which we issued



The AFNOR stand at the MD trade fair to present CE marking, in October 2024 in Besançon.

triple certification: [ISO 20121 on "Sustainable events"](#), Terrain d'égalité label and Responsible purchasing (see p. 6). We also awarded Europe's first [ISO 42001](#) certificate, demonstrating our commitment to ethical and secure AI. The subsidiary's determination to promote diversity and equal opportunities was also reflected in 2024 by the signing of a partnership agreement with the French network of the UN Global Compact.



ISO 45001 and ISO 50001 under the microscope

In 2024, the Group conducted two studies on key management system standards: ISO 45001 on occupational health and safety and [ISO 50001](#) on energy. The first, conducted with a specialist audience, paved the way for work to revise the standard in France. The second updated the data from the 2019 edition and clearly showed that energy management and decarbonisation are now one and the same.





The AFNOR team at the Produrable trade fair in Paris in October 2024.



France's largest certified after-sales service

Presented at the Produrable trade fair in Paris in October (*photo above*), our [CSR services](#) continue to grow and be convincing. The [Engagé RSE label](#), based on ISO 26000, now brings

together a community of over 700 labelled organisations. In 2024, we also reached a major milestone when we were awarded our accreditation for [sustainability audit verification](#) under the Corporate Sustainability Reporting Directive (CSRD).

Lastly, from eco-design assessments to energy performance measurement, carbon footprint verification and the [European Ecolabel](#), our solutions dedicated to decarbonisation gained ground in all sectors. The success of Ecoprod, with over 100 audiovisual works certified in less than a year, and Quali'Répar, with the certification of FNAC-Darty's after-sales service – the largest in France – bear witness to our positive impact.



Training courses to facilitate transitions and transformations

In 2024, the momentum of AFNOR Compétences was confirmed, driven by rapid changes in professions and by regulatory requirements. The ecological transition range recorded strong growth, confirming that companies are interested in these issues. New modules were developed, in particular on the ethical use of artificial intelligence, with business-specific applications (QSE, purchasing, digital technology, etc.). Successes included the first training course for [sustainability auditors](#) (CSRD) approved by the French audit authority, which was a milestone with the [first class graduating](#) in February 2025.

The partnership established with Société Générale also illustrated that AFNOR Compétences' solutions benefit from

renowned opinion leaders: the IMPACT CSR method is now being promoted to the bank's professional customers. At the same time, certification formats continued to attract interest: the [Engagé RSE programme](#) was adapted for EDHEC Online students, while the Quality of Life and Working Conditions consultant course broke its attendance record. Behind the scenes, technological investments continued to be made, with the deployment of a tool using artificial intelligence to plan and allocate resources. Once again this year, AFNOR Compétences is confirming its role as a strategic partner for organisations and talents undergoing transformation, by placing the satisfaction of its customers and employees at the heart of its priorities and development.

From Morocco to Mongolia: AFNOR International at the forefront



The year 2024 was marked by bold initiatives and strategic partnerships in every corner of the globe, reinforcing AFNOR International's commitment to promoting best practices and supporting businesses. For example, a delegation from the Chinese accreditation and certification authorities visited France, extending the 60-year Franco-Chinese friendship and the [partnership](#) that the Group has built up over more than 20 years since setting up in the country.

In Mongolia, AFNOR International awarded the ISO/IEC 27001:2022 certificate to the [National Statistics Office](#) in recognition of its implementation of an information security management system. In the United Kingdom, a partnership was launched with DeepFathom to anticipate future needs in artificial intelligence. In Italy, an anti-school bullying initiative based on a national standard inspired a global response. Sports facilities were certified, as far afield as Croatia, where a club was trained in the requirements of this standard and the associated label.



Awarding of ISO/IEC 27001 certification to the Mongolian Statistics Office.

Twenty years of AFNOR Morocco

In the United Kingdom, the Group strengthened its range of CQI and IRCA certification training courses on an international scale. Recognised worldwide, these courses prepare professionals to conduct audits in accordance with standards such as ISO 9001. These certification processes promote best practices, facilitate professional mobility and meet growing expectations for quality and performance.

Lastly, in 2024, [AFNOR Morocco](#) celebrated its 20th anniversary, consolidating its role in the region. Climate change was identified as a driver for transforming management standards, with initiatives aimed at integrating environmental issues into business practices.



Franck Lebeugle (AFNOR, France), RNF Chairman, and Elhadji Abdourahmane Ndione (ASN, Senegal), Director.

The French-speaking community: AFNOR takes over leadership of the RNF

In 2024, the General Meeting of the Réseau normalisation et francophonie ([RNF](#)) network was marked by the transfer from Quebec to France of the leadership of this structure promoting the expertise and initiative of French-speaking countries in favour of voluntary standards. Franck Lebeugle, Director of Standardisation Activities at AFNOR, was elected Chairman. In 2024, French-speaking countries worked towards the publication of the [ISO 53800 standard](#) on gender equality (see p. 6).

Responsible together: new actions and new commitments



The AFNOR Group has developed its [CSR approach](#) with the aim of contributing to a more sustainable and prosperous world, with a focus on four areas: ethics and governance, social commitment, environment and climate, and regional development. Here are the main actions taken and results achieved in 2024.

ETHICS AND GOVERNANCE

• Review of the Group's Ethics Charter

The Ethics Charter is a benchmark for guiding the Group's day-to-day decisions and actions. It sets out our commitment to preventing potential conflicts of interest and all forms of corruption, handling professional alerts, ensuring the security of our customers' and partners' information, and selecting suppliers who share our responsible values. It applies to all AFNOR directors, Group employees in France and abroad, as well as our subcontractors (trainers, auditors, controllers) and suppliers.

• Responsible and ethical digital technology

The AFNOR Group maintained its [ISO/IEC 27001 certification](#) for all the activities of the IT department. This mark of recognition covers design, project management, support, hosting and maintenance in operational and security conditions activities relating to the Group's information system, for both internal and external customers. At the same time, we strengthened our commitment to the responsible use of artificial intelligence, by adopting a charter for the proper use of AI and joining the European Commission's [AI Pact](#).

• Responsible purchasing

Our commitment to responsible purchasing was confirmed with the inclusion of CSR criteria in 100% of consultations for the selection of service providers.

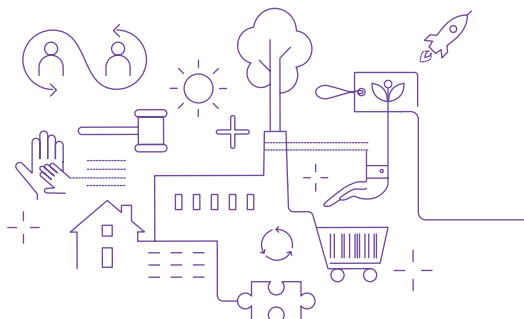
SOCIAL COMMITMENT

• Workplace equality and quality of life at work

In 2024, the Group signed a new agreement to promote gender diversity and workplace equality between men and women, and to enhance quality of life at work. It introduced a number of new features, such as continued pay during the 25 calendar days of paternity and childcare leave, as well arrangements for women suffering from dysmenorrhoea using the occasional remote work scheme. It also provided for enhanced support for employees in single-parent situations, with a view to responsible co-parenting.



An awareness-raising workshop on waste sorting organised on AFNOR's premises in Saint-Denis in October.



SOCIAL COMMITMENT (CONTINUED)

• New job classification

Professional mobility is now facilitated by the new job classification, which came into force on 1 January 2024 as part of the new collective agreement for the metallurgy industry.

• First aid

We made first aid training available to all employees, and this initiative will continue in 2025. One hundred and seventy-six people were trained in 2024 and 49 in 2023.

ENVIRONMENT AND CLIMATE

• Optimising energy consumption

In 2024, we continued our drive for [energy efficiency](#) by working to manage buildings, adapt forms of work and reduce energy consumption. These efforts enabled us to reduce our energy consumption by 51% compared with 2014, the baseline year.



• Waste prevention and management

We also stepped up our efforts to reduce waste, by giving priority to the re-use of equipment, which is now included as an objective in our CSR policy. In 2024, we purchased second-hand furniture and put end-of-life furniture back up for sale, as well as refurbishing two computers for placement on the market. In addition, in accordance with the French Anti-waste and Circular Economy Act (AGEC), we now recover bio-waste by sorting it in our workspaces.

REGIONAL DEVELOPMENT

Previously absent from the French overseas territories, AFNOR inaugurated its first regional delegation in overseas France, on [Reunion Island](#), in early December 2024 (see page 7).



FOR MORE DETAILS ABOUT OUR CSR EXPERTISE,
COMMITMENTS AND ACTIONS



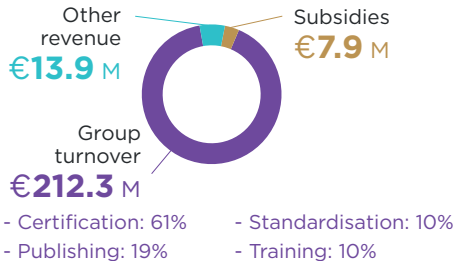
This was in response to the need to be as close as possible to our customers, but also to limit the use of experts from France, in favour of local stakeholders, thereby promoting local roots and reducing the carbon footprint of our activities. Other regional initiatives were also carried out:

- **Provision of a free standards information and consultation service** through 11 reception and information areas in its regional network, receiving between 2,000 and 2,500 visits per year.

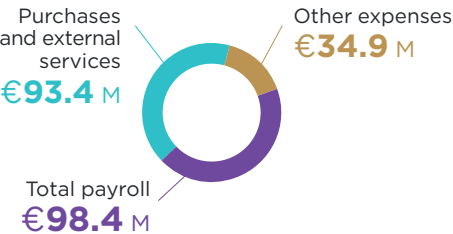
- **Around 700 hours of work by our employees in higher education** to [explain voluntary standards](#) and disseminate best practices.
- **Cooperation with local organisations to promote sustainable development:** National Association of HR Directors, National Purchasing Council, College of Sustainable Development Directors, Comité 21, Orée and Palme associations, Observatory for Responsible Purchasing, etc.

2024 figures

GROUP CONSOLIDATED ACCOUNTS AS OF 31/12/2024



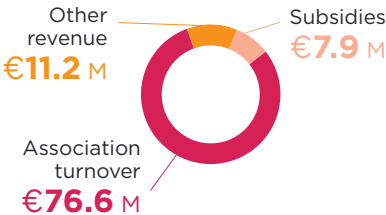
TOTAL GROUP REVENUE €234.1 M



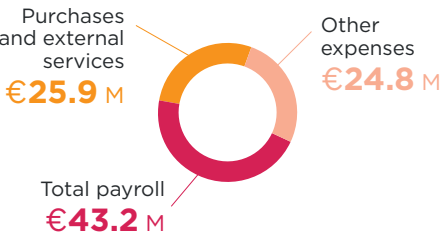
TOTAL GROUP EXPENSES €226.7 M

NET PROFIT: + €7.4 M

AFNOR ASSOCIATION ACCOUNTS AS OF 31/12/2024



TOTAL ASSOCIATION REVENUE €95.7 M



TOTAL ASSOCIATION EXPENSES €93.9 M

NET PROFIT: + €1.8 M



FRANCE

Bordeaux • Dijon • Le Port (Reunion Island) • Lille
• Lyon • Marseille • Montpellier • Nancy • Nantes
• Orléans • Paris • Rennes • Rouen • Toulouse



INTERNATIONAL

Algeria • Australia • Bolivia • Brazil • Canada
• Croatia • China • Côte d'Ivoire • Gabon • Germany
• India • Italy • Japan • Korea • Lebanon • Mexico
• Mongolia • Morocco • New Caledonia • Pakistan
• Poland • Portugal • Romania • Senegal • Spain
• Taiwan • Thailand • Tunisia • Turkey • Ukraine
• United Kingdom • United States • Vietnam

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