



annual report 2018



► *advancing*
the global agenda



2018 ANNUAL REPORT

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“ I believe that fair treatment and respect are the building blocks for a more equitable and more productive society.

MESSAGE FROM THE ISO SECRETARY-GENERAL – SERGIO MUJICA

STRONG MEMBERS BUILD A STRONG ORGANIZATION

The ISO name is well known throughout the world. Many people know us from using our standards, while, for others, our visibility comes from over one million companies that are proud to state that they've made ISO standards part of doing business better. However, ISO is first and foremost a member-based organization. This means that our global recognition is built on the initiative and collective energy of the 162 national members who, together, call themselves ISO. This report is above all their story.

In addition to presenting our member activities, this report summarizes our financial performance and gives an overview of our initiatives in 2018. It also explains how we are evolving and helping others to meet their own challenges.

It's also the story of my first full-year in the role of Secretary-General. It was a year defined by almost non-stop movement as I got to know our members and stakeholders better, including their needs and priorities. It also shows the ways in which we're working with others to maintain the ongoing relevance of ISO standards. In addition, it highlights how we're serving our members by keeping our organization at the forefront of people's minds as we stand together in solving some of the greatest challenges that our planet has ever faced. Those challenges are defined by the United Nations Sustainable Development Goals (UN SDGs).

ISO has applied itself to the substantial task of mapping our catalogue of more than 22 000 standards to the 17 goals. Each of the SDGs is important, but in some areas the role of standards is fundamental. While achieving certain goals requires technical solutions, others need clear resolve and vision. Take SDG 5 (Gender Equality). You'll see that it's addressed as a theme throughout this report, because I believe it is a key building block for a more equitable and productive society. That begins with our organization, and it is why I was proud as Secretary-General to become a Gender Champion, as part of a UN initiative that brings together female and male decision-makers determined to break down gender barriers and make gender equality a working reality in their spheres of influence. You'll find out more about ISO's role in gender

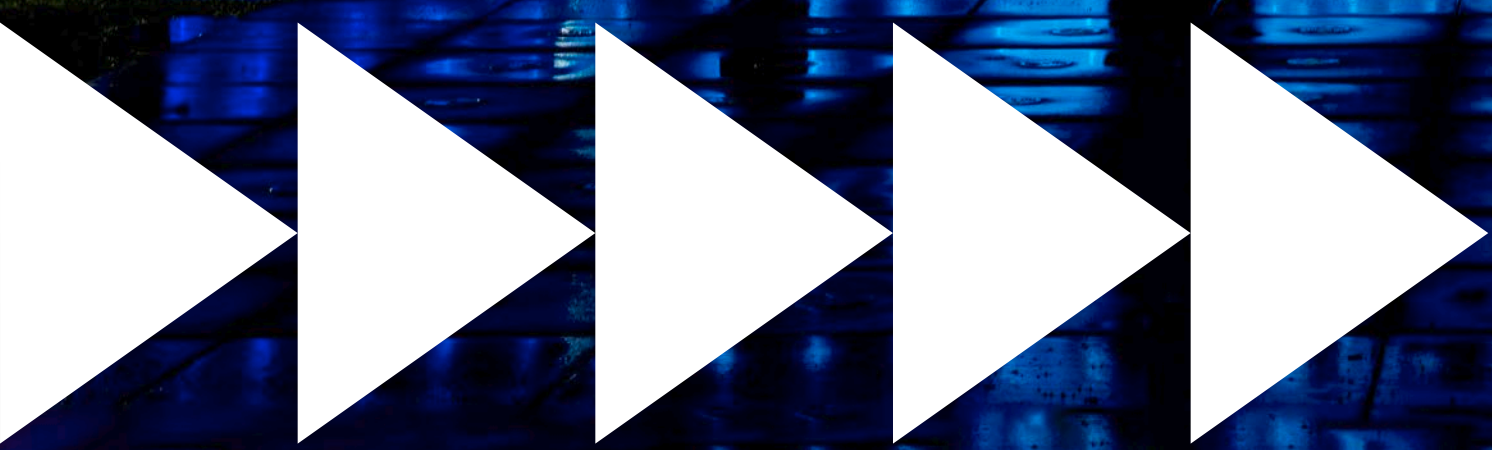

equality, how the Central Secretariat and our members are performing, and how we're meeting, and helping others to meet, all of the SDGs.

While the challenges faced are global, it is in developing countries where they are most critical and urgent. It is in these same countries where capacity building has great potential to bring lasting transformation. These are just some of the reasons why member-focused capacity building support is a priority for me. We are deeply committed to continuous improvement in the support we provide to our members. You'll see in this report how our approach has evolved towards more targeted, comprehensive and sustainable capacity building. The Capacity Building Unit, with new leadership, is committed to excellence in transferring skills and knowledge to our members to manage standardization more effectively. In addition to this, we're continuing to invest in the development of IT tools that enable our business goals. As part of a global community, we know that we cannot solve problems single-handed. This report shows how in 2018 we maintained and grew our partnerships with other organizations, especially the International Electrotechnical Commission (IEC), as part of our ongoing commitment to inclusivity and collaboration.

Beyond working closely with standards development organizations, we reinforced our position as an enabler of global trade. Our strengthened focus in this area is evidenced by the Resolution passed by the General Assembly, emphasizing that a strong multilateral trading system is indispensable for economic and social development and that International Standards are key to support these goals.

I hope that reading this report will leave you as strong an impression as it did for me. I'm pleased by what we've achieved, certainly. But more than that, it is the scale of what we still have to achieve that encourages me to continue our journey with a strong decision and commitment. The global community is unanimous that the need for steady progress and concrete action is more important than ever. A strong organization is built on strong members, and the performance of 2018 leaves me in no doubt that, together, we can do it. Thank you for taking the time to join us on the journey.

OUR PERFORMANCE



Once again, it was a record-setting year for ISO. A greater number of documents was published in 2018 than in any previous year. That's a testament to the efficiency of our processes and the tireless commitment of thousands of technical experts who contribute their time and knowledge. But beyond the numbers, it shows that standards are more relevant than ever when it comes to addressing issues from sustainability to smooth-flowing trade.

ISO STANDARDS AT A GLANCE

A PORTFOLIO OF

22 467

INTERNATIONAL STANDARDS AND
STANDARDS-TYPE DOCUMENTS

THESE STANDARDS
REPRESENT
A TOTAL OUTPUT OF
1 028 217 PAGES
IN ENGLISH AND
FRENCH (TERMINOLOGY
IS ALSO OFTEN PROVIDED
IN OTHER LANGUAGES)

RECORD NUMBER PUBLISHED IN 2018

1637

THIS OUTPUT
REPRESENTS
A TOTAL OF
83 360 PAGES

ISO STANDARDS BY TECHNICAL SECTOR



*ISO/TMBG refers to the groups that report to the ISO Technical Management Board (TMB).

OUTPERFORMING IN 2018

ISO is best known for International Standards, our flagship product. But in addition to these, we also publish specifications and a variety of other standards-type documents to respond to differing market needs. When taken as a whole, we published 1 637 standards and related documents in 2018. That's an increase of 3.7% on the 2017 figure, which was itself a record-setting year in terms of document production. While the number of documents published is not a goal within itself, it's a very strong indicator of the health and relevance of our organization and of the demand for standards. It serves as a strong indicator that we're working towards our overall goal, to see standards used everywhere.

MEETING MARKET NEEDS

In order to meet the demands of growing and newly emerged sectors, we created a number of new technical committees (TC) and project committees (PC). These included:

- ISO/PC 315, *Indirect, temperature-controlled refrigerated delivery services – Land transport of parcels with intermediate transfer*
- ISO/PC 316, *Water efficient products – Rating*
- ISO/PC 317, *Consumer protection: privacy by design for consumer goods and services*
- ISO/PC 318, *Community scale resource oriented sanitation treatment systems*
- ISO/TC 319, *Karst* (a type of rock formation)
- ISO/PC 320, *Tableware, giftware, jewellery, luminaries – Glass clarity – Classification and test method*
- ISO/TC 321, *Transaction assurance in E-commerce*
- ISO/TC 322, *Sustainable finance*
- ISO/TC 323, *Circular economy*

RESEARCH AND INNOVATION

It's widely accepted that International Standards support economic growth, social development and environmental management across a multitude of sectors. We also know that companies use ISO standards as a strategic tool in the development of products and services, driving innovation and ensuring compatibility with market requirements. Many governments count on ISO standards to help develop better regulation and as essential tools for reducing barriers to international trade. In addition to which, standards have always played a role in consumer confidence, providing reassurance in the safety and quality of the products and services they use. Despite all this, it can be difficult to quantify the benefits that International Standards bring. So, how can we effectively measure the positive impact of ISO standards, and communicate them to businesses, government and consumers? How can we respond to market demands and make sure we remain at the forefront when it comes to new technology and emerging trends? ISO's new research and innovation (R&I) unit has been set up to tackle these challenges. With a mandate to collect, analyse and provide empirical data on the economic, social and environmental impacts of International Standards, the R&I unit will also identify new and emerging areas for standardization. With an ambitious programme scheduled to begin in 2019, we look forward to reporting on progress in next year's report.

The background of the page features a clear blue sky with several colorful hot air balloons floating at various heights. The balloons have different patterns and colors, including orange and red stripes, yellow and blue stripes, and solid colors like blue and red. In the corners, there are large white geometric shapes: a triangle in the top-left, a chevron in the top-right, and another chevron in the bottom-right.

OUR HIGHLIGHTS

As a global, member-focused organization with an ambitious mission to see standards used everywhere, we don't take time off. Every day, somewhere in the world, ISO members and experts are hard at work shaping the future of standardization and keeping the ISO name at the forefront of innovation.

There are literally thousands of people taking part in an ongoing conversation about how standards can improve the way we live and the way we interact. But much of ISO's daily work remains almost invisible, as our members and technical committees go about their business with efficiency and discretion.

This section presents just a handful of the results of this work. From game-changing standards that improve safety to helping organizations meet their commitments to the United Nations Sustainable Development Goals, discover some of the ISO highlights of 2018.



AIMING SQUARELY FOR THE SDGs

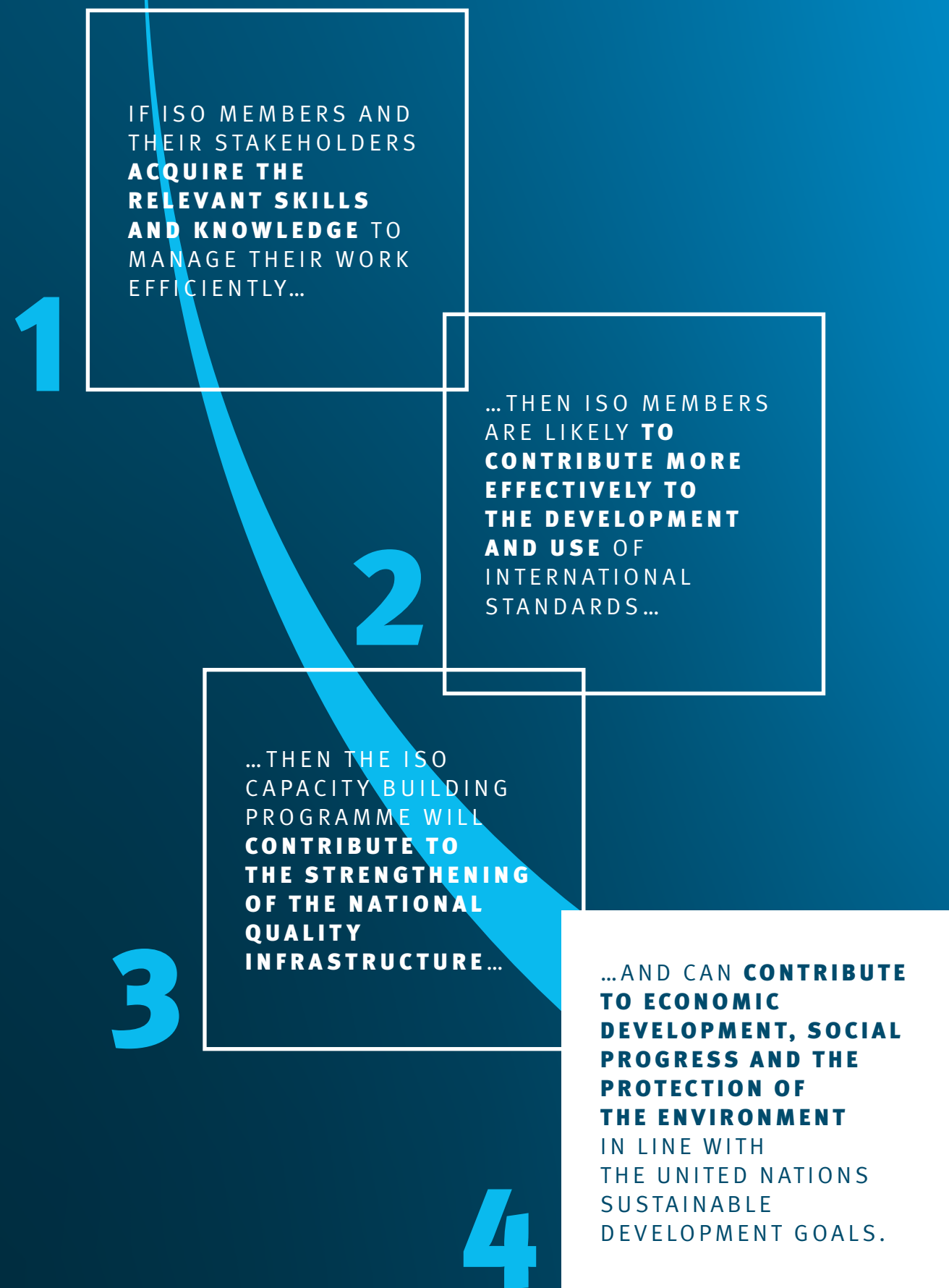
In 2015, the United Nations set an ambitious 15-year plan to address some of the most pressing issues faced by the world. For many organizations wanting to effect meaningful change, it can be difficult to know where to begin. There are 17 goals and achieving these without undue impact on core activities can be a challenge. Thanks to a new mapping tool launched in 2018, ISO has provided a way of identifying the standards that are most relevant.

Our International Standards and related documents represent globally recognized guidelines and frameworks based on international collaboration. Built around consensus, they provide a solid base on which innovation can thrive and are essential tools to help governments, industry and consumers contribute to the achievement of every one of the Sustainable Development Goals (SDGs).

For each Goal, ISO has identified the standards that can help businesses and organizations make the most significant contribution. The new SDG mapping tool serves as a resource for those who are looking for a concrete way in which their organization can play its part. With ISO standards covering almost every subject imaginable, from technical solutions to systems that organize processes and procedures, there are numerous ISO standards that correspond to each of the SDGs.

To view the mapping tool, and to find out how ISO standards can help your business or organization rise to the challenge of the SDGs, visit [ISO.org/SDGs](https://www.iso.org/SDGs).

ENHANCING MEMBERS' CAPABILITIES



STRENGTHENING OUR MEMBERS, SECURING OUR FUTURE

The effective participation of ISO members contributes to the global relevance of ISO standards and helps realize our vision of standards used everywhere.

Capacity building is a fundamental part of our strategy. In practice, this means increasing the effective participation in standardization of developing countries, who represent two-thirds of ISO's membership. By investing in our members in developing countries through capacity building, we enhance the capabilities of our members to set and achieve development objectives.

2018 was a big year for us. We repositioned our interventions to be even more focused on capacity building. We developed a revised results framework and monitoring system that will enable us to effectively measure outcomes, support improved donor reporting and inform the design of follow-up activities.

The activities we delivered at international, regional and national level included:

- Country-based advisory services
- Training courses including train-the-trainer modules
- Distance mentoring
- Support to participate in standards development work, and
- Various types of guidance materials

In 2018, in total, over 3 850 participants nominated by 106 ISO members in developing countries benefitted from our programme.

WE COULDN'T DO IT ALONE

The ISO Action Plan for developing countries 2016-2020 is the strategic framework for our capacity building activities. It is supported by the Swedish International Development Cooperation Agency (Sida) and ISO members involved in delivering development assistance.



Beneficiary countries

Algeria, Egypt, Iraq, Jordan, Lebanon,
Morocco, State of Palestine, Syrian Arab
Republic, Tunisia

Duration

2015 to 2018

Donor

Swedish International Development
Cooperation Agency (Sida)

ISO standards promoted

ISO 14001, ISO 14040, ISO 14046,
ISO 26000, ISO 31000, ISO 37001,
ISO 45001, ISO 50001

MISSION COMPLETE – MENA STAR

We successfully completed ISO's second multi-year, multi-country capacity building programme: the MENA STAR project. This project has developed approaches and tools that will be used to the benefit of all ISO members.

The programme was planned, governed and monitored by a project group comprising ISO, Sida and representatives from beneficiary countries.

Over its life cycle, the implementation of 236 interventions resulted in the following outcomes in the beneficiary countries:

- Implementation of specific ISO standards to advance the United Nations Sustainable Development Goals
 - ▶ A pool of 94 national trainers in the areas of energy management, environment management and life-cycle assessment, and water footprint is now available in the Middle-East and North-Africa (MENA) region.
 - ▶ Six ISO members are in the process of implementing ISO 37001, *Anti-bribery management systems – Requirements with guidance for use*, within their organizations.
- Implementation of good standardization practices to optimize national standards development processes, develop national standardization strategies, set guidelines on managing participation in international standardization, and develop marketing and communication plans.
- Support for the implementation of the World Trade Organization (WTO) Agreement on Technical Barriers to Trade (TBT) by strengthening the national TBT enquiry points, enhancing awareness among regulators on the importance of implementing good regulatory practices and the use of standards as a basis for technical regulations.

A series of national interventions tailored to country-specific needs complemented training courses at the regional level.

CAPACITY BUILDING IN NUMBERS

WE CONTRIBUTED TO
**NSBs* APPLYING
GOOD
STANDARDIZATION
PRACTICES**

8
national
activities

7
regional
activities

349
PARTICIPANTS

67
PARTICIPANTS

3
regional
activities

WE CONTRIBUTED TO
**NSBs DEVELOPING A
NATIONAL
STANDARDIZATION
STRATEGY**

WE CONTRIBUTED TO
**NSBs PROMOTING THE
USE OF STANDARDS
AMONG POLICY MAKERS,
BUSINESSES AND
OTHER
STAKEHOLDERS**

55
national
activities

8
regional
activities

2729
PARTICIPANTS

134
PARTICIPANTS

6
regional
activities

WE CONTRIBUTED TO
**EFFECTIVE
DEVELOPING COUNTRY
PARTICIPATION IN
THE DEVELOPMENT OF
ISO STANDARDS**

+ 129
SPONSORSHIPS

*NSB : national standards body

“ Through my participation in the International Gender Champions Initiative, I will work to strengthen the contribution that women are making in the world of standardization.

Sergio Mujica, ISO Secretary-General



CLOSING THE GENDER GAP

Social equality is just one of thousands of areas advanced by ISO International Standards, but we've made a commitment to advance it even further.

A hundred years ago, women in most countries were not allowed to vote, drive, buy property or work in many industries. While progress has been made, the gender equality gap still remains. According to a 2017 report by the World Economic Forum, there is still a worldwide difference in gender equality of 32 %.

At ISO, we believe that women not only make a valuable contribution to the products, services and systems that drive our society, they also deserve to have an equal voice in their development.

ISO Secretary-General Sergio Mujica said, “Our aim is to encourage equal representation in standardization, to strengthen the participation of women in the development of ISO International Standards and to make them more relevant to women around the world. We intend to promote among the ISO family the importance of women's participation in ISO work.”

This is why ISO has joined a number of other influential organizations in the pledge to be an International Gender Champion, as part of a leadership network working to advance gender parity in executive management.

For this year's Annual Report, in addition to giving figures on workplace gender balance for ISO's Central Secretariat in Geneva, we've also looked across the entire organization. You'll see that in the Members section of this report, we've drawn attention to the balance between male and female leaders by region.



The ISO Secretary-General delivered a personal commitment to support gender equality across the organization in a short video.

To discover more about this and what United Nations Sustainable Development Goal 5 means to us (Achieve gender equality and empower all women and girls), search “Gender equality” on www.ISO.org.



ENABLING GLOBAL TRADE AND BUILDING CONFIDENCE

2018 was a positive year for ISO, with a record number of publications and the launch of several new initiatives designed to meet our members' changing needs. Outside of ISO, in particular with regard to global cooperation and trade, the picture was less encouraging. Expert analysts, businesses and journalists openly spoke of “trade wars”, which are still ongoing.

Those who believe, like ISO, in the power of trade to build human connections and bring benefits that grow economies and improve living conditions, are rightly concerned by the lack of confidence in multilateralism.

Far from being discouraged, we delivered a clear message to the world that the only way we can progress is through cooperation and consensus. ISO standards aren't just about solving technical problems, a brief look at the SDG mapping exercise we carried out in 2018 (and which is covered on **page 13** of this report) shows that they are applicable to almost every sector of activity imaginable. By establishing a shared understanding through standards, trade can occur, expectations can be met, and the unique improvements that create competitive advantage can be innovated.

Ambassador Alan Wolff, Deputy Director-General of the World Trade Organization (WTO), was among the guests that we were privileged to welcome to our General Assembly, which was held in Geneva this

year (see **page 32**). In speaking of ways to address the global crisis in trade, Ambassador Wolff summed up the role of standards as facilitators of global trade: “Where production is fragmented across borders and firms, production lines need to merge at some point so as to deliver the final product. When this happens, then the use of international standards is crucial in ensuring compatibility, quality and safety. They help build trust throughout the global value chain.”

PARTNERING FOR BETTER TRADE

ISO has partnered with the World Bank Group to support ISO member national standards bodies in developing countries with the implementation of the World Trade Organization's Trade Facilitation Agreement (TFA). This will cover areas such as applying good practices for technical barriers to trade and, in particular, implementing conformity assessment procedures.





EVERYONE GETS HOME SAFE

The world's much anticipated International Standard for occupational health and safety (OH&S) was published in 2018 and is set to transform workplace practices globally.

According to calculations by the International Labour Organization (ILO), 2.78 million workers die every year due to occupational accidents and work-related diseases. This means that, every day, almost 7700 persons die of work-related diseases or injuries. Additionally, there are some 374 million non-fatal work-related injuries and illnesses each year, many of these resulting in extended absences from work. This paints a sober picture of the workplace – one where workers can suffer serious consequences as a result of simply “doing their job”.

ISO 45001:2018, *Occupational health and safety management systems – Requirements with guidance for use*, hopes to change that. It provides governmental agencies, industry and other affected stakeholders with effective, usable guidance for improving worker safety in countries around the world. By means of an easy-to-use framework, it can be applied to both captive and partner factories and production facilities, regardless of their location.

Because ISO 45001 is designed to integrate with other ISO management systems standards,



ensuring a high level of compatibility with the new versions of ISO 9001 (quality management) and ISO 14001 (environmental management), businesses that already implement an ISO standard will have a leg up if they decide to work toward ISO 45001.

The new OH&S standard is based on the common elements found in all of ISO's management systems standards and uses a simple Plan-Do-Check-Act (PDCA) model that provides a framework for organizations to plan what they need to put in place in order to minimize the risk of harm. The measures should address concerns that can lead to long-term health issues and absence from work, as well as those that give rise to accidents.

CAPACITY BUILDING FOR ISO 45001

More than 30 participants from 11 countries, representing ISO members, government ministries and the private sector, learned about the requirements of ISO 45001, how to implement the standard and how to integrate it with other management systems standards at a training event in Tunisia.

In 2018, a training course on ISO 45001 specifically developed for the chemical and engineering sector was held in the state of Palestine at a two-day national workshop.



FOOD YOU CAN TRUST

The United Nations Sustainable Development Goals highlight safe, sustainable food production as one of our greatest priorities. At the same time, growing populations and increasingly complex supply chains pose food safety challenges. 2018's new edition of ISO 22000 on food safety management systems presented a timely response.

Food safety is about the prevention, elimination and control of foodborne hazards, from the site of production to the point of consumption. Since food safety hazards may be introduced at any stage of the process, every company in the food supply chain must exercise adequate hazard controls. In fact, food safety can only be maintained through the combined efforts of all parties: governments, producers, retailers and end consumers.

Aimed at all organizations in the food and feed industries, regardless of size or sector, ISO 22000:2018, *Food safety management systems – Requirements for any organization in the food chain*, translates food safety management into a continuously improving process. It takes a precautionary approach to food safety by helping to identify, prevent and reduce foodborne hazards in the food and feed chains.

The new edition brings clarity of understanding for the thousands of companies worldwide that already use the standard. Its latest improvements include adoption of the High-Level Structure common to all ISO management systems standards, making it easier for organizations to combine ISO 22000 with other management systems, such as ISO 9001 or ISO 14001.

Importantly, 2018 saw a new approach to risk – a vital concept in the food business – which distinguishes between risk at the operational level and the business level of the management system.

Throughout the year, ISO strengthened partnerships and links with other organizations, and ISO 22000 was no exception. The revised standard has strong links to the Codex Alimentarius, a United Nations food group that develops food safety guidelines for governments. In addition to this, it offers a dynamic control of food safety hazards combining the following generally recognized key elements: interactive communication, systems management, Prerequisite Programmes (PRPs), and the principles of Hazard Analysis and Critical Control Points (HACCP).

CAPACITY BUILDING FOR ISO 22000

Developing countries that participated in the plenary meeting of technical committee ISO/TC 34, *Food products*, in Washington, D.C. also benefitted from a two-day training course on how international food standards support the United Nations Sustainable Development Goals.

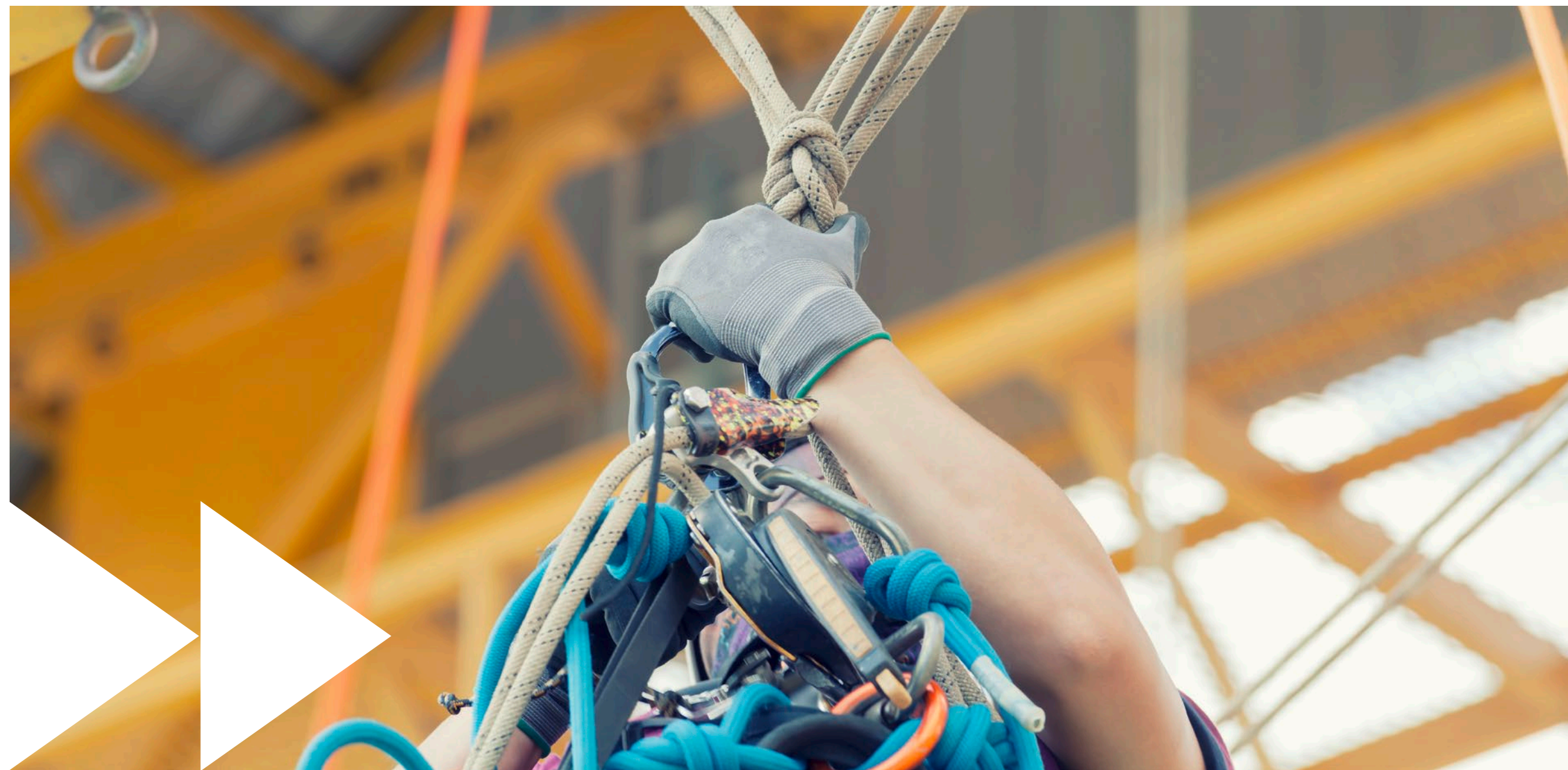
MANAGING RISKS

Damage to reputation or brand, cybercrime, political risk and terrorism are some of the risks that private and public organizations of all types and sizes around the world must face with increasing frequency. The latest version of ISO 31000 has just been unveiled to help manage the uncertainty.

Risk is a necessary part of doing business and, in a world where enormous amounts of data are being processed at increasingly rapid rates, identifying and mitigating risks is a challenge for any company. It is no wonder then that many contracts and insurance agreements require solid evidence of good risk management practice. ISO 31000 provides direction on how companies can integrate risk-based decision making into an organization's governance, planning, management, reporting, policies, values and culture. It offers an open, principles-based system, meaning that it enables organizations to apply the principles in the standard to the organizational context.

Yesterday's risk management practices are no longer adequate to deal with today's threats and they need to evolve. These considerations were at the heart of the revision of ISO 31000, *Risk management – Guidelines*, the latest version of which was published in 2018.

Risk is now defined as the “effect of uncertainty on objectives”, which focuses on the effect of incomplete knowledge of events or circumstances on an organization's decision making. This requires a change in the traditional understanding of risk, forcing



organizations to tailor risk management to their needs and objectives – a key benefit of the standard.

Reaching beyond a simple revision, the new version of ISO 31000 gives new meaning to the way we will manage risk tomorrow. As regards certification, ISO 31000:2018 provides guidelines, not requirements, and is therefore not intended for certification purposes. This gives managers the flexibility to implement the standard in a way that suits the needs and objectives of their organization.

CAPACITY BUILDING FOR ISO 31000

Risk management principles as defined in ISO 31000 and their contribution to an organization's sustainability were addressed at a training event in Beirut, Lebanon, attended by 25 participants from seven countries, representing ISO members, the private sector and regulatory authorities.



BUILDING CONSUMER TRUST

One of the things about ISO is that our standards are informed by consumers. In fact, we have a group dedicated to gathering consumer insights and reflecting their interests and needs directly within ISO standards. If we want specifications in ISO documents to ensure that products and services work the way consumers expect them to, we need their input. But in 2018 we went further by providing consumer guidance for product information and related services and packaging needs, launching entirely new standards work aimed at improving service delivery to vulnerable consumers, and addressing consumers' privacy and data protection needs at the heart of product design.

ADDRESSING CONSUMER NEEDS

2018 brought heightened consumer focus on data rights and privacy, spurred by high-profile breaches of consumer trust which legislation such as the GDPR (General Data Protection Regulation) in Europe aims to address. The GDPR affects companies that do business in Europe, but its ripple effect is felt much wider, sparking a global debate about the balance between individual and corporate responsibilities. Against this backdrop, ISO launched project committee ISO/PC 317, *Consumer protection: privacy by design for consumer goods and services*, to set basic parameters for fair and secure treatment of consumers' personal data. ISO also published two guides in 2018, in conjunction with the International Electrotechnical Commission (IEC), to improve the consumer experience in the marketplace. ISO/IEC Guide 14:2018, *Products and related services – Information for consumers*, provides guidance on the provision of information about consumer products and their related services. It outlines general principles and recommendations for content, methods, formats and designs enabling consumers to compare and choose consumer products and their related services prior to purchase.

Covering another related area, ISO/IEC Guide 41:2018, *Packaging – Recommendations for addressing consumer needs*, gives guidance to product designers, manufacturers, regulators, and others involved in decision making regarding packaging – including standards developers.

ESTABLISHING TRUST ONLINE

2018 also saw widespread questioning of the general trustworthiness of online news and information. This undermined consumer confidence, for example in the authenticity of online reviews, which in some cases were written by, or for, the businesses concerned, rather than consumers. A new ISO standard aims to change that by detailing requirements for organizations to effectively manage consumer review sites, increase consumer trust and protect suppliers from exploitation. Aimed at review Websites as well as the companies themselves, ISO 20488:2018, *Online consumer reviews – Principles and requirements for their collection, moderation and publication*, is the first International Standard published by ISO's technical committee for online reputation, ISO/TC 290.



SAVING RESOURCES, SAVING LIVES – LOW-IMPACT, LOW-COST TOILETS

More than 2.3 billion people across the world lack access to basic sanitation services, including 892 million who defecate in the open. Hundreds of thousands of young children die each year from diseases as a result. New technology is shaping up to provide safe sanitation systems in places that don't have sewerage treatment plants, offering the potential to save lives and improve the well-being of many. In 2018, ISO published a highly anticipated standard to support this development.

The development of stand-alone sanitation systems that safely treat waste without the need to be connected to a traditional sewerage system can offer a low-cost and low environmental impact way of achieving United Nations Sustainable Development Goal 6, which promotes “access to adequate sanitation and hygiene for all.”

SDG 6 is a comprehensive goal that addresses the entire water cycle, from access to use and efficiency, to the integrated management of water resources and water-related ecosystems. For millions of people, non-sewered systems are the only option, and with waterborne diseases posing major risks to human health, it's important to get it right. That's why the 2018 publication of ISO 30500, *Non-sewered sanitation systems – Prefabricated integrated treatment units – General safety and performance requirements for design and testing*, was well received by the industry that produces the systems and the countries that need them.

The treated outputs from systems meeting ISO 30500's requirements will be free of bacteria, viruses and other harmful pathogens, thus protecting people and valuable resources, such as drinking water, from outbreaks of potentially fatal disease.

THE REINVENTED TOILET – AN OPPORTUNITY FOR CHANGE

ISO 30500, the International Standard for revolutionary sanitation systems, was launched at the Reinvented Toilet Expo, a three-day summit supported by the Bill & Melinda Gates Foundation, held in Beijing in November 2018.

“International Standards are key to the progression of new sanitation technology and developing an industry that saves lives,” said ISO Secretary-General Sergio Mujica, participating on a high-level panel as part of the opening plenary that featured Bill Gates, Co-Chair of the Bill & Melinda Gates Foundation, and Dr Jim Yong Kim, President of the World Bank, as well as other leading representatives from industry and government.

ISO WEEK IN GENEVA

The annual ISO General Assembly brings together representatives from ISO members around the world and is always one of the highlights of the ISO calendar. This year's event took place in Geneva, the international centre of peace and cooperation that is home to ISO's Central Secretariat.



“ As an independent, non-governmental organization, ISO plays a key role in defining standards that will help support innovation.

This is fundamental in accelerating results.

Michael Møller, Director-General
of the United Nations Office at Geneva (UNOG)



The General Assembly is part of ISO Week, which this year included a series of interactive workshops and discussions addressing trends in international trade and the role of standards, technology and innovation. Among the key speakers at the event were Jean-Pierre Reymond, Ambassador of the Permanent Mission of Switzerland to the United Nations Office, and Ambassador Alan Wolff, Deputy Director-General of the World Trade Organization (WTO).

One of the dominant themes was the role of the United Nations Sustainable Development Goals (UN SDGs) in addressing global challenges and the way in which ISO standards serve as a means for their practical implementation. This was brought to life through the presentation of the SDG mapping tool, as well as a series of workshops addressing various sustainability themes.

Launched officially at this year's ISO General Assembly, the dedicated section on **ISO.org** represents a first-ever attempt for ISO to consolidate standards in support of the SDGs in a coherent way. The online tool, which presents each UN SDG and gives examples of the standards that can contribute to its achievement, will continue to grow and evolve as new projects and fields of work are added in ISO. The mapping tool highlights more than 600 standards that contribute directly to achieving the Goals. It is intended to serve as a valuable resource for organizations looking to play their part.



High-level representatives from the international arena help to advance the global agenda at the ISO Week in Geneva.

“ Show that you are open and throw away old beliefs and paradigms in order to find solutions that nobody would have been able to find.

Bertrand Piccard, the visionary behind Solar Impulse, the first airplane to fly around the world without fuel



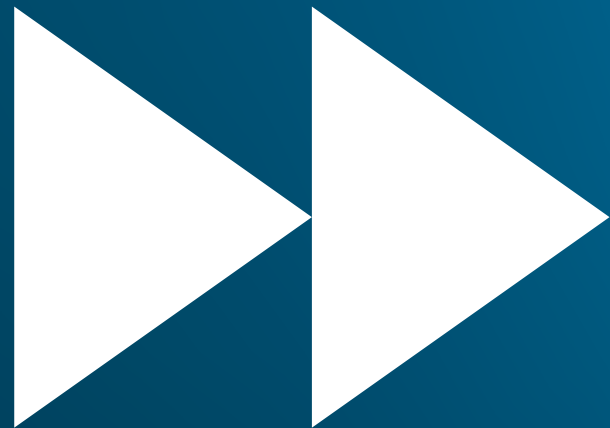
The 2018 General Assembly also saw the appointment of Eddie Njoroge (lower-right photo) as ISO President for the 2020-2021 term. Mr Njoroge combines experience as an entrepreneur in the corporate and financial sectors with a passion for standardization. While CEO of Kenya’s national energy company, KenGen, he also oversaw its transformation to a publicly listed company. Mr Njoroge will assume his role as ISO President-elect in 2019, working closely with ISO President John Walter. The sustainability message of the 2018 ISO Week in Geneva was reinforced through addresses from Filippo Veglio from the World Business Council for Sustainable Development (WBCSD) on how standards contribute to addressing sustainability, as well as from UN WOMEN Liaison Office Director Christine Loew. Loew participated in the DEVCO meetings, the ISO committee dedicated to developing country matters, where she delivered a keynote speech on gender equality, women’s empowerment, the United Nations 2030 Agenda for Sustainable Development and standardization. She emphasized the role that International Standards can play in promoting gender equality and the empowerment of women, and their contribution to the United Nations Sustainable Development Goals.

OUR MEMBERSHIP

ISO's relevance and acceptance worldwide rests firmly on the cumulative knowledge and reputations of our members. Presenting a unified body, committed to seeing standards used everywhere, ISO is first and foremost a members organization.



ISO MEMBERS



At the end of 2018, the national standards bodies (NSBs) from 162 countries were part of ISO's worldwide membership: 120 NSBs were full members, 39 NSBs were correspondent members and 3 NSBs were subscriber members.

FULL MEMBERS

Afghanistan (**ANSA**) | Algeria (**IANOR**) | Argentina (**IRAM**) | Armenia (**SARM**) | Australia (**SA**) | Austria (**ASI**) | Azerbaijan (**AZSTAND**) | Bahamas (**BBSQ**) | Bahrain (**BSMD**) | Bangladesh (**BSTI**) | Barbados (**BNSI**) | Belarus (**BELST**) | Belgium (**NBN**) | Benin (**ANM**) | Bosnia and Herzegovina (**BAS**) | Botswana (**BOBS**) | Brazil (**ABNT**) | Bulgaria (**BDS**) | Burkina Faso (**ABNORM**) | Cameroon (**ANOR**) | Canada (**SCC**) | Chile (**INN**) | China (**SAC**) | Colombia (**ICONTEC**) | Congo, the Democratic Republic of the (**OCC**) | Costa Rica (**INTECO**) | Côte d'Ivoire (**CODINORM**) | Croatia (**HZN**) | Cuba (**NC**) | Cyprus (**CYS**) | Czechia (**UNMZ**) | Denmark (**DS**) | Dominican Republic (**INDOCAL**) | Ecuador (**INEN**) | Egypt (**EOS**) | El Salvador (**OSN**) | Estonia (**EVS**) | Ethiopia (**ESA**) | Fiji (**DNTMS**) | Finland (**SFS**) | France (**AFNOR**) | Gabon (**AGANOR**) | Germany (**DIN**) | Ghana (**GSA**) | Greece (**NQIS-ELOT**) | Hungary (**MSZT**) | Iceland (**IST**) | India (**BIS**) | Indonesia (**BSN**) | Iran, Islamic Republic of (**ISIRI**) | Iraq (**COSQC**) | Ireland (**NSAI**) | Israel (**SII**) | Italy (**UNI**) | Jamaica (**BSJ**) | Japan (**JISC**) | Jordan (**JSMO**) | Kazakhstan (**KAZMEMST**) | Kenya (**KEBS**) | Korea, Democratic People's Republic of (**CSK**) | Korea, Republic of (**KATS**) | Kuwait (**KOWSMD**) | Latvia

(**LVS**) | Lebanon (**LIBNOR**) | Lithuania (**LST**) | Luxembourg (**ILNAS**) | Malawi (**MBS**) | Malaysia (**DSM**) | Mali (**AMANORM**) | Malta (**MCCAA**) | Mauritius (**MSB**) | Mexico (**DGN**) | Mongolia (**MASM**) | Morocco (**IMANOR**) | Namibia (**NSI**) | Nepal (**NBSM**) | Netherlands (**NEN**) | New Zealand (**NZSO**) | Nigeria (**SON**) | Norway (**SN**) | Oman (**DGSM**) | Pakistan (**PSQCA**) | Panama (**COPANIT**) | Peru (**INACAL**) | Philippines (**BPS**) | Poland (**PKN**) | Portugal (**IPQ**) | Qatar (**QS**) | Romania (**ASRO**) | Russian Federation (**GOST R**) | Rwanda (**RSB**) | Saint Lucia (**SLBS**) | Saudi Arabia (**SASO**) | Senegal (**ASN**) | Serbia (**ISS**) | Singapore (**ESG**) | Slovakia (**UNMS SR**) | Slovenia (**SIST**) | South Africa (**SABS**) | Spain (**UNE**) | Sri Lanka (**SLSI**) | Sudan (**SSMO**) | Syrian Arab Republic (**SASMO**) | Sweden (**SIS**) | Switzerland (**SNV**) | Tanzania, United Republic of (**TBS**) | Thailand (**TISI**) | The former Yugoslav Republic of Macedonia (**ISRM**) | Trinidad and Tobago (**TTBS**) | Tunisia (**INNORPI**) | Turkey (**TSE**) | Uganda (**UNBS**) | Ukraine (**DSTU**) | United Arab Emirates (**ESMA**) | United Kingdom of Great Britain and Northern Ireland (**BSI**) | United States of America (**ANSI**) | Uruguay (**UNIT**) | Uzbekistan (**UZSTANDARD**) | Viet Nam (**STAMEQ**) | Zimbabwe (**SAZ**)



CORRESPONDENT MEMBERS

Albania (**DPS**) | Angola (**IANORQ**) | Bhutan (**BSB**) | Bolivia, Plurinational State of (**IBNORCA**) | Brunei Darussalam (**NSC**) | Burundi (**BBN**) | Cambodia (**ISC**) | Dominica (**DBOS**) | Eritrea (**ESI**) | Eswatini* (**SWASA**) | Gambia (**TGSB**) | Georgia (**GEOSTM**) | Guatemala (**COGUANOR**) | Guinea (**IGNM**) | Guyana (**GNBS**) | Haiti (**BHN**) | Honduras (**OHN**) | Hong Kong, China (**ITCHKSAR**) | Kyrgyzstan (**KYRGYZST**) | Lao People's Democratic Republic (**DOSM**) | Macao, China (**CPTTM**) | Madagascar (**BNM**) | Mauritania (**DNPO**) | Moldova, the Republic of (**ISM**) | Montenegro (**ISME**) | Mozambique (**INNOQ**) | Myanmar (**DRI**) | Nicaragua (**DNM**) | Niger (**DNPQM**) | Palestine, State of (**PSI**) | Papua New Guinea (**NISIT**) | Paraguay (**INTN**) | Saint Kitts and Nevis (**SKNBS**) | Seychelles (**SBS**) | Sierra Leone (**SLSB**) | Suriname (**SSB**) | Tajikistan (**TJKSTN**) | Turkmenistan (**MSST**) | Zambia (**ZABS**)

* Previously referred to as Swaziland

SUBSCRIBER MEMBERS

Antigua and Barbuda (**ABBS**) | Belize (**BZBS**) | Saint Vincent and the Grenadines (**SVGBS**)



SERVING OUR MEMBERS

Since joining ISO in 2017, Secretary-General Sergio Mujica has demonstrated time and again his belief that strong members make a strong organization.

One of the ways in which he supports member needs is through an ambitious programme of visits helping him to listen to their individual concerns and provide support where needed. As Head of a global organization, Mr Mujica is uniquely placed to combine his wide international experience with ISO's established reputation in support of members' engagement with parties including government ministries, industry and other international organizations.

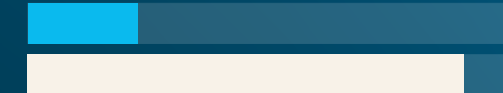
A FAIR AND BALANCED ORGANIZATION

As part of ISO's commitment to gender equality, we've carried out an assessment of the proportion of male-to-female leaders of our members by region. We know that within ISO, as elsewhere, there is still progress to be made. We believe that, in showing this balance, we highlight the challenge and help move our organization towards a fairer, more balanced gender representation.

GENDER BALANCE AT A GLANCE – ISO MEMBERS



22 % FEMALE LEADERS



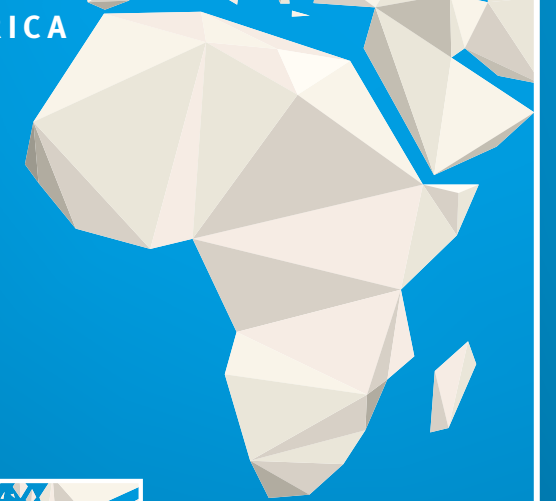
78 % MALE LEADERS

15 % FEMALE LEADERS



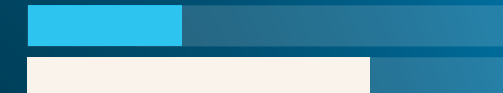
85 % MALE LEADERS

AFRICA



AMERICAS

31 % FEMALE LEADERS

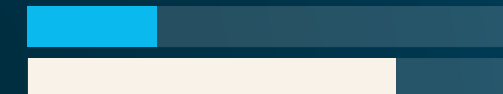


69 % MALE LEADERS

EUROPE

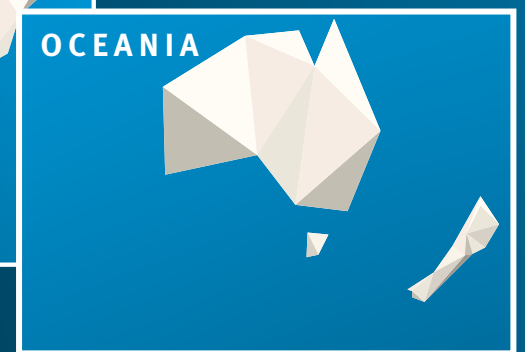


26 % FEMALE LEADERS

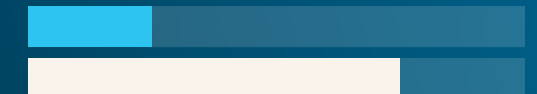


74 % MALE LEADERS

OCEANIA



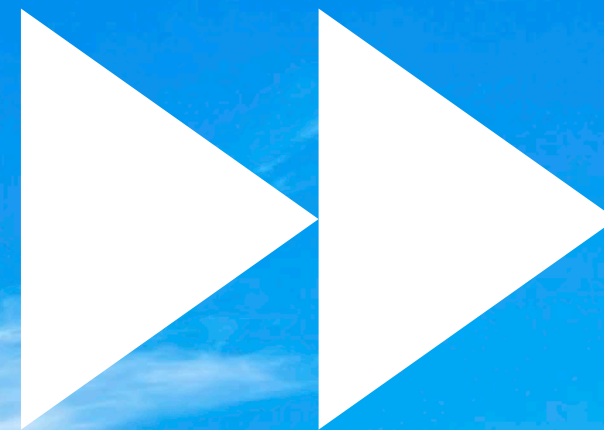
25 % FEMALE LEADERS

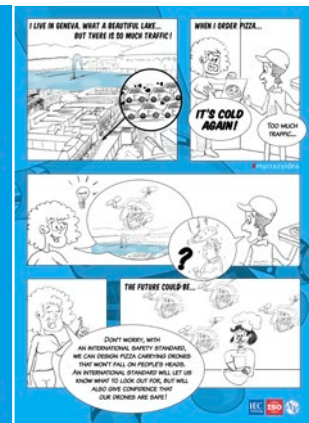
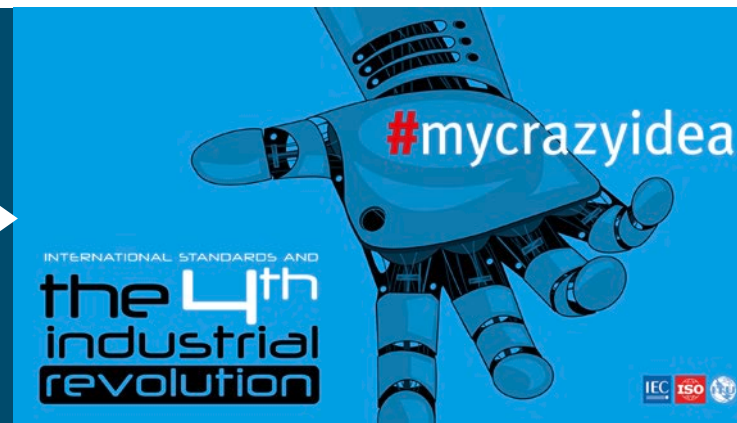


75 % MALE LEADERS

OUR PARTNERSHIPS

ISO was founded in 1947 around a central principle : that the best way to solve problems is by working together. Since that time, the world's population has more than doubled, and so has the complexity and scale of the challenges that we face. The need for us to work together is more pressing than ever. That's why we actively build partnerships to multiply the benefits of standardization.





“ We are organizations that are built on consensus, that’s our core value. We believe that bringing people together represents the best way to solve challenges in health, safety, efficiency... We are convinced that this should happen on a technical basis and not based on ideology.

Jim Shannon, President of the International Electrotechnical Commission (IEC), speaking at the ISO Week in Geneva

ISO AND IEC

ISO and IEC (International Electrotechnical Commission) have a long and fruitful history of working together. Though each organization applies itself to different areas of standardization, we collaborate to produce joint standards (ISO/IEC) in fields where there is substantial crossover, such as information technology. We share members in common, and indeed some technical experts who work with ISO also work with IEC.

While our processes may have significant differences, there are also similarities. Where these exist, we’re determined to make the participation of experts and members as efficient as possible by eliminating repetition and boosting the familiarity and intuitiveness of the systems that underpin our work.

In 2018, we began our common journey to further work together on IT matters. We started by defining a process-based approach to identify new opportunities for collaboration along the way.

WORLD STANDARDS COOPERATION

A high-level cooperation between IEC, ISO and ITU (International Telecommunication Union) to promote standards, the World Standards Cooperation (WSC) is best recognized for the promotion of World Standards Day. Every year, on 14 October, the members of IEC, ISO and ITU celebrate and pay tribute to the collaborative efforts of the thousands of experts worldwide who develop the voluntary technical agreements that are published as international standards. You can find out more about the competition that was launched around 2018’s theme of the Fourth Industrial Revolution in the Initiatives section of this report.

PARTNERING TO MAKE SMART CITIES A REALITY

IEC, ISO and ITU also work together to make smart cities a reality through the World Smart Cities Forum. The third edition of the forum was held in November in Santa Fe, Argentina. Responsibility for organizing the event rotates between the partner organizations, with ITU taking the lead for 2018’s event. Bringing together city representatives, academia and individuals from standards bodies, lively discussions focused on practical ways to develop standards that support the needs of smart cities. One outcome of these events is the creation of a joint task force of experts from our three organizations that will continue to explore possibilities for technical collaboration in the future.

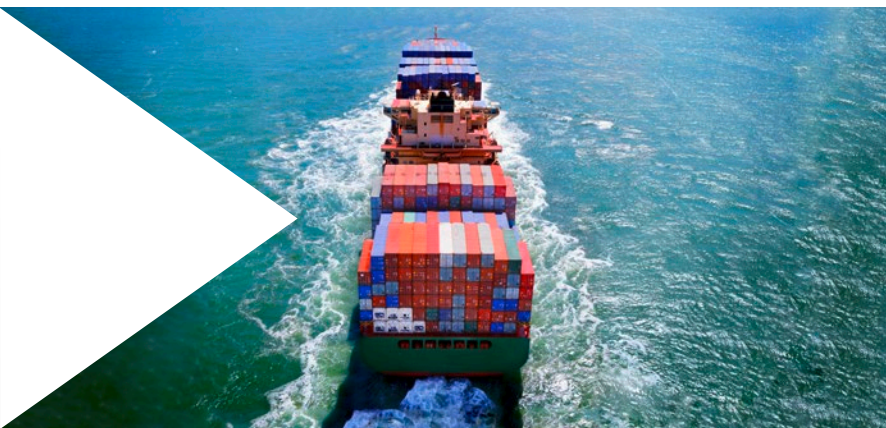


Photo : COP24

“ Without international standards, there would be far less international trade, far less global prosperity, far fewer markets for exporters and far less variety for consumers.

Alan Wolff, Deputy Director-General of the World Trade Organization (WTO), speaking at the ISO General Assembly in Geneva

POWERING WORLD TRADE

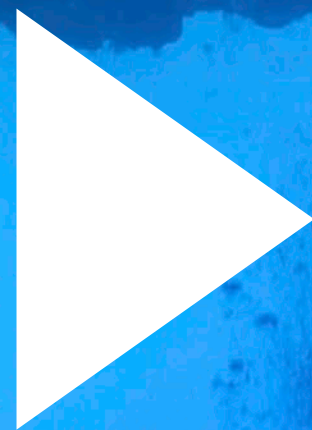
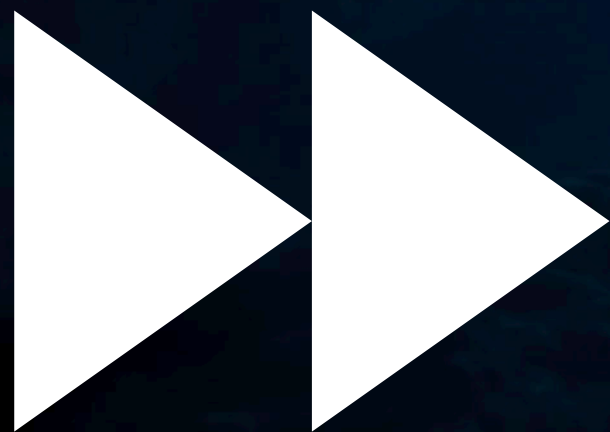
In addition to attending our General Assembly in Geneva as a keynote speaker, Ambassador Alan Wolff also brought the perspective of the World Trade Organization (WTO) to a meeting of the World Standards Cooperation (WSC). Speaking at a WSC meeting held in February 2018 in Geneva, Wolff, Deputy Director-General of the WTO, discussed what international standards bodies can do to support the growth of the world trading system. He suggested several lines of action, including improving coherence between international standards, and highlighted the need to spread the message that “an integrated global economy, with a strong and dynamic multilateral trading system, supported by international standards, is a better world for everyone”.

PARTNERSHIPS FOR POSITIVE RESULTS

ISO also works with United Nations partners. For example, we liaise with more than a dozen UN specialized agencies involved in technical harmonization or technical assistance, including the United Nations Conference on Trade and Development (UNCTAD), the United Nations Environment Programme (UNEP), and the United Nations Framework Convention on Climate Change (UNFCCC). We work with a wide cross-section of stakeholders, including public- and private-sector international and regional organizations, to achieve our goals. Driven by our open and collaborative approach, we actively seek opportunities to work with organizations that share our commitment to provide International Standards as solutions for the global marketplace. In total, ISO collaborates with over **700 international, regional and national organizations**. These organizations take part in the standards development process as well as sharing expertise and best practices.

OUR INITIATIVES

ISO is an organization unlike any other. From the respect and inclusivity that drives our standards process, to the diversity of the people who work in our organization, we're proud of who we are and the things that make us unique. Working together with our members, we built awareness of our work and sparked a wider conversation with businesses, regulators and the wider public on the benefits of ISO standards.





WE RECEIVED

46

ENTRIES THROUGH OUR SOCIAL MEDIA PLATFORMS THAT INCLUDED DRAWINGS, VIDEOS AND COMICS FROM PEOPLE ALL OVER THE GLOBE



WE REGISTERED MORE THAN

2000

ENGAGEMENTS
(LIKES, SHARES, CLICKS)

#MyCrazyIdea was a drawing and video competition inviting people to use technology standards to solve everyday problems.

WE REACHED OVER

550.5 K

IMPRESSIONS

Check out the winners' crazy ideas in the video below.



5

WINNERS CAME FROM BANGLADESH, ESTONIA, INDIA, NEW ZEALAND AND RWANDA



For a fuller picture of how capacity building is helping ISO achieve its goals, see the **Highlights section**.

WORKING TOGETHER AND BUILDING STRENGTH

In addition to a wide selection of communications that drive awareness and uptake of standards, this section shows how we join forces with our partners and some of the ways in which we used capacity building as a tool to help our members engage with their stakeholders.

CAPACITY BUILDING WORKSHOP ON MARKETING AND COMMUNICATION

Within the framework of the ISO Action Plan for developing countries 2016-2020, ISO aims to improve the dissemination, use of, and compliance with standards, and effective and efficient services provided to standards users.

In 2018, we held a member-focused workshop in Uganda to support this aim. The programme highlighted the importance of marketing and communication for national standards bodies (NSBs). Designed to identify the market for standards and related services, and to establish marketing and communication strategies, it also explained the requirements of ISO's commercial policy and copyright in the ISO system.

The workshop, held in the Ugandan capital of Kampala, was attended by 28 representatives from 21 ISO members.

WORLD STANDARDS DAY 2018: THE REVOLUTION IS COMING

Every year, the World Standards Cooperation (WSC), a high-level collaboration between IEC (International Electrotechnical Commission), ISO and ITU (International Telecommunication Union) to advance standards, celebrates a special day. In 2018, World Standards Day (14 October) focused on the ideas that will make the Fourth Industrial Revolution a reality.

Often referred to by the acronym 4IR, the combination of technologies such as artificial intelligence, additive manufacturing (3D printing) and the Internet of Things (IoT) has the potential to revolutionize the way that we manufacture and the products that we use. The design competition, open to all, asked designers, standards fans, dreamers, technologists and innovators to imagine how this technology could evolve in the future. What challenges, safety or practical concerns will we face? We asked them to propose International Standards (real or imagined) that could help solve some of these problems. The challenge was to get creative by answering a seemingly straightforward question: What's your crazy idea?!

COMMITTEE WEBSITES LAUNCHED

ISO technical committees are the driving force behind International Standards. We are bringing visibility to the outstanding efforts of the experts that comprise these groups, by providing a platform where they can present and discuss their programmes of work. In 2018, we launched more than ten technical committee Websites including:

- ISO/TC 173, *Assistive products*
- ISO/TC 213, *Dimensional and geometrical product specifications and verification*
- ISO/TC 224, *Service activities relating to drinking water supply, wastewater and stormwater systems*
- ISO/TC 225, *Market, opinion and social research*
- ISO/TC 260, *Human resource management*
- ISO/TC 262, *Risk management*
- ISO/TC 267, *Facility management*
- ISO/TC 282, *Water reuse*
- ISO/TC 299, *Robotics*
- ISO/TC 314, *Ageing societies*, and
- REMCO, the ISO Committee on reference materials.

ABOUT THE ISO CENTRAL SECRETARIAT

152
FULL-TIME STAFF FROM

59 % FEMALE STAFF

41 % MALE STAFF

26
COUNTRIES ALL OVER
THE WORLD

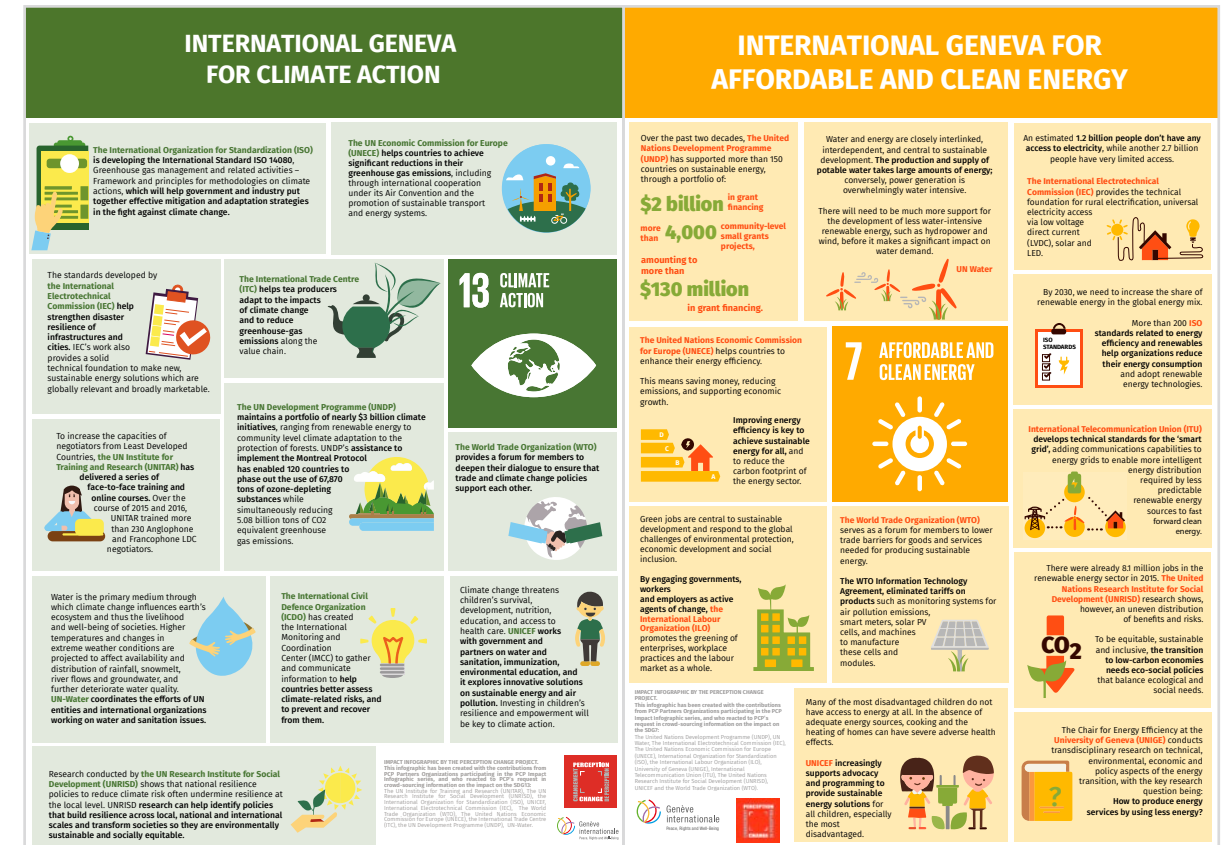
BIKE TO WORK INITIATIVE 2018

79 %
OF WORKING DAYS

5 436 KM
COVERED

IN 1 MONTH,

29
EMPLOYEES
PARTICIPATED



MOVING TOWARD CLEANER ENERGY

2018 was a year in which we took part in a major clean energy event known as the Assises Européennes de la Transition Énergétique. Hosted at Geneva's main exhibition centre, Palexpo, ISO contributed to a project of collective infographics showing the work on SDGs done by international organizations based in Geneva. Thanks to a great collaboration with the Fondation pour Genève and the Swiss Mission, striking infographics related to Goal 7 (Affordable and Clean Energy) and Goal 13 (Climate Action) were printed and installed on hi-impact cube displays, bringing visibility to the role of ISO standards in addressing energy use and climate change.

HEALTHY PLANET, HEALTHY EMPLOYEES

In 2018, we continued to look at ways to reduce the impact of our activities on the planet. As in 2017, we are proud to declare that ISO is carbon neutral. We achieved this through our ongoing work with Social Carbon, a standard developed by the Ecologica Institute that certifies carbon reduction projects for their contributions to sustainable development. You can find out more at www.socialcarbon.org.

In addition to looking at the big picture, we've also promoted green mobility to reduce the impact of our employees travelling to work, at the same time as improving employee well-being.

It's a classic win-win, achieved through employee schemes that encourage the use of public transport and cycling. 2018 was another year in which both regular and occasional ISO cyclists tuned up their bikes and rode to work, in association with Swiss national cycling organization Pro Velo.

In 2018, we continued to connect people across our ISO social platforms. Here's just a taste of what we did.

375 K
FOLLOWERS!

2M
VISITS TO **ISO.ORG**
EACH MONTH

9.9 M
INTERACTIONS!

80 K
MINUTES VIEWED
(55 DAYS)

200 K
MENTIONS IN
THE DIGITAL PRESS

For the full picture, follow us on Facebook, Twitter, LinkedIn and YouTube.

SPARKING A CONVERSATION

Online, in person, or through our publications, we love to tell the world about what we do. More than that, spreading the word far and wide about the benefits that ISO standards bring is a core part of our strategy. Here, you'll find just some of the ways we did that in 2018.

ISO WEEK APP AND MICROSITE

Innovation was a major theme at this year's ISO Week and General Assembly, which was hosted in Geneva. You'll see plenty of examples of what made the 2018 event such a success in a dedicated section of this report (see [page 32](#)).

One of the ways that we innovated was in helping our members make sure that they were in the right place at the right time and had information at the tips of their fingers. To help them choose between various sessions and manage their time efficiently, we launched a dedicated smartphone app for participants, developed in-house. Widely appreciated by our members, the app built on the smooth experience and fresh look of our microsite that announced the event. The site evolved through the life cycle of the ISO Week, presenting the programme and helping to remove the potential headaches of international travel arrangements and registration.

MARCH 2018: TWO MILLION USERS ONLINE

ISO.org is our window to the world. We show people the benefits that standards can bring, demonstrating how they are an essential tool in addressing technical and management challenges alike. In 2018, we also demon-

strated how standards contribute to wider aims, such as the United Nations Sustainable Development Goals, with the launch of a dedicated mapping tool.

Through our online standards catalogue, which directs standards users to purchase through their national members, or directly on our Webstore, we generate the sales that drive our organization forward.

2018 was a big year for ISO.org. Thanks to a constant evolution of its design and content, making it more accessible and intuitive, we welcomed more visitors than ever. In fact, in our busiest month, close to two million people visited our site. With almost one person every second coming to ISO.org, it's an essential part of our vision to see standards used everywhere.

#ISO45001 CAMPAIGN AND OTHERS

We were proud to launch a flagship standard for occupational health and safety (OH&S) in 2018. To raise awareness of how this new International Standard can help prevent accidents and save lives, we ran an awareness campaign to spread the message that ISO 45001 can help make workplaces safer. A dedicated Website gives industry perspectives, expert views and more information on how businesses using other OH&S standards can transition to ISO 45001.

We also gathered experts together in a live online chat to respond to questions on what ISO 45001 implementation means. You can watch the video of their discussion and read the participants' comments on our YouTube channel, Planet ISO.

Find out more about **ISO 45001** in the **Highlights section** of this report.



CONFORMITY ASSESSMENT IN MEXICO

ISO's Committee on conformity assessment (ISO/CASCO) held its 33rd plenary meeting in Mexico City this year. The annual session, which took place in April 2018, was co-hosted by DGN, the ISO member in Mexico, and the Entidad Mexicana de Acreditación (EMA). The event brought together some 90 representatives from 40 CASCO members and 11 liaisons (who can take part in meetings, but do not vote). Delegates valued the presence of ISO Secretary-General Sergio Mujica, who used the opportunity to update the conformity assessment world on the latest developments in the ISO Strategy in addition to meeting with senior Mexico government officials. The event closed with a workshop on disaster risk management, which addressed the role of standards and conformity assessment in such areas as natural catastrophes, risk management and business continuity planning. In a series of discussions, national and international speakers presented the current trends in disaster risk reduction, the challenges ahead and the role standards can play in disaster risk management. Participants were able to take full advantage of Mexico's experience and expertise in this area, focusing discussions on how disaster situations have been handled in the region.

REACHING OUT TO INDUSTRY AND EXPERTS

In the framework of CASCO's recently-approved Stakeholder Engagement Strategy, and building on positive experience with the insurance industry, CASCO began looking at ways of engaging with the procurement sector.

CAPACITY BUILDING FOR CONFORMITY ASSESSMENT

As part of ISO's capacity building programme, 18 participants from developing countries were sponsored to benefit from the CASCO plenary and workshop on disaster risk management. At a separate three-day event held in Muscat, Oman, 26 participants from 13 countries – involved in work related to accreditation at the national level – learned about the requirements of ISO/IEC 17011:2017 to improve the performance of the national accreditation bodies.

SOLID GOVERNANCE ALIGNED TO INTERNATIONAL GOOD PRACTICES

Revised procedures to govern the way that our organization works were introduced at the beginning of 2018. The amended ISO Statutes and Rules of Procedure are the result of work by the ISO Council ad hoc task group on ISO governance review, which they established in 2015. One of the key principles and criteria was to align ISO governance with international good practices. Additionally, the structure of the ISO governance bodies was rationalized, and the key strategic directions were incorporated, particularly with regard to the role of the ISO Council and the clear determination of the authority and duties of the ISO Secretary-General. As the world's leading standards organization, attention was given to ensuring legal compliance and ethical behaviour of members of the ISO governance and management. A revised document architecture was also implemented in 2018, applying to the key institutional documents: the ISO Statutes and a new single set of Rules of Procedure.

ISO AT WORK IN 2018

WORK IN PROGRESS



THE BREAKDOWN WAS AS FOLLOWS:

- 1463** WORK ITEMS AT PREPARATORY STAGE
- 1127** COMMITTEE DRAFTS
- 2133** DRAFT INTERNATIONAL STANDARDS (DIS)
AND FINAL DRAFT INTERNATIONAL STANDARDS (FDIS)

ISO TECHNICAL COMMITTEE STRUCTURE

3573 TECHNICAL BODIES, COMPRISING:

- 249** TECHNICAL COMMITTEES
- 504** SUBCOMMITTEES

- 2714** WORKING GROUPS
- 106** AD HOC STUDY GROUPS

LIAISONS



MEETINGS



- 205** MEETINGS OF
TECHNICAL COMMITTEES
- 391** MEETINGS OF
SUBCOMMITTEES

- 2835** MEETINGS OF WORKING
GROUPS OR AD HOC GROUPS
IN ADDITION TO...
- 769** VIRTUAL MEETINGS

An aerial photograph of a rowing team in a yellow boat on a body of water. The boat is moving from the bottom left towards the top right, leaving a white wake. The water is a deep blue with ripples. The text 'OUR PRINCIPAL OFFICERS' is overlaid on the right side of the image in white, bold, sans-serif capital letters.

OUR PRINCIPAL OFFICERS

ISO PRINCIPAL OFFICERS

JOHN WALTER, PRESIDENT

John Walter is President of ISO having commenced his two-year term on 1 January 2018. He served as ISO President-elect in 2017 and ISO Vice-President (policy) in 2014-2016. His duties in these roles included leadership of ISO’s Strategy and Policy Committee (CSC/SP), supporting implementation of the ISO Strategic Plan, and ensuring effective communication on strategic issues within ISO and with its stakeholders. Mr Walter continues to support ISO’s Strategy 2016-2020 and to conduct revitalized regional engagement strategies within ISO’s global membership. He also served as a member of ISO’s Technical Management Board (TMB). Mr Walter has strengthened international standardization by assisting regional organizations such as the Pan American Standards Commission (COPANT) and the Pacific Area Standards Congress (PASC) to set new strategic priorities. He was appointed as an advisor to the China Standardization Expert Committee (CSEC) of the Standardization Administration of the People’s Republic of China (SAC). From September 2009 until April 2018, Mr Walter was the Chief Executive Officer (CEO) of the Standards Council of Canada (SCC), ISO’s member for the country. In this capacity, he led Canada’s standardization network and promoted the effective and efficient use of standardization, with the ultimate goal of enhancing Canada’s economic competitiveness and social well-being. During Mr Walter’s term, he successfully established standardization as a top strategic priority for the government of Canada. Prior to his appointment at SCC, Mr Walter gained experience as both a developer and user of standards. He was Vice-President, Standards Development, for the Canadian Standards Association (CSA), founding President and CEO of the Technical Standards and Safety Authority (TSSA), and Assistant Deputy Minister in the Technical Standards Division of the Ministry of Consumer and Commercial Relations in Canada’s largest province, Ontario. Mr Walter received a Bachelor of Arts degree from the University of Guelph in 1973.

SCOTT STEEDMAN, VICE-PRESIDENT (POLICY)

Scott Steedman was appointed ISO Vice-President (policy) for the 2018-2019 term, having served in the same role in 2017. A senior industry figure in business and engineering with a career spanning industry, standards and academia, he displays strong strategic, communication and technical leadership skills. Since 2012, he is Director of Standards at BSI, the ISO member in the United Kingdom. In this capacity, Dr Steedman has promoted new thinking about the role of standards as a consensus of good practice for governments, industry and consumers and as an enabler for innovation, trade and economic growth. He is also an Executive Director on the Board of the BSI Group. Prior to joining BSI, he held senior roles in the engineering industry, working in civil engineering and infrastructure, in academia and in professional bodies. At the European level, he was Vice-President Policy of the European Committee for Standardization (CEN) from 2013-2016. A former Vice-President of the Royal Academy of Engineering and of the Institution of Civil Engineers, he continues to be Editor-in-Chief of the Royal Academy’s flagship magazine *Ingenia*. Dr Steedman holds a doctorate in Engineering from Cambridge University (United Kingdom) and was appointed to the title of Commander of the Order of the British Empire (CBE) in 2010 for services to engineering.

PIET-HEIN DAVERVELDT, VICE-PRESIDENT (TECHNICAL MANAGEMENT)

Piet-Hein Daverveldt was appointed ISO Vice-President (technical management) for the 2017-2018 term and served as ISO Vice-President elect (technical management) in 2016. Since June 2018, he is Chairman of the Board of the Hoogheemraadschap van Delfland, a regional water authority in the Netherlands. He was the Managing Director of the Royal Netherlands Standardization Institute (NEN) from 2012 to October 2017. Prior to this, he worked for 25 years at Royal Dutch Shell where he held various management positions. He was the NEN representative on the ISO Council from 2012 to 2013 and a member of the ISO Strategy and Policy Committee (CSC/SP). Dr Daverveldt was Vice-President Finance at the European Committee for Standardization (CEN) in 2015 and 2016 and a CEN Board member from 2012 to 2016. Dr Daverveldt is a member of the Netherlands Academy of Technology and Innovation, AcTI. He holds a doctorate in Theoretical Physics from Leiden University.

BRONWYN EVANS, VICE-PRESIDENT (FINANCE)

Bronwyn Evans has been ISO Vice-President (finance) since 2017 and was reappointed in 2018 for a further two-year term. She is CEO of the ISO member in Australia, Standards Australia.* Dr Evans has over 30 years’ experience as a leading business executive in the fields of medical devices, engineering education, standards development and power generation. In 2018, she was appointed a Director of the Digital Health Cooperative Research Centre, and since 2015 sits on the Board of the Australia-Japan Foundation. In her executive roles, Dr Evans has led regional businesses across 12 countries and had global leadership responsibility in a listed medical device company (AUD 5.9 bn). She has also had extensive experience in engineering roles in both private- and public-sector organizations, held governance positions in Australian industry and professional associations, was Chair of MTP Connect, an Australian government programme aimed at accelerating Australia’s innovation and global competitiveness in medical technologies and pharmaceuticals, and has been a member of the Australian Government Think Tank on Future Manufacturing Industry Innovation Council and of the Warren Centre for Advanced Engineering at the University of Sydney. Dr Evans is an Honorary Fellow of The Institution of Engineers Australia, a Fellow of the Australian Academy of Technological Sciences and Engineering, an Honorary Fellow of the University of Wollongong and a Graduate of the Australian Institute of Company Directors. She has received many awards such as the Engineers Australia President’s Award and has been acknowledged as one of Australia’s 100 most influential engineers. Dr Evans has a Bachelor of Engineering and a PhD in Electrical Engineering in industrial automation.

* Dr Evans finished her term as CEO of Standards Australia and Vice-President (finance) on 8 March 2019.



ISO Principal Officers at the Palais des Nations, Geneva (from left to right) : **Dominique Christin**, Treasurer ; **Sergio Mujica**, Secretary-General ; **Bronwyn Evans**, Vice-President (finance) ; **John Walter**, President ; **Scott Steedman**, Vice-President (policy) and **Piet-Hein Daverveldt**, Vice-President (technical management).

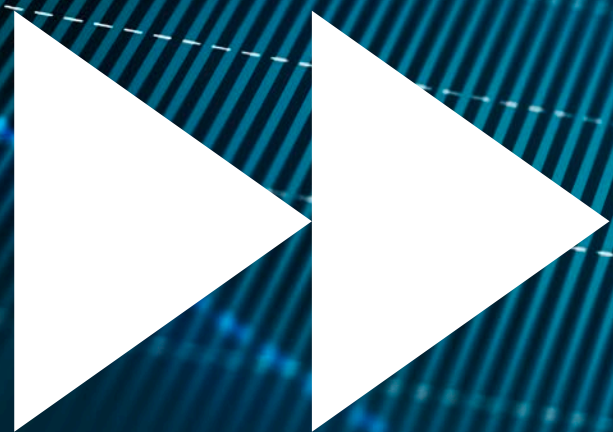
DOMINIQUE CHRISTIN, TREASURER

Dominique Christin has been ISO Treasurer since 2017 and was reappointed in 2018 for a three-year term. Mr Christin, co-founder and partner of BianchiSchwald (formerly BCCC, an independent business law firm founded in 2001 in Switzerland), currently serves as their counsel since 2016. His career before forming BCCC includes a ten-year practice in two prominent Swiss business law firms from 1991 to 2001, and as legal counsel at Pictet (a Swiss private bank) in Luxembourg from 1995 to 1996, where he acquired outstanding expertise in banking and finance. Mr Christin has broad business and tax law knowledge, providing legal advice to both corporate and private clients, including not-for-profit organizations, in matters relating to company creation, acquisition, sale, joint venture, restructuring, relocation and winding-up of businesses. Mr Christin is on the Board of several Swiss companies, including Caran d’Ache SA, and on the Board of a charitable foundation. Admitted to the Geneva bar in 1987, Mr Christin holds a Bachelor of Law degree from the University of Lausanne (Switzerland) and a postgraduate law degree from the University of London (United Kingdom). The quality of his work was praised by the independent legal guides Chambers Global and Legal 500 Europe.

SERGIO MUJICA, SECRETARY-GENERAL

Sergio Mujica joined ISO as Secretary-General in July 2017, bringing wide international experience to support the ISO vision of globally relevant International Standards used everywhere. Mr Mujica is a passionate advocate for global trade and multilateral cooperation. A major component of his work at ISO is to spread the benefits of International Standards to support economic and social development. Mr Mujica has brought renewed prominence to the role of ISO standards in addressing the United Nations Sustainable Development Goals, including his commitment as an International Gender Champion. Mr Mujica’s previous experience at the World Customs Organization (WCO), where he led the design and implementation of the strategic plan and focused on enhancement of customs’ procedures and capacity-building initiatives, provides a solid platform for the member-focused approach that he brings to ISO. Before serving as Deputy Secretary General of the WCO, Mr Mujica spent 15 years working with the Government of Chile in a wide range of sectors, including the Ministry of Agriculture, the Ministry of Economic Affairs as Director General of Fisheries, and the Ministry of Finance as the Director General of Chile Customs. Mr Mujica holds a law degree from the Pontificia Universidad Catolica de Chile and a master’s degree in International Law from the American University in Washington, D.C.

OUR FINANCES



BALANCE SHEETS AS OF 31 DECEMBER (IN KCHF)

	2018	2017
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	34 644	34 649
Receivables, prepaid expenses and accrued income	3 512	3 160
Total current assets	38 156	37 809
NON-CURRENT ASSETS		
Rent guarantee for ISO Central Secretariat premises	2 167	2 167
Fixed assets	579	345
Total non-current assets	2 746	2 512
TOTAL ASSETS	40 902	40 321

LIABILITIES AND FUNDS

CURRENT LIABILITIES		
Suppliers and accrued liabilities	2 689	2 175
Members' retrocessions	4 079	3 171
Revenue received in advance	1 280	1 442
Total current liabilities	8 048	6 788
FUNDS		
Restricted funds	4 704	6 789
Unrestricted funds	22 212	22 396
Operating result before allocation to funds**	5 938	4 348
Total funds	32 854	33 533
TOTAL LIABILITIES AND FUNDS	40 902	40 321

SUMMARY OF FINANCIAL PERFORMANCE (IN KCHF)

	2018	2017
REVENUE		
Membership fees	21 178	21 110
Royalties received from members selling ISO standards*	13 057	11 578
Revenue from members	34 235	32 688
Revenue – net sales*	6 831	6 318
Funding for developing countries	2 706	2 736
Funding for promotion of ISO system	323	69
Funding for ISO projects	3 029	2 805
Financial revenue (loss)	(16)	46

TOTAL REVENUE	44 079	41 857
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EXPENDITURE

Operations	34 855	34 466
Projects for developing countries	2 706	2 736
Projects for promotion of ISO system	323	69
ISO projects	3 029	2 805
Amortization of fixed assets	257	238

TOTAL EXPENDITURE	38 141	37 509
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Operating result before allocation to funds**	5 938	4 348
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* For comparison purposes royalties received from members' distributors (kCHF 902) have been reclassified in 2017 from Revenue – net sales to Royalties received from members

** Final allocation 2018 to be approved by General Assembly in September 2019

SUMMARY OF CASH FLOW STATEMENTS (IN KCHF)

	2018	2017
Net cash from / (used in) operating activities	2 248	(8)
Net cash used in projects for developing countries	(1 762)	(717)
Net cash used in investing activities	(491)	(231)
Net increase / (decrease) in cash and cash equivalents	(5)	(956)

CONTROL

Cash and cash equivalents at the beginning of the period	34 649	35 605
Cash and cash equivalents at the end of the period	34 644	34 649
Decrease	(5)	(956)



“ In 2018, the sense of being one big family was stronger than ever.

KNOWLEDGE AND ENTHUSIASM AT A TIME OF GLOBAL UNCERTAINTY

2018 was my first year as ISO President and, as expected, it was filled with excitement, enthusiasm and a great sense of accomplishment. It was also filled with tremendous satisfaction to receive confirmation that ISO is widely recognized, understood and respected in every corner of the world.

ISO is a truly global organization and thus I wasn't surprised by the amount of travel required to meet my commitments to ISO members and to participate fully in our programme of ongoing evolution and collaboration. In my many meetings with consumer, government, industry and business leaders, I was pleased to note that they consistently expressed a strong desire to work closely with ISO and I was greeted warmly on every visit. As you are aware, I've long had an abiding interest in providing additional support to our many developing country members. Thus, I increasingly interacted with them during the numerous regional meetings and events that I've attended this past year. At each meeting, I adopted a simple strategy of listening and learning. It was important for me to hear from them and to listen to their concerns and their proposed solutions. I certainly had no intention of imposing my solutions upon them. As a member-focused organization, we will continue to provide support that is tailored and effective. Our future success relies on maintaining a participative process. In this way, ISO will continue to deliver services that directly reflect the diverse needs of members. I believe that responsive member engagement is essential for our organization to meet the challenges of our changing international standardization environment.

I paid extra attention when meeting with technical committee secretariats, as they carry much responsibility for ISO's success. My approach to all of these meetings certainly brought rewards for me. I enjoy and gladly participate in ISO's collegial atmosphere. We're a diverse group that uniquely combines the knowledge of an established institution with the enthusiasm of a start-up, where everyone adds value to our discussions, deliberations and decisions.

In 2018, the sense of being one big family was stronger than ever. In addition to the professionalism with which all key business issues were managed, this year's General Assembly in Geneva felt like a giant family reunion, full of energy and positive emotions. It was a meeting of true friends and respected colleagues.

I mention the General Assembly as we welcomed many distinguished speakers and guests. A section of this

report celebrates the achievements of the Assembly, so I won't go into further detail except to briefly single out the attendance of Ambassador Alan Wolff, Deputy Director-General of the World Trade Organization.

Mr Wolff expressed his personal concern for the state of global trade. He's not alone. During 2018, I've heard some of the most respected and influential experts, trade organizations and think tanks using the word "crisis", without hyperbole. As President of a non-political organization, the policies and disputes that led to this situation are outside of my control. My focus and that of ISO is on solutions. I'm very encouraged by the unanimity of those same experts, who tell me that many of the problems with global trade can only be fixed through the development and use of standards.

Business takes place in a globalized world. It also takes place in a world that is increasingly connected. Although the United Nations Sustainable Development Goals (SDGs) rightly draw our attention to the number of people who still lack electricity, let alone Internet access, the fact is that more individuals are connected today than at any time in history. For those who previously lived in relative isolation and who can now do business with people on the other side of the planet, the role of standards is obvious. If you can't meet directly with your customers, then you must meet their expectations. Products and services must match International Standards and thus be safe, compliant and add value to our lives.

In addition to what ISO brings to the world, it's the way in which we do so that matters. You have seen from our performance in this report that we continued to set new records in 2018. Our ongoing success not only secures the future of our organization but serves as a testament to internationalism and cooperation. In a world that is fragmented, and in crisis, ISO is living proof that we are stronger together than alone.

With a focus on the SDGs, ISO is creating wider awareness of the role of standards in addressing global challenges. These challenges may seem insurmountable at times, but a practical toolkit in the form of our standards provides a solid first step for many. Despite what some might describe as a pessimistic future for the world, I have great hope for 2019 and beyond. ISO is clear evidence that multilateralism, shared goals and consensus are healthier than ever. We can be a light to the rest of the globe. Great things happen when the world agrees.

**International Organization
for Standardization**

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