

Activity and Corporate Social Responsibility Report

2025





Editorial

100 years!

Guy Maugis, Chairman,
and **Olivier Peyrat**, Chief Executive Officer

In 1926, French business leaders, anticipating the irreversible trend towards the internationalisation of trade, came together to establish the French Standardisation Association. Their ambition was to enable French expertise to contribute to the development of international standards, a movement that would truly gather momentum after the Second World War. A century later, the foresight of these founders deserves recognition.

Next came Europe and the emergence of the Single Market. Once again, standards were called upon to play a leading role within the framework of a public-private partnership that remains, half a century later, unrivalled internationally.

However, voluntary standards are not an end in themselves. To reap the full benefits, they must be disseminated and made accessible. This is the role of publishing, which has evolved over time, from typewritten standards to smart digital versions (smart standards; [see p. 4](#)), through every intermediate stage. For a public or private organisation to adopt a standard, awareness-raising and training activities are also required.

Subsidiaries and a regional network

Whenever a standard is used in a contractual context, it becomes part of the law governing the parties. This gives rise to the need for certification, enabling each party to place confidence in, or inspire confidence regarding, the quality of a product, a service, a management system or the competence of an expert. Finally, these activities are not confined to the national territory or to the French regions. The international networks to which AFNOR and its subsidiaries have access are a key driver of relevance, influence and development.

This is how, step by step, decade by decade, AFNOR has come to develop its activities in standardisation, publishing, training and certification. However, our own resources alone would not have been sufficient, nor would they have enabled us to achieve the necessary scale, had it not been for the establishment of partnerships which, over time, have evolved into closer alliances.

As a result of sustained efforts by experts and teams, carried out with due regard for each stakeholder's context, specific characteristics and sensitivities, several major mergers and partnerships were successfully completed. Among the most significant are the partnership established with AFAQ in 2004, particularly in the field of quality management system certification, and the partnership launched with the Union Technique de l'Électricité in 2014 in the field of electrotechnology standardisation. These were complemented by the many professional sectors that, over the years, chose to work more closely with AFNOR in conducting their standardisation activities, thereby benefiting from greater leverage.

Public-private partnership

All these initiatives and developments have enabled AFNOR and its subsidiaries to adapt to a long-term, predictable and understandable trend: the gradual reduction in public financial support for voluntary standardisation activities. In 2025, this public support is now focused on a mechanism that has existed for half a century. As part of the public-private partnership that underpins the French standardisation system, this takes the form of funding half of the membership fees payable to the European and international standardisation organisations of which AFNOR is a member.

Admittedly, the withdrawal of the public subsidy provided in respect of the public-interest mission has resulted this year in the association reporting a negative net result. However, this situation is offset by contributions from the subsidiaries, the international network and the new AFNOR BAO activity ([see p. 7](#)), all of which enjoyed a successful year. Thanks to these performances, the group's consolidated scope closed the 2025 financial year with a positive result. Nevertheless, efforts will need to continue this year and beyond.

In 2026, and throughout the century ahead, we will need to prepare for the future, anticipate trends, explore new areas and new themes, support the evolution of processes – particularly through the effective use of artificial intelligence – and make the necessary investments across a number of fields. The required expertise is already in place and fully mobilised, both among the experts and within the teams.

It is therefore with determination and confidence that we will welcome, in 2026, all those who wish to celebrate voluntary standardisation and what it makes possible, on the occasion of [AFNOR's centenary](#). We will also have the honour of hosting the ISO Annual Meeting, which will be held in France for only the third time since the International Organization for Standardization (ISO) was founded in 1947. It's been nearly eighty years now... and the journey is only just beginning.



Governance: a new leader for electrotechnologies

In 2025, AFNOR's [governance](#) structure underwent changes, with new appointments and reappointments to the Board of Directors following the annual general meeting held on 30 June 2025, chaired by Guy Maugis.

The electrotechnologies sector gained a new leader in **Carine Glas** (Schneider Electric), the new chair of the French Electrical Engineering Committee, succeeding Gilles Nativel (Enedis), and as such a member of the association's executive committee.

Since 2005, Carine Glas has held



a number of roles in the field of R&D, leading her to become an ambassador for French innovations in energy management. Now

Vice-President of Standardisation and Advocacy, she leads a community of experts working to develop new standards at national, European and international levels.

Within the consumer associations category:

- National Confederation of Catholic Family Associations (CNAFC), represented by **Alain d'Anselme**
- Familles de France (FFF) national federation, represented by **Anne-Marie Le Niger**

Within the NGO category:

- HOP Association – Stop Planned Obsolescence, represented by **Lætitia Vasseur**

Within the business representatives category:

- Air Liquide, represented by **Hervé Barthelemy**
- Cetim, represented by **Philippe Lubineau**
- EDF, represented by **Pascal Terrien**, as the representative of stakeholders in the electrotechnologies industry
- French Construction Federation (FFB), represented by **Jacques Levet**
- LCIE Bureau Veritas, represented by **Marie-Élisabeth d'Ornano**
- MEDEF, represented by Jean-Baptiste Léger
- Schneider Electric, represented by **Carine Glas**, in her capacity as Chair of the French Electrotechnical Committee (CEF)



Reasoned AI at the heart of our digital transformation

As a promoter of voluntary standards designed to facilitate the digital transformation of businesses, the AFNOR group now faces the challenge of transforming itself in order to serve its customers better and more quickly. Artificial intelligence is a tool of choice in this regard. In 2025, AFNOR Certification made its in-house chatbot, Félix, available to its 2,000 auditors to help them deliver enhanced auditing services. AFNOR Certification has also used AI to compile over 600 ISO/IEC 27001 audit reports ([see also p.12](#)). At AFNOR Normalisation and AFNOR Editions, AI is driving projects related to [smart standards](#) – standards designed and used in version 3.0, following on from paper and PDF.

French standardisation strategy **2025–2030: a course of action and priorities**



Developed by the Standardisation Coordination and Steering Committee (CCPN), the [French Standardisation Strategy 2025–2030](#) was unveiled at the end of 2025. With a foreword by the Minister of State for Industry, this reference document identifies and outlines the standardisation work to be carried out within AFNOR and sector-specific standardisation bodies on the issues of today and tomorrow. Four strategic priorities have been identified: accelerating the ecological and energy transition, supporting the digital transformation, promoting a fairer, more inclusive and resilient society, and strengthening the influence of French standardisation on the international stage.



Professionals driving **standards development and influence**

AFNOR commended the commitment of the French chairs of technical committees and subcommittees at ISO and CEN during its first Praesidium meeting, held shortly before the ISO Annual Meeting, in Kigali (Rwanda), where the prestigious Eicher Award was presented to the technical committee on the [circular economy](#) (ISO/TC 323). Congratulations to Catherine Chevauché (Veolia, far left) and Mélissa De Medeiros (AFNOR, far right)!

France still in the top 5 in the ISO rankings

In 2025, France remains among the top five countries leading ISO standardisation committees, ranking fourth, just ahead of Japan. Germany remains in first place, ahead of China and the United States, which are tied. Beijing is expected to overtake Washington in 2026. With 82 committees led by AFNOR – three more than in 2024 – France has reached a figure not seen since this ranking was first established. The French outcome points to significant successes in 2025, with the establishment of ISO/IEC JTC 4 on smart and sustainable cities and communities, the establishment of [ISO/TC 354 on events management](#), and the assumption of leadership of ISO/TC 34/SC 12 on sensory analysis of food products and ISO/TC 269/SC 1 on railway infrastructure. France has also taken over the chairmanship of [ISO/TC 176 on quality management](#) (see photo below), through Renault, and of [ISO/TC 82 on mining](#), through BRGM.



Members: **standards have their fans**



The winners of the 2025 Gold Standards Awards, with AFNOR Chairman Guy Maugis (far left)

In 2025, the [AFNOR Members' Club](#), which has 1,527 members, had two key highlights. Firstly, the launch of the [MOOC on standardisation](#) is a new tool for raising awareness and building skills; through four modules, it enables students and professionals to gain a better understanding of what voluntary standards are, what they are used for and how they support organisational change.

Meanwhile, the [Gold Standards Awards](#) have highlighted inspiring projects led by committed organisations: INERIS for its work on measuring per- and polyfluoroalkyl substances (PFAS) in air, the [National Electronic Invoicing Forum](#) for promoting trusted digitalisation and the [Strasbourg Shared Laboratory Service](#) for its work on nutritional labelling. The [National Centre for Cinema and the Moving Image \(CNC\)](#) was also

recognised for [AFNOR Spec 2308](#), which provides guidelines for more [responsible audiovisual production](#), while the [Nouvelle-Aquitaine Regional Health Agency](#) was recognised for its environmental initiatives in healthcare facilities.

Learn the **key principles** of **voluntary standards** at your own pace.



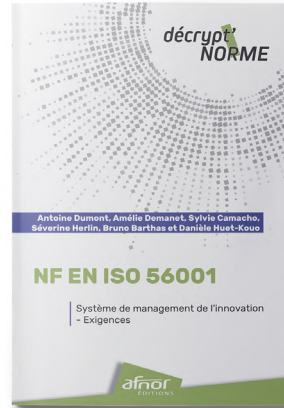
AI: a valuable tool for interpreting standards



In 2025, AFNOR Editions continued its drive for innovation by launching a new service: the

AI Companion . Developed using artificial intelligence, this service is the first of many to come, offering professionals direct and easy access to the information they need. This initiative marks a first in the field of standardisation, thereby strengthening AFNOR Editions' leading position on the European and international stage. At the same time, to further simplify the use of voluntary standards, the new **ReqIF** format enables normative requirements to be integrated directly into customers' business software applications (LMS and PLM systems). A very practical application of smart standards!

AFNOR Editions hasn't forgotten about print: a new series of books entitled *décrypt'norme* is being launched. This consists of practical guides that set out specific examples of how the standards are applied.



Word of mouth that works

In 2025, the **AFNOR Word of Mouth (BAO) initiative** , led by Sophie Sala, has cemented its role as a facilitator between businesses and standards experts, by exceeding the targets set for its second year. In a rapidly growing market, BAO helps to build trust by connecting organisations with qualified experts who are well-suited to their specific needs. The areas covered are wide-ranging: cybersecurity, quality, CSR, health and safety, energy, metrology and artificial intelligence. From diagnostics to

internal audits, certification preparation and team support, AFNOR BAO provides tailored solutions, with a hands-on approach. With over 1,000 accredited experts and more than 550 clients already assisted, this activity demonstrates the AFNOR group's ability to innovate in order to meet market expectations.



Standards and standardisation bodies supporting the Sustainable Development Goals

Conceived in 2015 at the UN with a target date of 2030, the Sustainable Development Goals (SDGs) comprise 17 priorities aimed at promoting economic and social development that is more respectful of people and the planet. CSR guidelines in many organisations can be incorporated into a management system as part of a continuous improvement process. The ISO 53001 standard is therefore due to be published in September 2026 and will be available for certification. In the meantime, here is how, at AFNOR, each voluntary standard and standards committee addresses one or more SDGs.



CSR, sovereignty, internal efficiency:

AFNOR Certification's three key areas of focus

In 2025, AFNOR Certification continued its mission to support organisations in an environment characterised by crises, technological innovations and growing demands for accountability.



This is particularly true in the field of CSR. The more than 800 organisations holding the Engagé RSE label now form

France's leading community committed to sustainable performance.



This growth is accompanied by new initiatives: the launch of sustainability report verification based on the VSME model,

adapted at European level for small and medium-sized enterprises, and the development

of the Sustainable Market label, launched by Rungis, and the launch of the Mediterranean Committed Territory certification scheme led by the Sud Region (see p.15).



Issues of economic sovereignty are also emerging as a key focus. Against a backdrop of supply chain pressures, AFNOR Certification is promoting product traceability and origin through mechanisms such as Origine France Garantie and the Made in Banlieue label.



The adoption by the ADEME of the Objectif CO2 and Fret2labels addresses the challenges of decarbonising transport and logistics.

ISO 27001

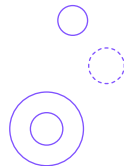
20 years on and still as relevant as ever

Published in 2005, the ISO/IEC 27001 standard on information security management has never been in greater demand. The rise in cyberattacks and the increasing importance of the European NIS2 directive mean that it is now more relevant than ever: 670 certificates were issued in April 2024, with nearly 1,000 in December 2025. To mark its 20th anniversary, AFNOR Certification and Club 27001 have published a study based on 11,000 actual audit findings, analysing the strengths, areas for improvement and most frequently observed non-conformities within certified organisations.



All these initiatives are based on continuous internal transformation. Multi-year audit planning provides greater clarity for clients and auditors. The redesign of the client portal and the roll-out of a digital platform dedicated to mass audit campaigns are streamlining interactions. Making the AI tool available to auditors makes it easier to prepare for assignments and share knowledge (see also p.4 [↗](#)).

Through these advances, AFNOR Certification demonstrates its ability to combine innovation, stringency and impact, thereby fostering lasting confidence in the economy.



New rules for **energy audits**

Participants at the AFNOR Energies M&V conference on 27 November.



In 2025, AFNOR Energies stood out in a changing market. The publication of the Act transposing European Union law (DDADUE), which incorporated the measures set out in the [2023 Energy Efficiency Directive](#) [↗](#), has had an impact on the entire energy audit value chain. Following the publication of a ministerial order in mid-July, AFNOR began offering the associated new training programmes in September 2025 and proactively informed all its clients, particularly [ISO 50001-certified](#) [↗](#) organisations, about the new eligibility and exemption requirements. 2025 also marked the start of the accreditation process for the new

certification scheme for engineering firms responsible for carrying out energy audits, which replaces the previous qualification scheme. In the field of decarbonisation, a major strategic partnership has been signed between the Association for the Low-Carbon Transition and AFNOR. In addition to carrying out Bilan Carbone® assessments, AFNOR has the exclusive right to train and certify assessment evaluators.

Developing skills to support transformation



At the water conference on 11 March.

In 2025, AFNOR Compétences supported professionals in developing the skills needed to navigate organisational change: digital, environmental, societal and managerial. The growth in inter-company training (+6% compared with 2024) confirms the interest in formats that encourage peer-to-peer discussion, while the rise in certification courses (+14%) reflects a growing demand for skills recognition. Environmental issues are becoming increasingly pressing, with the expansion of energy-related training programmes and the launch of a dedicated water management programme, highlighted by an inaugural

symposium on water conservation on 11 March 2025 in Paris. At the same time, the digital transition is gathering pace, driven by the growing integration of artificial intelligence into various sectors. This momentum is underpinned by a stronger regional presence, with a 24% increase in regional investments, including in overseas territories, and the expansion of operations in Réunion. Lastly, the award of accreditation for training local elected representatives and local government staff demonstrates AFNOR Compétences' ability to adapt its offering to meet growing needs.

Committed local stakeholders

In 2025, the group's regional offices across France worked closely with local communities to identify the key challenges facing their areas in terms of the ecological, energy and digital transitions. In terms of quality, the events dedicated to the revision of ISO 9001 attracted 1,500 participants across 19 workshops, the Forum in Auvergne-

Rhône-Alpes and the conferences in Nouvelle-Aquitaine, Occitanie and Bourgogne-Franche-Comté. In terms of CSR, our commitment continued with 10 meetings of organisations holding the "Engagé RSE" label and 16 workshops on the consultation regarding the potential revision of ISO 26000 (350 participants), as well as regional collective projects

and clubs bringing together more than 110 companies.



The [South Corsica Region](#) launched “Territoire Engagé pour la Méditerranée” certification and supported the

municipality of La Londe-les-Maures as the first town to be certified. The [Réunion-Mayotte branch](#), which opened in February 2025, has already seen a 30% increase in revenue in this overseas territory. Lastly, relations with regional economic development agencies are gaining momentum: a second agency has been awarded the “Engagé RSE” certification, and AFNOR’s regional delegations took part for the first time in their annual conference, held in mid-November in Montpellier.

International: a geography of trust

In Mexico City, the conversation is about bees. In Shanghai, environmental management. In Sydney, food safety. In Milan, equality and ethics in the workplace. In 2025, the AFNOR group’s international division and its network spanning 38 countries mapped out a landscape where local challenges and global standards converge. Wherever it operates, it has implemented the leading voluntary standards – ISO 9001 for quality, ISO 14001 for the environment, ISO 22301 for business continuity, ISO/IEC 27001 for cybersecurity, ISO 26000 for social responsibility – and translated them into practical applications for each organisation.

At the very end of 2025, the group joined Australia’s HACCP Group, a global leader in food safety, bringing the number of countries in which it operates to 38. In Mexico, a new subsidiary was established in Guadalajara, expanding its portfolio through [TISAX](#) and ISO 14064-1 assessments.



Certification audits and training sessions: these provided numerous opportunities for our teams to engage with local businesses as they undergo transformation, guided by a steadfast commitment to understanding realities on the ground. In 2025, [AFNOR International](#) consolidated its role: fostering dialogue between the global and the local, wherever trust is being built. Ultimately, this has resulted in strong financial performance, with a quarter of revenue now generated outside France ([see p. 15](#)).

New **CSR** initiatives

The AFNOR Group has structured its **CSR approach** around four key areas: ethics and governance, social commitment, the environment and climate, and regional development. Here are the key initiatives and results achieved in 2025.

Ethics and governance

Renewal of **NF EN ISO/IEC 27001 certification** covering the scope of activities carried out by the information systems division.

Commitment to promoting **inclusive procurement**: revenue generated from the adapted and sheltered employment sector quadrupled between 2024 and 2025.

Social commitment

97 out of 100
on the pay equality index

64%
women in the
workforce

54%
women on the
executive committee

Environment and climate

A 52% reduction in energy consumption by 2025 compared with the 2014 baseline, and the refurbishment of the head office buildings in Saint-Denis.

New AFNOR policy on fleet renewal, promoting **electric or hybrid vehicles**.

Regional development

222 events held across the regions, attracting over **5,100 participants**.



Learn more about our areas of expertise, commitments and CSR initiatives for 2025 in a comprehensive report by scanning this QR code..

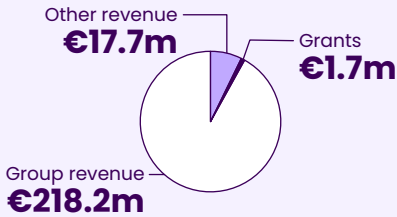
<https://bit.ly/AFNOR-politique-RSE>

2025 figures

Group consolidated financial statements

as at 31/12/2025

Total group revenue **€237.6m**

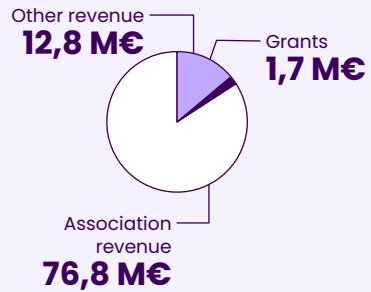


- Certification: 61%
- Publishing: 18%
- Standardisation: 11%
- Training: 10%

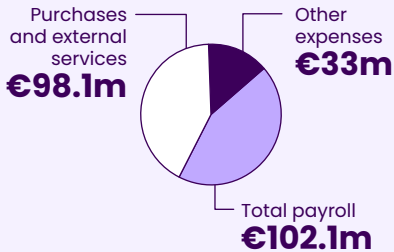
AFNOR association financial statements

as at 31/12/2025

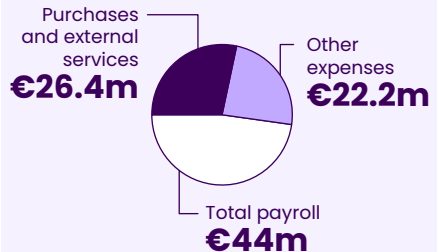
Total association revenue **€91.3m**



Total group expenses **€233.2m**



Total association expenses **€92.6m**



Net profit: **€4.4m**

Net loss: **€1.3m**



France

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



International

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

S2602088 – AFNOR Group Communication
Graphic design: Yann Collin & Maude de Geër
Photos: @Arthur Enard (p. 2), Schneider Electric (p. 3),
Getty Images, AFNOR/DK, HACCP Group (p. 13)

afnor

11 rue Francis de Pressensé
93571 La Plaine Saint-Denis Cedex
T. +33 (0)1 41 62 80 00

www.afnor.org 

