

STRATEGY 2030





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Foreword



Our world is changing faster than ever, driven by environmental and geopolitical changes and technological innovation. Such structural trends raise a variety of challenges across different regions and industries, and make for an unpredictable, at times even turbulent, market environment. However, these rapid changes also offer opportunities for growth and innovation. With this Strategy 2030, CEN and CENELEC are determined to act on those opportunities by providing innovative and flexible standardization solutions that will benefit the socio-economic resilience of Europe overall.

Our customers' and stakeholders' needs evolve in light of limited natural resources, increasing global digitalisation and changing international trade patterns. Standardization is key to solving the most pressing challenges we face, both economically and as a society. The aim of this Strategy 2030, therefore, is for CEN and CENELEC to rethink and optimise the way we create value for our customers and stakeholders in a rapidly changing world.

By framing this new, ten-year, Strategy 2030 against the background of a twin digital and green transition, we make sure that European standardization is fit for the 21st Century and ready and able to support a radically transformative growth strategy for Europe.

Finally, we realise we cannot do this on our own. Only by engaging our wide and diverse range of Members and stakeholders can we achieve the ambitious goals identified in this Strategy 2030. We invite you all, therefore, to join us as we embark on this exciting journey towards 2030.

Yours sincerely,

Vincent Laflèche
CEN President

Dany Sturtewagen
CENELEC President

January 2021





1. BACKGROUND

About CEN and CENELEC

We are the European Committee for Standardization (CEN) and the European Committee for Electrotechnical Standardization (CENELEC).¹ Together with the European Telecommunications Standards Institute (ETSI) we represent the three European Standardization Organizations (ESOs) recognized under EU law (Regulation 1025/2012). This makes the three of us the exclusive providers of voluntary European Standards and related products and services.

We bring together the National Standards Bodies (NSB) and National Electrotechnical Committees (NC) of 34 countries to develop and adopt common standards that are applied across the EU and EFTA and beyond. We promote the single standard model all throughout the European Single Market and ensure that international standards, developed by the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC), are adopted across Europe. We also develop home-grown European Standards to address European-specific needs where there are no suitable international standards.

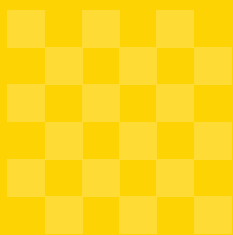
Our standards are market-driven and are developed through a transparent, inclusive and consensus-based process, involving a wide array of stakeholders and experts, including industry, consumers, environmental organizations, labour, government and professional and academic institutions. In doing so, we ensure consumer protection and enhance trust in products and services; we facilitate international trade, boost the interoperability of products, encourage innovation and technological development, and contribute to economic growth and social and environmental sustainability.

¹ 'CEN and CENELEC' refers to the two associations of national Members and the CEN-CENELEC Management Centre (CCMC).





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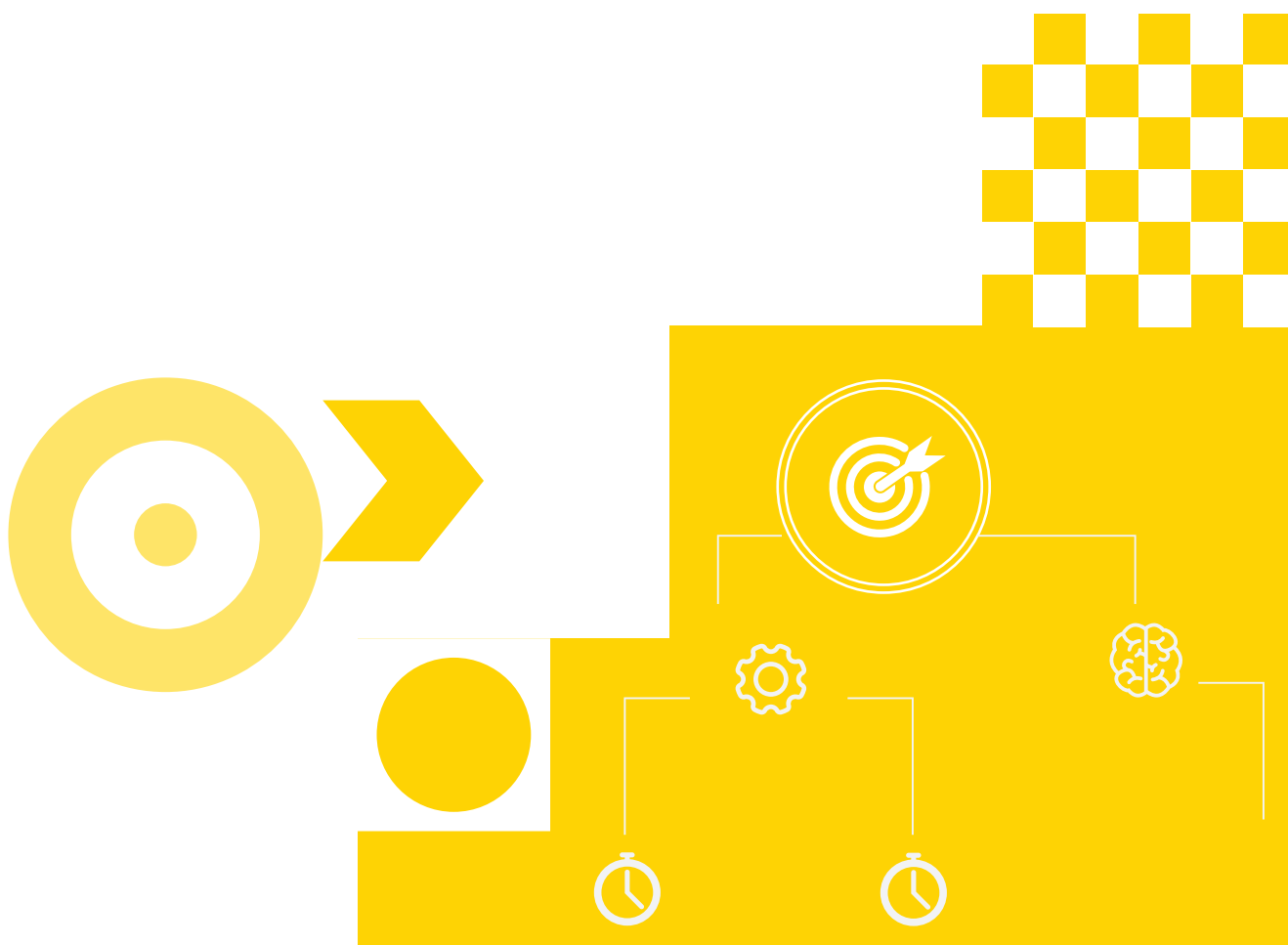
2. SCOPE AND TIME FRAME

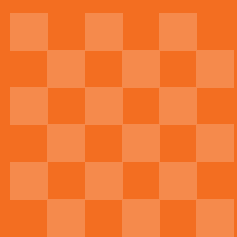
The present Strategy 2030 covers a time horizon of ten years, from 2021-2030, allowing us to tackle long-term, disruptive strategic challenges. At the same time, the Strategy 2030 is conceived as a living document, allowing CEN and CENELEC to adapt and react to changing stakeholder and market needs in an agile, responsive manner. The implementation of the present Strategy will therefore follow a modular, incremental approach, with ample provisions for regular review, evaluation and, if necessary, reprioritization.

The Strategy 2030 is a common CEN and CENELEC Strategy, which outlines a vision and direction for the future of both organizations. Where this document refers to 'we', 'us' or 'our', it thus refers to CEN and CENELEC and their respective Members. The present Strategy will serve as a strategic framework for the CEN and CENELEC Members to work together towards achieving a set of strategic objectives and priorities, based on a shared understanding of the challenges and opportunities we face as a community.

It aims to do so whilst acknowledging the sector-specific needs and interests of CEN and CENELEC as independent organizations, and of the CEN and CENELEC Members individually, the 44 NSBs and NCs that make up the CEN and CENELEC Community. CEN and CENELEC will therefore continue, where relevant and feasible, to develop and implement their own strategic planning, including where it relates to their international engagements with ISO and IEC respectively. In a similar vein, different levels of standardization, be they national, European or international, may require different strategic priorities.

The Strategy 2030 presented here therefore aspires to provide a frame of reference to ensure complementarity, coherence and consistency across the strategic exercises and long-term objectives of all actors in the CEN and CENELEC community.





***We identify the
twin green and
digital transitions
as the drivers of
change which will
reshape how we do
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3. STRATEGIC CONTEXT

The strategy outlined below will not be deployed in a vacuum. Its main aim is to provide a sense of direction, to help CEN and CENELEC navigate future challenges and opportunities. This will help us to thrive in an ever-changing environment, and to better serve the evolving needs and interests of our stakeholders and customers. An incremental implementation approach, with provisions and mechanisms for regular evaluation and reprioritization, will further allow us to adapt to an often uncertain and volatile environment.

To inform our strategic direction for the decade to come, we identify below two cross-cutting, mutually reinforcing drivers of change, which we believe will reshape the socio-economic and political realities of the decades to come and change how we do business and offer value to our stakeholders and customers. We frame these drivers firmly within the overarching narrative for sustainable economic growth as stipulated in the UN 2030 Agenda for Sustainable Development, while focusing on where we believe our impact and added value is greatest, which is at the European level.

The digital transition

Digitalization presents a major change in how we live and interact as a society, how we work and do business. The gathering and conversion of data into countless digital solutions offers unprecedented opportunities for businesses to make better informed decisions, become more efficient and develop innovative products and services. This digital transition of our societies and economies does not come without costs and risks, however, and many of its applications have raised concerns related to transparency, privacy and security issues.



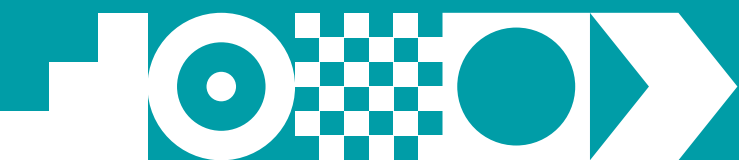
CEN and CENELEC are committed to helping Europe reap the benefits of digitalization, notably by setting the standards for world-leading state-of-the-art innovations in new technologies such as Internet of Things, Artificial Intelligence, cybersecurity and quantum technology. Our standards, moreover, not only have a role to play in harnessing the strengths of the European economy, they also constitute a uniquely placed instrument to ensure that the digital solutions used and developed in Europe are safe and reliable and reflect our common values and fundamental rights.

For CEN and CENELEC, thriving in the digital era will require significant reflection, investment and cooperation. It offers an opportunity to be bold and to lead the way in bringing the standardization community firmly into the 21st century, as we embark on a comprehensive digital transformation of our processes, products and services. Digitalization will change the way we operate and who we work with, how we create, manage and interact with standard content and, most fundamentally, how we create value for our stakeholders and customers in a digitalizing economy.

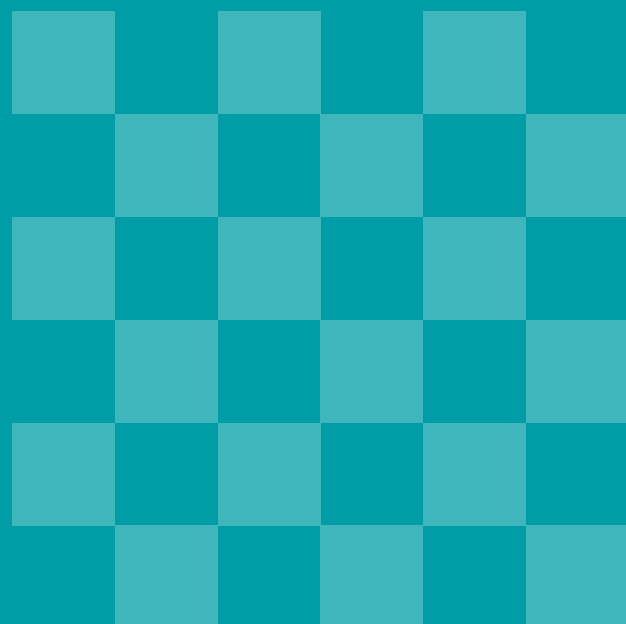
The green transition

We recognize the need to tackle climate change and the related environmental challenges as this generation's defining task, and consider standards to be a critical enabler of the solutions needed for a green transition. As Europe sets out to embark on a radically transformative growth strategy, one aimed at being a globally competitive, resource-efficient economy with zero net greenhouse gas emissions by 2050, CEN and CENELEC aim to support this transition as an enabling force and regulatory instrument for eco-friendly innovation and sustainable economic growth. As such, we aim to intensify our work, both in mitigating the environmental impacts of the products, services and processes we standardize – especially in high-impact areas such as energy, construction and transport and mobility – and by supporting key EU policy initiatives for e.g. circular economy and CO₂ neutrality.





4. **THE CEN AND CENELEC VISION AND MISSION FOR 2030**



Vision

Our vision statement defines the ultimate goal and the desired future position of CEN and CENELEC. It focuses on the future and represents our ideals and aspirations.

Building a safer, more sustainable and competitive Europe through European and International Standardization.

Mission

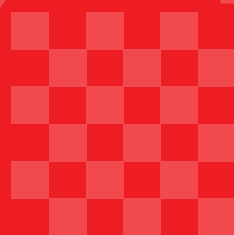
Our mission statement describes our business, purpose and primary objectives. It defines what we need to do to achieve our vision.

Through our stakeholder networks, we create consensus-based standards in order to generate trust, fulfil market requirements, enable market access and innovations for a better, safer and more sustainable Europe.



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**Through these
goals, we will
ensure that our
standards
contribute to the
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and sustainability
of the European
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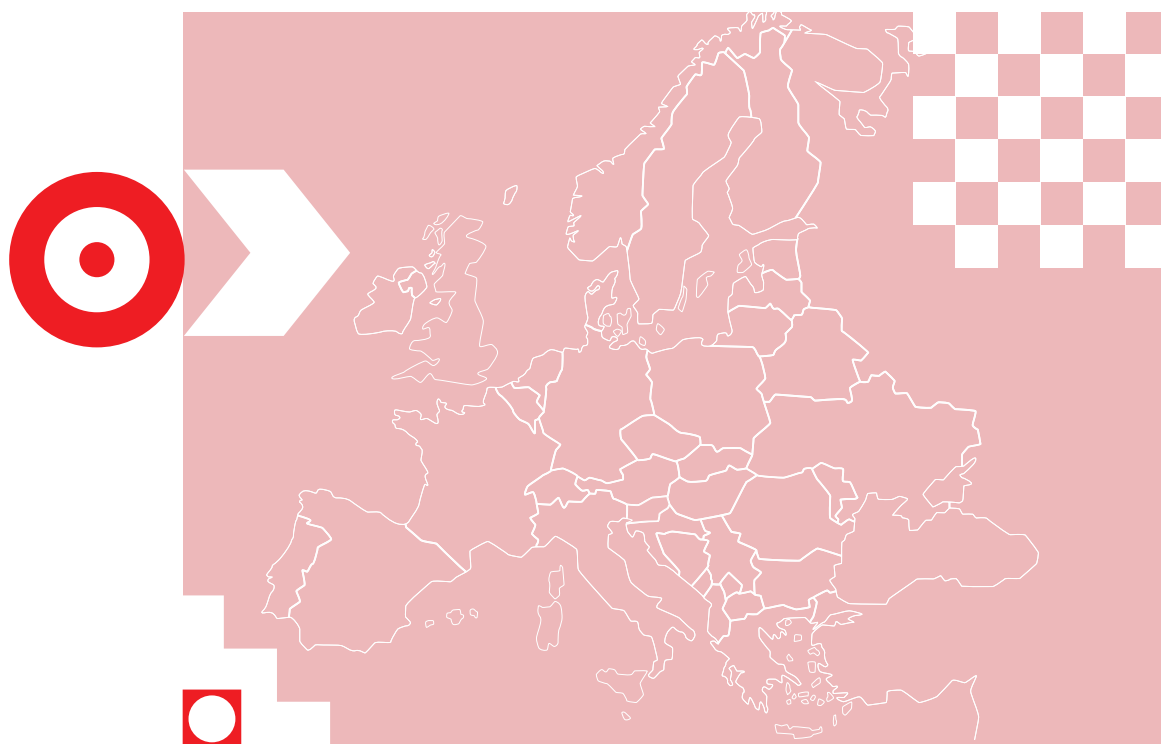


STRATEGIC GOALS

In order for CEN and CENELEC to fulfil their mission and attain their common vision, the below section identifies five goals containing twelve priorities for CEN and CENELEC to focus their efforts on.

Achieving these goals, we believe, will strengthen our position as independent facilitators between industry, regulators, consumers and other stakeholders, and ensure that our standards contribute to the competitiveness and sustainability of the European economy.

The goals and priorities identified below represent what CEN and CENELEC aim to achieve by 2030.





1. EU and EFTA recognize and use the strategic value of the European standardization system

European standards play an important role in the implementation of EU legislation and constitute a critical prerequisite for the functioning of the Single Market. The New Legislative Framework (NLF) for decades provided an efficient enabling environment for the production of harmonized standards (hENs), balancing state-of-the-art technical solutions in compliance with EU law. Today, that model is under significant pressure. CEN and CENELEC are committed to preserving the strengths of the NLF and want to revitalize where necessary the public-private partnership that is at the heart of the system and which keeps European industry engaged and motivated to participate in it. We want our standards to further contribute to the strategic policy objectives of the EU, particularly where they pertain to the twin green and digital transitions. We believe this can only be done within a well-functioning NLF that recognizes the strategic value of a market-driven, voluntary system for European standardization in a global context.

The strategic priorities and objectives which will support this goal are the following:

1.1. Renew the public-private partnership with the EU to enable a well-functioning Single Market

Throughout the years, Europe has developed a unique, and in many ways exemplary, standardization system with an emphasis on inclusiveness, transparency and international alignment. By replacing potentially conflicting national standards, European Standards (ENs) help facilitate cross-border trade, and in doing so they constitute a critical element in the functioning of the Single Market.



Harmonized standards, requested by the European Commission, help support the implementation of EU law and, once referenced in the Official Journal (OJEU), offer a ‘presumption of conformity’ to manufacturers looking to sell products or services on the EU market. The regulatory framework underpinning this model, the New Legislative Framework (NLF), thus effectively allows the use of particular standards to confer a legal effect, while the standards remain entirely voluntary in nature. The NLF has for decades been recognized, both within and outside the EU, as an efficient and effective system and a significant time and cost saver for both regulators and industry. Reinforcing and extending the NLF principles, with a clear identification of roles and responsibilities, is a precondition for a well-functioning Single Market and optimally allows standardization to support the competitiveness, innovation and strategic autonomy of European industry. A well-functioning European Standardization System, we believe, can be a particularly powerful lever for the EU’s economic rejuvenation in times of crisis and can help bolster the Union’s technological sovereignty.

CEN and CENELEC are determined to find collaborative solutions based on a shared understanding and commitment by all stakeholders involved. We are committed to safeguarding the voluntary and market-driven nature of standards and aim to explain why keeping standardization activities distinct from regulatory processes is essential to both the well-functioning of the European Standardization System and to the global competitiveness of the EU market as such. We recognize that there is a need to develop a better understanding with EU regulators and other stakeholders, on the unique added value of a voluntary, public-private system for European standardization and wish to clarify the respective rights and obligations of the different actors involved in it. By working together through a multi-stakeholder dialogue, we aim to safeguard and reinvigorate the achievements of the NLF, and have its principles applied to further legislative initiatives.

1.2. Promote the value that CEN and CENELEC standards bring in supporting European public policy

CEN and CENELEC standards play an important role as enablers of European public policy. More broadly speaking, a well-functioning European



Standardization System helps release the full innovative, competitive and geostrategic capacity of the EU economy. To further enhance this strategic potential, CEN and CENELEC are committed to continue contributing to the EU's major long-term strategic priorities. We will advocate and explain how we add value to the work of different European public authorities and why our standardization work is a crucial catalyst for the delivery of major policy objectives such as the European Green Deal and the European Industrial Strategy.

To do so, we aim to be more proactive in how we identify and deal with strategically relevant areas of EU policy-making. Using tailored, evidence-based engagement approaches will allow us to engage with European regulators and policy makers in a more structured and collaborative manner, and will help us to illustrate how our standards can help address the real life challenges we face as a European society.

1.3. Combatting climate change

CEN and CENELEC recognize the importance of mitigating, and adapting to, climate change as the defining task of our generation. We believe that standards have a critical role to play, and indeed a responsibility to fulfil, as enablers of innovation and economic integration. We aim to be part of the solution and we aim to do so in a smart and targeted manner.

In order for us to formulate meaningful solutions to the complex global issue of climate change, and indeed contribute to the Sustainable Development Goals (SDGs) set out in the UN Agenda 2030, CEN and CENELEC aim to focus their efforts at European level on supporting relevant EU policy initiatives, particularly in the policy areas identified in the EU Green Deal. In addition, we will continue to strengthen our international links and upscale and build on ongoing initiatives for the revision and development of climate- and sustainability-standards, particularly in predefined high-impact sectors such as transport, construction and energy.²

² How we aim to contribute to international initiatives for climate change mitigation is described in Goal 5.





2. Our customers and stakeholders benefit from state-of-the-art digital solutions

We live in a rapidly changing, interconnected world, where information and communications technology (ICT) penetrate all areas of society. As economic and industrial processes change, the standardization needs of our stakeholders and users will evolve accordingly.

CEN and CENELEC will adjust to the changing needs and expectations of our customers to continue to provide user-friendly, state-of-the-art standardization services and products. We will develop and deliver state-of-the-art digital solutions, to drive the creation and use of standards. More concretely, we aim to digitalize our standards development processes, as well as the deliverables they produce.

It is important to note that, in doing so, CEN and CENELEC will maintain a close alignment with the relevant initiatives at ISO and IEC to provide a seamless, user-friendly standardization environment for our stakeholders and customers.

The strategic priorities and objectives which will support this goal are the following:

2.1. Produce standards fit for the digital economy

CEN and CENELEC need to adjust their standardization deliverables to the rapidly changing needs of a digitalizing economy, including in traditionally non-digital sectors. We aim to provide innovative formats and higher quality, more versatile products, moving away from a document-centric approach to allow for a more granular usage of standard content, allowing for a seamless and automated incorporation of standard content into company work-processes.



We will do so through the roll-out of a suite of technologies around Standards that are Machine Applicable, Readable and Transferable (SMART). These technologies will include more agile and market-responsive standardization formats, with options for regular updates, searchability, information delivery and transparent interaction.

2.2. Transform the standards development process

The rapid rate of digital innovation requires flexible, transparent and reactive standardization processes. CEN and CENELEC will invest in the development of a user-friendly digital platform for the efficient, collaborative authoring of standards online, making the best use of modern technologies to enable virtual standards development and increasing the speed of development. CEN and CENELEC will explore different scenarios for a shared digital infrastructure, while taking into account Members' diversity and the overall need for agility to further embrace digital transformation. Working with ISO and IEC, we are committed to becoming global leaders in digital standardization.

2.3. Transforming our business models for the digital era

Producing standards for the digital era will require a transformation that goes well beyond technical upgrades. To ensure the long-term viability of CEN and CENELEC, we need to assess the impact of digitalization on our business and financing models, and the services and products we offer to our customers. Depending on specific national circumstances, our Members' business models differ considerably from one to another. CEN and CENELEC, therefore, will support their Members and facilitate a direct exchange on lessons learned and best practices.

At international level as well, notably at ISO and IEC, we aim to be a driving force to further the thinking and decision-making on future transformational models for the standardization community. Aligning discussions on future business models at the international and European level will ensure this happens in an informed and resource-efficient way.



3. Increase the use and awareness of CEN and CENELEC deliverables

To ensure the widest possible use and understanding of CEN and CENELEC standards and other deliverables, we need to better communicate and promote our work and the unique added value of the European Standardization System to all relevant stakeholders. To enhance the services we provide to those stakeholders, and eventually increase the use of our standards, we need to develop a better understanding of those stakeholders' needs and expectations.

The two strategic priorities which support this goal are interlinked and mutually complementary:

3.1. Increase awareness about the strategic value of our work

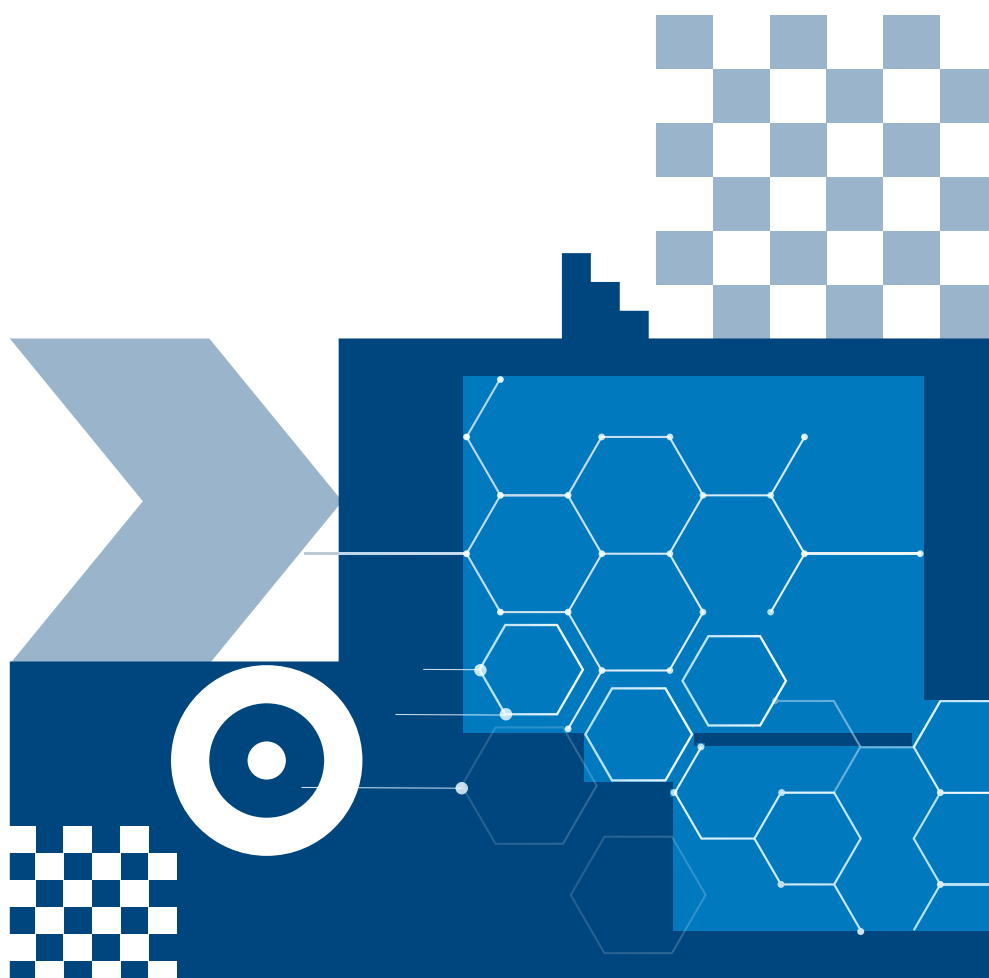
The benefits of CEN and CENELEC standards should be communicated through tailored engagement strategies to as wide an audience as possible, both at the national and at the European level. This will require developing an evidence base for the use and added value of our standards for different stakeholders and identifying best practice examples of how CEN and CENELEC Members communicate and engage with different types of stakeholders. Mapping exercises will further allow us to develop bespoke trainings, engagement campaigns and digital toolkits to engage with different stakeholder communities. CEN and CENELEC Members will be able to use tailor-made toolkits at the national level, to communicate about the role and strategic value of CEN and CENELEC standards and of the European Standardization System more broadly.

3.2 Enhance engagement for a better understanding of user needs

Engaging with our stakeholders is essential to optimize the services we offer and, ultimately, increase the use of our standards. CEN and CENELEC



therefore commit to developing the necessary tools and mechanisms to enhance the engagement with both existing and prospective users in a more proactive and systematic manner. We aim to identify the specific needs and wants of different customer-groups, including SMEs, and different industry sectors and consumers, in order to optimize the user experience, develop the right guidance materials and services, and increase our overall added value as standard providers. In addition, this type of enhanced engagement with standard users will allow us to make better-informed decisions about the services we offer and the products we develop, making us more resilient as organizations, both individually at the national level and as a community.





4. The CEN and CENELEC system to be the preferred choice for standardization in Europe

CEN and CENELEC will offer an accessible, inclusive and efficient standardization system in order to accommodate and address changing market and stakeholder needs in a responsive and coherent manner. Only by offering a transparent, inclusive and seamless standardization system, we believe, will we be able to engage with the next generations of standard-makers and users.

To do so, we will further enhance our openness and accessibility towards all those involved in, or affected by, our standardization work. In addition, we will promote a change in corporate culture to incentivize openness, flexibility and multi-disciplinary collaboration.

4.1. An inclusive CEN-CENELEC system as the gateway for standardization in Europe

CEN and CENELEC need to continuously evolve to ensure that our products and services meet the complex and rapidly changing needs of industry and of society at large. To enhance our added value as solution providers (see also 3.2), and attract new generations of standard-makers, we aim to offer an open, accessible, seamless and responsive standardization system for all stakeholders. CEN and CENELEC will support and promote the role of the National Standardization Bodies and National Committees in this regard, as the most appropriate and effective channels for all stakeholders to get involved in European standardization work.

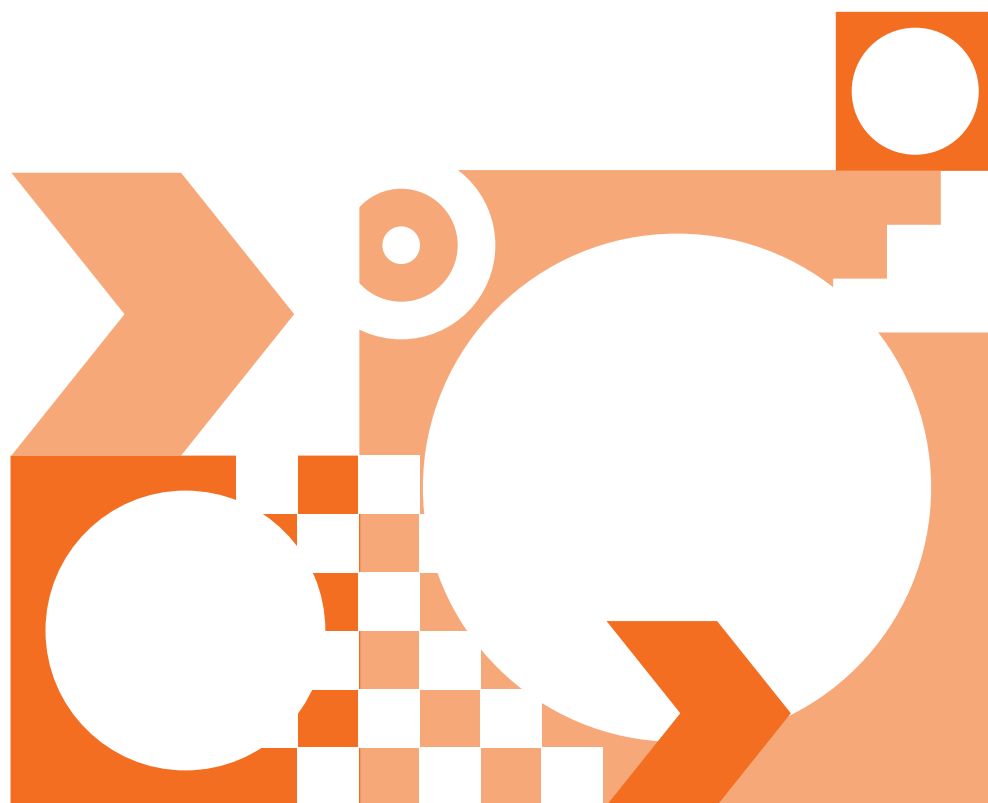
We will further enhance the openness and inclusiveness of the CEN and CENELEC system, to ensure that all stakeholders are appropriately represented, informed and empowered to participate in and contribute to European standardization. We believe that proactive and systemic stakeholder participation is what sets us apart as European standardizers and constitutes an immeasurable added value to the standardization deliverables we produce. Indeed, transparent, accessible and empowered stakeholder involvement not only legitimizes our work and grounds it in society, it effectively improves the quality of our standards.

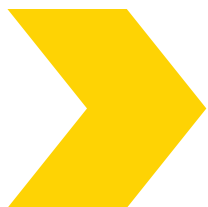


Enhanced openness further includes forging even closer ties with trusted partners such as ETSI, while exploring different types of partnerships and more flexible vehicles for collaboration with both established and emerging actors in standardization, research and innovation. This will help us explore new work streams and emerging markets. Our standardization work, moreover, aims to play an increasingly important role as a catalyst in bringing innovative ideas to the market. CEN and CENELEC deliverables will enhance the economic value and impact of research and innovation projects on the European and global market.

Finally, we will introduce new ways of working in a more open, project-driven and multidisciplinary manner. Notably, to address the blending of digital and physical worlds and horizontal, cross-cutting practices and technologies, ensuring the dynamic engagement which an increasingly diverse range of stakeholders requires.

Together, these measures will make CEN and CENELEC more open towards the outside world, allowing us in turn to engage new generations of standard-makers, to be more responsive to changing market needs, and ultimately, to produce better standards.





5. Strengthen our leadership and ambition at the international level

CEN and CENELEC are part of a dynamic ecosystem, a global standardization community that is constantly evolving in response to the ever-changing needs of our societies, a fast-moving global economy and the rapid rate of technological innovation. CEN and CENELEC are determined to be at the forefront of these evolutions and take on a progressive, leading role in the global standardization community.

5.1 Enhance global outreach and influence through strengthening ISO and IEC

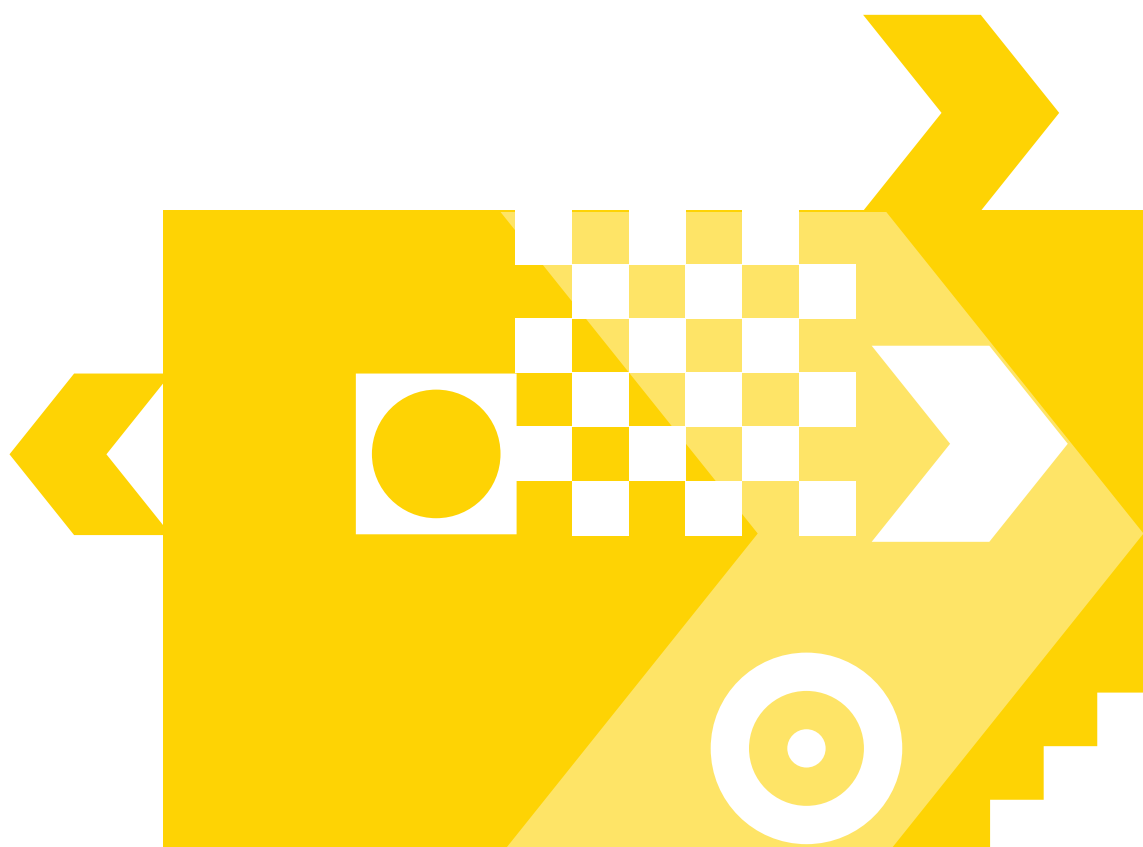
CEN and CENELEC will continue to strengthen and improve their Members' outreach and influence at the international level. The unique nature and added value of the 'international first' standardization principle which CEN and CENELEC apply, ensures the Europe-wide adoption of international standards, developed by ISO and IEC. Promoting homegrown European Standards at the international level provides significant first-mover advantages to the EU economy and market.

Strengthening our Members' engagement and leadership at the ISO and IEC level is vital therefore, to ensure that the common interests of CEN and/or CENELEC Members are taken into account. Through its agreements with standard makers outside of Europe, CEN and CENELEC also have a unique opportunity to encourage the uptake of international standards and export and promote the European Standardization System beyond Europe.



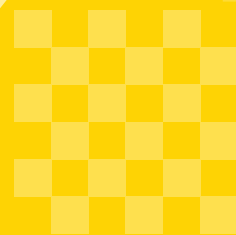
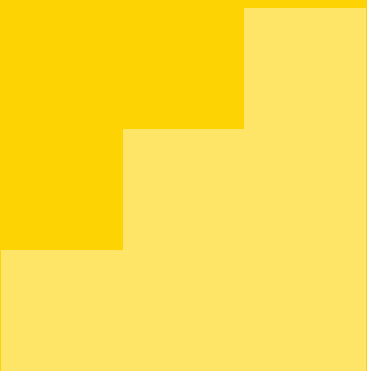
5.2 International standardization to be a lever for sustainable development

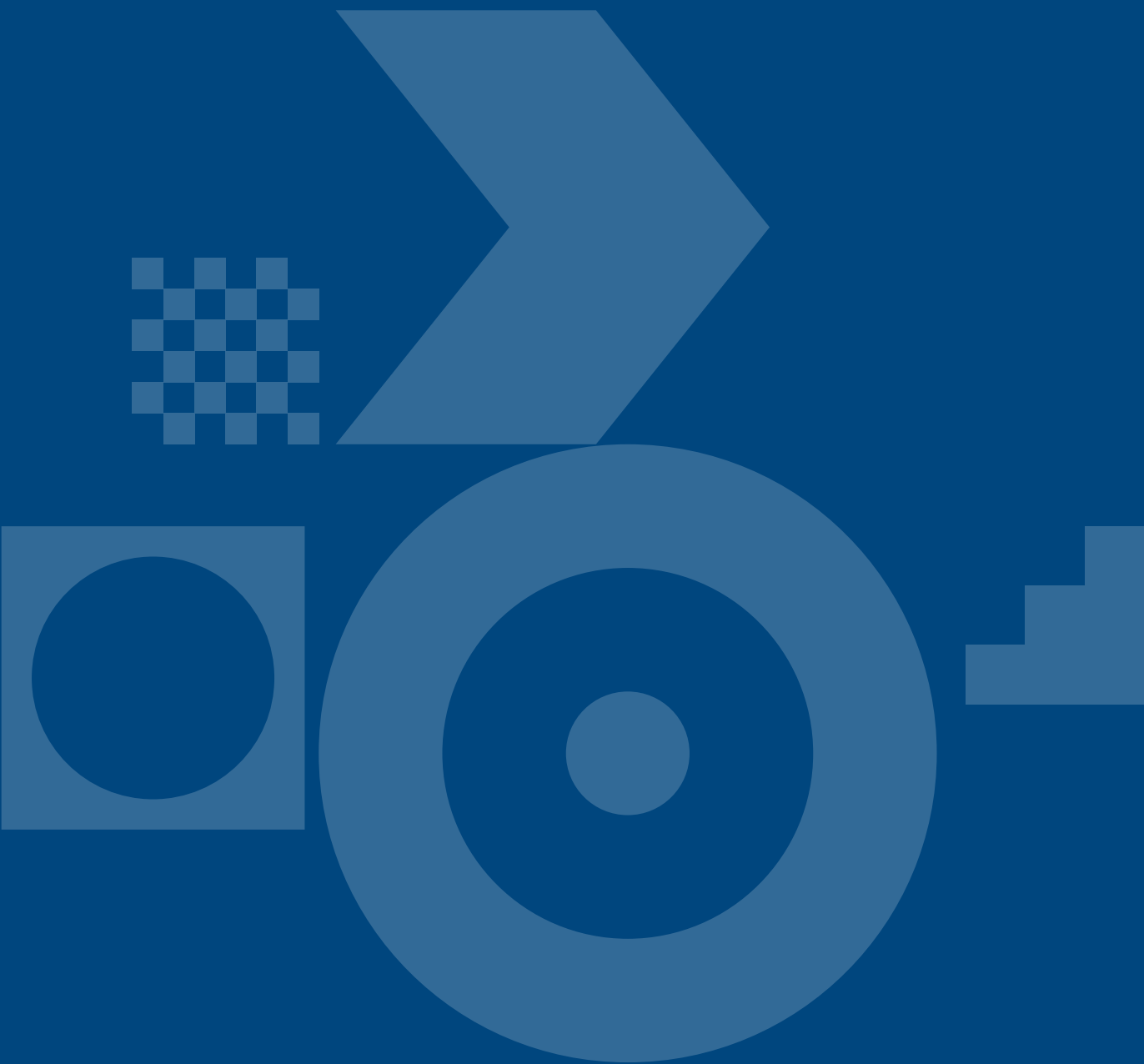
CEN and CENELEC Members are committed to coordinating and leveraging their respective positions within ISO and IEC to drive and enhance an ambitious and consistent contribution from standardization to the United Nations' 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals (SDGs) and 169 targets enshrined in there. Together, the ISO and IEC standards address a comprehensive array of issues across the three pillars of economic, environmental and societal sustainability. Standardization, therefore, should be recognized and used as a critical catalyst for sustainable development. CEN and CENELEC Members will coordinate and bolster the European voice at international level to further foster and materialize that strategic potential.





***Only by offering a
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www.cencenelec.eu