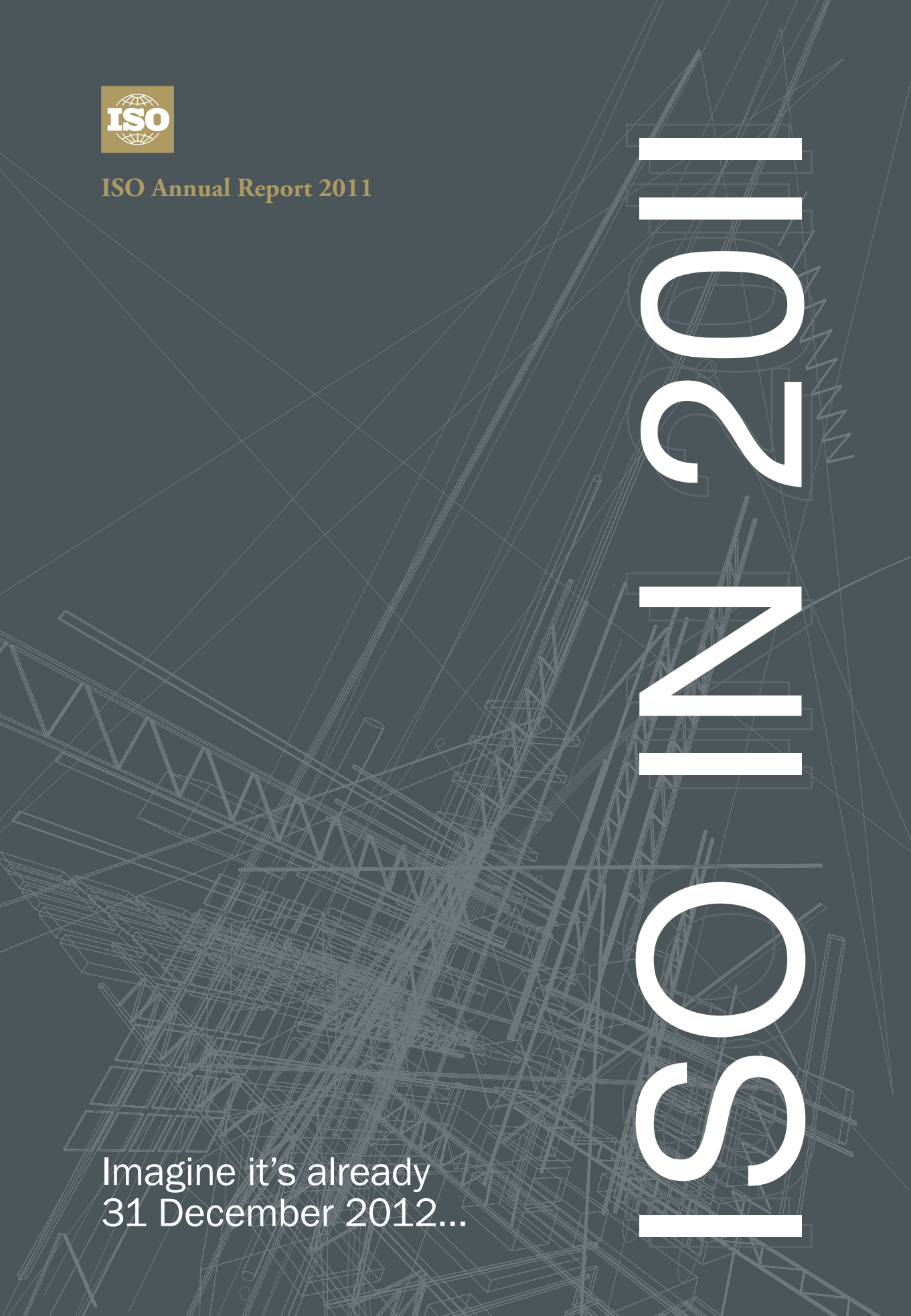


ISO Annual Report 2011

# ISO IN 2011

Imagine it's already
31 December 2012...

# Contents



**ISO President, Dr Boris Aleshin :**

"For our customers, the users of ISO standards, what counts for them are the results they achieve through implementing our standards."

ISO Annual Report 2011

# Imagine it's already 31 December 2012...

SO WHAT?

The conventional annual report focuses on the importance of the organization and what it does. The *ISO Annual Report 2011* tries something different. Imagine it's already 31 December 2012 – for you to agree that ISO has done a great job, what would it have had to do for you?

To give you an idea of the potential of ISO standards to benefit you, this annual report focuses not on what ISO has to say about itself, but on what a selection of the users, customers and stakeholders of ISO standards had to say in 2011. They come from both public and private sectors, and some of them actually participate in the development of ISO standards.

ISO President, Dr Boris Aleshin, in a speech in 2011, after referring to the launching of the *ISO Strategic Plan 2011-2015*, commented: "Having a strategy is not enough. As Churchill once said, 'However beautiful the strategy, you should occasionally look at the results.' And for our customers, the users of ISO standards, what counts for them are the results they achieve through implementing those standards."

## What could ISO have done for you?

## ISO in brief

ISO is the International Organization for Standardization. ISO has a membership of 163 national standards bodies from countries large and small, industrialized, developing and in transition, in all regions of the world. ISO's portfolio of over 19 000 standards provides business, government and society with practical tools for all three dimensions of sustainable development: economic, environmental and social.

ISO standards make a positive contribution to the world we live in. They facilitate trade, spread knowledge, disseminate innovative advances in technology, and share good management and conformity assessment practices.

ISO standards provide solutions and achieve benefits for almost all sectors of activity, including agriculture, construction, mechanical engineering, manufacturing, distribution, transport, healthcare, information and communication technologies, the environment, energy, safety and security, quality management, and services.

ISO only develops standards for which there is a clear market requirement. The work is carried out by experts in the subject drawn directly from the industrial, technical and business sectors that have identified the need for the standard, and which subsequently put the standard to use. These experts may be joined by others with relevant knowledge, such as representatives of government agencies, testing laboratories, consumer associations and academia, and by international governmental and nongovernmental organizations.

An ISO International Standard represents a global consensus on the state of the art in the subject of that standard.

# ISO as seen by users, customers and stakeholders

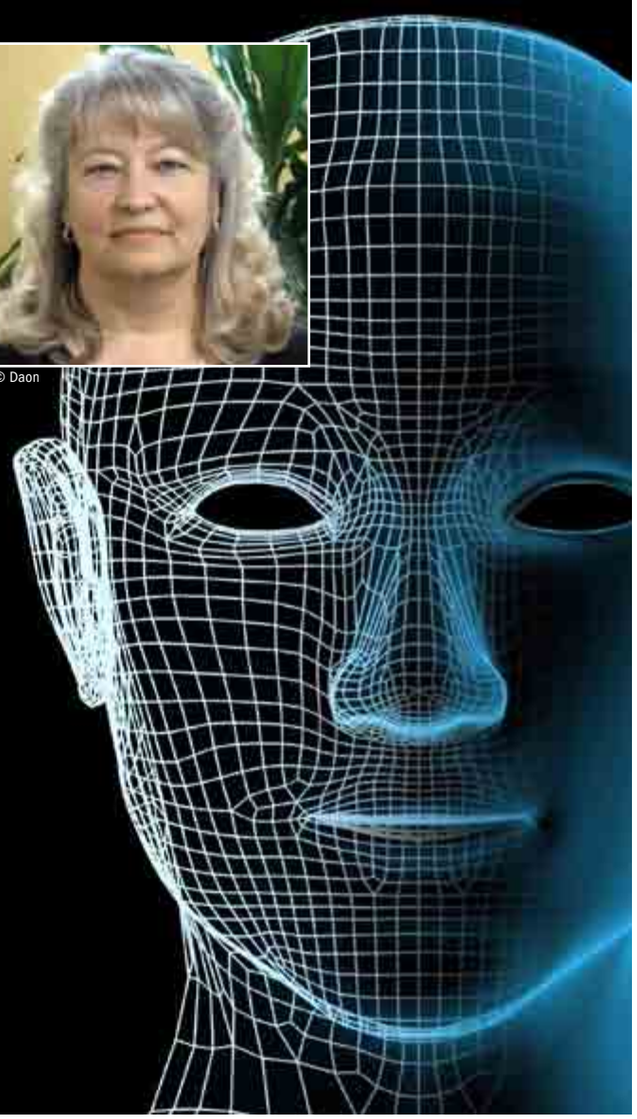
"Daon relies on ISO biometrics standards in providing platforms for the entire identity lifecycle, spanning applications that include border management, transportation and credentialing of employees and citizens… Biometrics technology has become an essential weapon in the worldwide fight against both terrorism threats and identity theft."

Photo : © Daon

**Catherine Tilton**, Vice President of Standards and Emerging Technology at Daon, USA.

## **Biometrics** for security

Photo : © Daon



## Safeguarding **financial payments**

"Payment standards, and in particular payment security standards, are a cornerstone of the retail payments system. ISO…develops standards that are critical in enabling nearly instantaneous execution of billions of transactions annually representing trillions of dollars in payments… Financial institutions the world over could not have built the globally interoperable, multi-billion-dollar card payments system without ISO security and related standards."

**John F. Sheets**, Senior Business Leader responsible for Payment Technology Development for Visa, Inc.



## **Metric system** an unsung hero


**Anders J Thor**, formerly an Assistant Professor of Mechanics at the Royal Institute of Technology in Stockholm, Sweden. *Anders J Thor passed away on 7 April 2012.*

**Paul Gérôme**, professional taxonomist trained in anthropology (*Doctorat d'Etat de la Sorbonne*), semiotics, general system theory and dermo-science, Paris, France.

**Jean-Paul Lemaire**, works for the University Paris Diderot for the French National Research Center (CNRS).

"From baking a cake to transmitting security data – quantities and units enable every aspect of our lives. Without the metric system contained in International Standards, a whole range of activities, from shopping at the supermarket to industrial production, to scientific research, to international trade, would be at best extremely haphazard."

## Cabling standards score **in football coverage**

Football is the focus of massive television, radio and newspaper coverage, serving millions of fans around the world with images, data, and a wealth of information on matches, teams and players. But how are all these images and pieces of information transmitted to the gigantic video screens in football stadiums, to public viewing sites, and simultaneously to television and the Internet?

Photo: © R&M

**Matthias Gerber**, Head of Presales Engineering at Reichle & De-Massari AG, Switzerland.

Photo: © R&M

"ISO/IEC 11801 and ISO/IEC 24702 have definitely created a huge push for the cabling industry. By providing guidance to the end-user and cabling vendor, the two International Standards have clarified customer demands, and shaped and focused the entire industry.

"The demanding performance targets defined by the standards required deeper understanding of the physics involved, and triggered incredible progress in possible data transmission speed. On the customer side, standardization has reduced the risks of stranded investments, and has helped to future-proof infrastructure investments."

Photo: © R&M

**Graeme Freedman**, a leading international expert in smart card and related technology.



## **Smart card registration** increases interoperability and security

The appointment of SAI Global as the worldwide ISO/IEC 24727-6 Smart Card Registration Authority for authentication protocols conforming to the standard ensures greater interoperability and security in this technology which plays such a vital role in establishing identity so that services such as healthcare, banking and transport go to the right person.

"This new approach has been long awaited and is welcomed by both developers and adopters of smart card technology… This is especially the case for governments and other major organizations that are looking for ways to inter-operate between local, national and international smart card schemes in an increasingly globalized world."

# Australian dentists

Photo : © ADAVB

## get their teeth **into ISO 26000**

**Garry Pearson**, Chief Executive Officer of the Australian Dental Association Victorian Branch (ADAVB), Inc.

Photo : © ADAVB

The Australian Dental Association Victorian Branch (ADAVB) became one of the first entities to take up ISO 26000, which gives guidance for social responsibility.

" After consulting ISO 26000, ADAVB has mapped actions taken by the association – such as cleaner waste water from dental cabinets, and environmental and community health and welfare campaigns – against the guidance in the standard. This has demonstrated just how effective ISO 26000 can be in implementing social responsibility, particularly for those for whom SR sounds like a good idea, but who question how, in concrete terms, one should implement it."



Photo : © UN Photo/Sergio da Silva

# ISO and UN's **Millennium Development Goals (MDGs)**

"ISO has developed a large set of standards in the environmental field which are quite complementary with the UNECE norms and conventions in this area and thereby also contribute to the achievement of the MDG 7 on environmental sustainability. And there are many other examples on how ISO standards help organizations meet the MDGs.

"For instance, ISO 26000 helps organizations achieve the benefits of operating in a socially responsible manner and is directly linked to MDG 3, 'Gender equality'. Thus, the core subjects and issues of social responsibility defined by ISO 26000 include human rights, labour practices, the environment, fair operating practices, consumer issues and community involvement which encompass, among other things, the principles of equal opportunities and non-discrimination.

"ISO 9000 has an important impact on education and many educational institutions have been called upon to use these standards. It contributes to MDG 2, 'Universal primary education'.

"The role of International Standards in economic development has been emphasized on many occasions, more particularly with the reference to the standards in the Technical Barriers to Trade Agreement of the World Trade Organization (TBT WTO)."

**Sergei A. Ordzhonikidze**, Director-General (2002-2011), United Nations Office at Geneva, Switzerland.

Photo : © UN

# Singapore's largest retailer backs ISO standards

Photo : © NTUC FairPrice

**Seah Kian Peng**, Chief Executive Officer (Singapore) of NTUC Fairprice Co-operative (240 outlets).

Photo : © NTUC FairPrice

Photo : © NTUC FairPrice

"International Standards are very important to us. It gives credit to the great lengths that we have gone through to ensure that the end product delivered to all FairPrice customers is both affordable and of the best quality… As one of the leading supermarket retailers, FairPrice plays a key role in being an early adopter of standards and through this we spur other industry players to do the same."


Photo : © NTUC FairPrice



# Building on ISO standards

Photo : © CSTB

**Carole Le Gall**, Chief Executive Director of the Scientific and Technical Centre for Building (CSTB), France.

"In order to describe the performances which need to be integrated into a project, International Standards are necessary. People also move around and work internationally. They expect to be able to rely on International Standards for a certain level of comfort and safety…

"Sustainable development has to take into account both local and international challenges. International Standards are a means of addressing these issues at a global level, disseminating best practice. Participation in standards development ensures that all interests are taken into account, whether industry, regulators or consumers."

Photo : © CSTB

Photo : © CSTB

# ISO standards and **developing countries**

Photo : Roger Lundholm/Universitetssjukhuset i Lund

Photo : Magnus Saemundsson/ Sida

Photo : Victor Brott

**Ulf Källstig**, Head of Unit for Global Programmes at the Swedish Agency for International Development Cooperation (Sida).

Photo : Ylva Sahlstrand/Sida

Photo : Ylva Sahlstrand/Sida

Working to improve capacity of national standards bodies (NSBs) in developing countries is an important task outlined in the *ISO Action Plan for Developing Countries 2011-2015* and an important building block towards more inclusive trade – locally, regionally and globally.

"To have developing country partners at the table is important in all international affairs, particularly in facilitating development for the poor. ISO's Action Plan works twofold by both bringing partners to the table, and offering capacity building for actors in developing countries. That is why it is in line with Swedish development priorities.

"Sida's reason for supporting ISO is to stimulate economic growth that will have the potential to benefit poor people in less developed countries, and to do so with a 'rights perspective' (i.e. targetting the work so that underprivileged groups benefit from the standard)."

© Palais des Festivals et des Congrès de Cannes – Photo : Ajuria

**Youri Golovko**, Purchasing Manager and QSE Manager of the *Palais des Festivals et des Congrès* of Cannes, France.

# Cannes achieves top billing with ISO standards

The city of Cannes in France has achieved international renown through its film festival. Today, its *Palais des Festivals et des Congrès* is one of the top performing convention centres in Europe. In order to reach this objective, it implemented a strategy based on ISO International Standards ISO 9001 (quality management) and ISO 14001 (environmental management) and the non-ISO OHSAS 18001 standard (occupational health and safety).

"Implementing ISO standards clearly provides a competitive advantage in order to face international trade challenges and generate new growth opportunities."


# ISO 50001
## Save energy, save the planet

**Paul Scheihing**, Acting Supervisor, Technical Assistance, Industrial Technologies Program, at the US Department of Energy.

"Based on broad applicability across national economic sectors, the ISO 50001 standard (energy management) could eventually influence up to 60 % of the world's energy demand."

**Ken Hamilton**, Director, Global Energy and Sustainability Services, Hewlett-Packard (USA).

"ISO 50001 – a 'very pragmatic standard' that will help companies to integrate energy management with business practices. It will allow multinational companies like Hewlett-Packard to reduce energy costs and increase the efficiency of energy use throughout global supply chains."

**Daryl Liao**, Executive Vice-President of Delta Group's China region.

"With the implementation of the ISO 50001 energy management system in the Dongguan region, and production capacity at an even level from January to May of this year, we have already reduced power consumption by 10.51 million kWh as compared to the same period in 2010. This is equivalent to a reduction of 10.2 thousand tons of carbon emissions and a saving of CNY 8 million."




# Good things **for SMEs**

Managers of small businesses in 10 countries from around the world testified how ISO standards contribute to their success in a new ISO brochure, *10 good things ISO does for SMEs.*

**Per Frode**, CEO of Baltic Safety Products, Sweden.

"The payoff for engaging in standards work is greater than many small business people realize. Standards are both important and interesting. For a company like Baltic Safety, it's essential to get involved with the working groups so we can get started early with our planning for future designs and production methods. Globalization means that ISO standards are key for any company that hopes to succeed in export markets."

**Martin Denison**, Managing Director of Scuba Schools GmbH, Austria.

"Without standards I would have had to close down… Not taking part (in standardization) would have cost me my company and my livelihood…What does it cost me if I do not get involved and others define rules that are out of line with my needs, interests and experiences, but which I have to comply with because they are laid down in a standard? Hence, it is best to join in right at the start."

# ISO standards and **supply chains**


Photo : DuPont Image

**Ian Hudson**, President – DuPont Europe, Middle East and Africa, and President – DuPont de Nemours International SA, Geneva, Switzerland.


Photo : DuPont Image


Photo : DuPont Image

"I think that globalization and worldwide trade make it more relevant for International Standards to play a key role in today's business.

"If you look, for example, at our sourcing processes in DuPont, we have an initial self-assessment questionnaire for potential suppliers, followed by on-site audits. The questionnaire includes the certification requirements for ISO 9001 and ISO 14001, respectively. This provides a reliable source of confidence in our supply chains…

"These ISO standards are important for our diversified businesses, not only to deliver quality products and services, but in the context of speaking one language: the international language of standards."



# ISO standards **for global players**


Photo : Daimler AG


Photo : Daimler AG

"The early adoption of internationally recognized standards serves to establish conditions for uniform regulation and efficient technology development. This enables not only investments to be planned, but also provides the basis for a global competition and mature innovations…

"International Standards open doors for our products worldwide. We are a global player with globally located research, development and production sites. Therefore, we need to observe global standards. These serve to increase work efficiency in our research and development, planning, procurement, production and aftersales operations and simplify the strong cooperation we enjoy with our technology partners…"


Photo : Daimler AG

**Dr. Thomas Weber**, member of the Board of Management of Daimler AG, responsible for Group Research and Mercedes-Benz Car Development.


Photo : Daimler AG


Photo : NASA

## Pushing back **the space frontier**


Photo : NASA


Photo : NASA

**Christopher J. Scolese**, Associate Administrator, National Aeronautics and Space Administration (NASA), USA.

"People sometimes forget that standards evolve with time. This is a job that ISO and the ISO community do very well – they adapt as we learn things. International Standards are the repository of our knowledge, of the knowledge of the community. They explain it and maintain it well : they are the caretakers.

"At the same time, we are constantly learning and updating our standards. This is done through a formal process to make sure that everyone understands the same thing. Our duty is to communicate the correct information, not only to the current generation of engineers, but to future generations of engineers and scientists."






Photo : Sony


Photo : Sony

**Ken Wheatley**, Senior Vice President and Chief Security Officer, Sony Electronics, Inc., USA.


Photo : Sony

"ISO has played a huge role in Sony's effort to not only become more efficient and quality oriented in our manufacturing processes through ISO 9001 (quality management systems), but also to reduce our environmental impact and save costs across the company through ISO 14001 (environmental management systems). All of Sony's sites with 100 employees or more are certified to ISO 14001, globally…

"International Standards like ISO's help companies discover inefficient, unnecessary and in some cases dangerous practices that can lead to a whole host of undesirable outcomes. Many of the industry's leading best practices in place today were developed in response to issues found during some stage of an ISO standard implementation."

# ISO standards **for today, for tomorrow**

Photo : Lockheed Martin

Photo : Lockheed Martin

**Rick Johnson**, Vice President and Chief Technology Officer, Lockheed Martin Information Systems & Global Solutions (IS&GS), USA.

"Starting with ISO 9001, the ISO standards give us a defined and focused management system. This management system has provided numerous benefits from cost containment to quality products to timely delivery of our customer's contracts over the years. The addition of ISO/IEC 27001 (information security management), with its focus on security, and ISO/IEC 20000 (IT service management), with its focus on service, has allowed Lockheed Martin IS&GS to enhance its management system with a baseline for today, yet focused on tomorrow."


Photo : WTO

# "Vital relationship" between WTO and ISO

**Pascal Lamy**, Director General of the World Trade Organization (WTO), emphasized the "vital relationship" between the WTO and ISO in a video message to the 34th ISO General Assembly in New Delhi, India.

"The work you do – the work of setting standards – is crucial for international trade," he said. In conclusion, the WTO Director General told the delegations of ISO member countries: "Please see this message as an encouragement by the WTO for the development of further International Standards. Ones that are developed transparently and inclusively; and which capture state-of-the-art technology. Once again, allow me to express my appreciation for the collaboration between our respective organizations. It must be maintained and I am confident that it will."

Photo : WTO

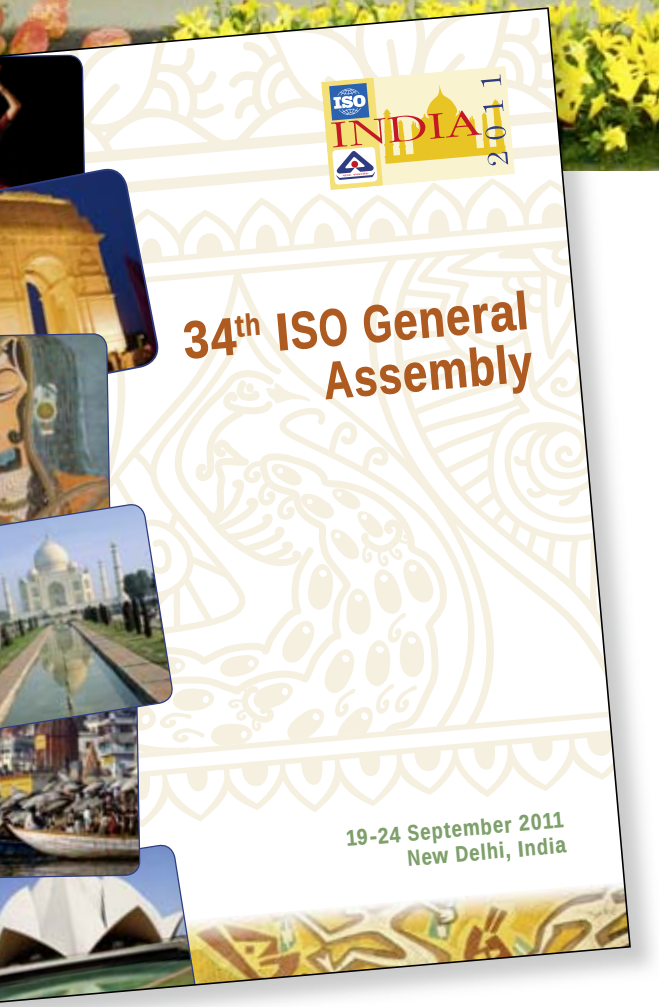
# ISO standards meet trade
## and sustainability challenges


India's Minister of State for Consumer Affairs, Food and Public Distribution, **Prof. K. V. Thomas**.

At the opening on 21 September 2011 in New Delhi of ISO's 34th General Assembly, **Prof. K. V. Thomas**, India's Minister of State for Consumer Affairs, Food and Public Distribution, said: "We recognize standardization as a vital component of our growth engine, an important facilitator of trade and a major tool for protection of consumer interest."


The ISO President, **Dr. Boris Aleshin**.


ISO Secretary-General, **Rob Steele** with the President of ANSI, host of the next ISO General Assembly, **Joe Bhatia**.


**Béatrice Frey**, who retired in 2011 from her leadership of the Bureau of the Secretary-General, was honoured for her 39 years of service at ISO Central Secretariat.

# Outro-

## How ISO International Standards **offer benefits for a world of seven billion people**

(ISO press release, 1 November 2011)

**ISO Secretary-General, Rob Steele:**

"ISO standards are made by people to help solve problems for people."

As the world population achieves a new landmark of seven billion people, ISO standards offer practical tools for sustainability and a better, safer world.

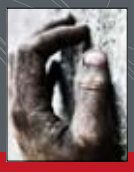
According to the United Nations Population Fund (UNFPA), the population of our planet has now reached seven billion people [1]. It said "This unique moment in human history represents both an achievement and a challenge, and will have an impact on every single person on the planet. A world of seven billion has implications for sustainability, urbanization, access to health services and youth empowerment – however, it also offers a rare call-to-action opportunity to renew global commitment for a healthy and sustainable world."

ISO Secretary-General Rob Steele commented: "Standards play a pivotal role in facilitating the interaction of so many people. Every day, thousands of ISO standards help people at work, in the home and at play, by promoting quality and efficiency, making lives safer and more comfortable, fostering economic prosperity and looking after our planet. And that is because ISO standards are made by people to help solve problems for people."

Examples include standards for food safety, medical devices,

1) The UN recognizes that its own figures come with a 1-2% margin of error, and the world's population could actually be 56 million higher or lower.

# duction


social responsibility, building and construction, transportation and fighting climate change. Whether we are pressing on the brake of a car, playing ice hockey protected by a helmet, or using a computer, ISO standards make an important contribution to our safety and efficiency.

As the world population reaches seven billion, International Standards can help address the ever growing challenge of sustainability. For example, standards for food and water quality and for energy management can contribute to an effective use of resources. And standards for new technologies help promote and deploy innovations crucial to facilitating the lives of a rising population. In fact, most ISO standards contribute in one way or another to addressing the economic, societal and environmental aspects of sustainability.

What makes ISO so effective is that it provides a non-political, non-partisan platform where standards are developed through open, transparent processes by representatives of the people who need them, implement them, are affected by them – and who can review and continually improve the results of their implementation.

This is why ISO standards help translate agreements reached at events like the Earth Summit and the forthcoming Rio+20, into practical actions that can be implemented worldwide.

# ISO highlights of 2011


*ISO Focus+* magazine focuses on the *ISO Strategic Plan 2011-2015*

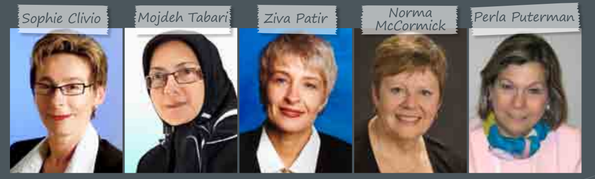
How to ensure ISO standards keep on delivering top benefits


ISO/ITC handbook/CD package puts ISO 14001 within easier reach of SMEs

Russia's Premier Vladimir Putin backs ISO standards


First WSC eNewsletter looks at how business leaders increase competitive advantage by using standards

ISO Website adds availability in Russian to English and French




Remarkable women face the challenges of standardization

ISO takes its own ISO 9001 and ISO 14001 medecine


How standards could help reduce danger of driver distraction featured at Fully Networked Car workshop

20th anniversary of Vienna Agreement on international and European standardization

Canadian engineering school wins ISO Award for higher education in standardization


ISO launches ISO 50001 energy management standard


ISO collection of international case studies proves economic benefits of standards


ISO brochure provides overview of GHG programmes

Best-selling ISO standards available in e-book formats


ISO standards makers address how to make ISO simpler, faster, better


ISO Survey – Certifications up by +6 %


New ISO videos communicate essential benefits – in seconds


World Standards Day poster chosen by competition on social media

ISO action plan proposes standards to combat oil spill disasters

Gorbachev opens ISO forum on standards for vehicle of the future

Free access to ISO magazines provides mine of information on benefits of ISO standards

**The full stories can be found on the ISO Website www.iso.org in ISO press releases during 2011, and in *ISO Focus+* magazine: www.iso.org/isofocus+**

The pillars of the ISO system

# National standards bodies

At the end of 2011, the ISO system comprised the national standards bodies (NSBs) of 163 countries from all regions of the world. During the year, 38 of them provided administrative and technical services for the secretariats of the technical committees that develop ISO standards (see also page 47).

A measure of the commitment of NSBs to the ISO system was the following countries upgraded their membership allowing them to expand their participation:

- Upgrades from correspondent member to member body:
  EVS (Estonia)
  SAZ (Zimbabwe)
  YSMO (Yemen)
- Upgrade from subscriber member to correspondent member:
  LSQAS (Lesotho).

# **Technical** committees

In 2011, ISO published 1 208 International Standards or related documents, bringing its portfolio to 19 023. This work was carried out within a structure comprising 224 technical committees.

As every year, one of them was honoured for special achievements.

The Lawrence D. Eicher Leadership Award for excellence in creative and innovative standards development went to ISO technical committee ISO/TC 34, *Food products*.

The committee has developed some 785 standards addressing human and animal foodstuffs, covering the food chain from primary production to consumption. These standards include terminology, sampling, methods of test and analysis, product specifications, food and feed safety and quality management and requirements for packaging, storage and transportation.

Fifty-one countries participate in TC 34 with another 57 as observers. It displays a true desire to promote the involvement of developing countries, such as the twinned leadership of the committee by a developed country member, AFNOR, of France, and a developing country member, ABNT, of Brazil.

TC 34 undertakes significant efforts to make ISO more visible internationally through collaboration with international organizations such as the Codex Alimentarius Commission, the World Organization for Animal Health (OIE), with which ISO signed a Memorandum of Understanding in July 2011, and cooperation on joint standards with the International Dairy Federation, such as the detection of melamine in milk.

ISO food standards developers find right recipe for leadership award

*From left:* ISO/TC 34 Chair, **Mr. François Falconnet**; ISO President, **Dr. Boris Aleshin**, and ISO Vice-President (technical management), **Mr. Jacob Holmblad**.

*From left:* ISO/TC 34 Secretary, **Ms. Sandrine Espeillac**; Twinned Secretary, **Ms. Ana Carolina Figueiredo**; ISO President, **Dr. Boris Aleshin**, and ISO Vice-President (technical management), **Mr. Jacob Holmblad**.

# ISO's secret formula for successful standards

ISO's "movers and shakers" at the fifth ISO Chairs' Conference. The event provided the ideal platform for a lively exchange of views among the leaders of ISO technical committees, subcommittees and project committees that was not only highly useful and thought-provoking – it was fun!

# ISO in figures in 2011

## Members

**163** national standards bodies, comprising
**110** member bodies, **43** correspondent members,
**10** subscriber members.

## Technical committee structure

**3 335** technical bodies, comprising
**224** technical committees,
**513** subcommittees,
**2 516** working groups and
**82** ad hoc study groups.

## Staff

### *Technical secretariats*

**38** member bodies provide the administrative and technical services for the secretariats of committees of the ISO technical programme.
These services involve a full-time staff equivalent to **500** persons.

### *Central Secretariat in Geneva*

**151** full-time staff from
**20** countries coordinate the worldwide activities of ISO.

## Financing

**140** million CHF per year is the estimated cost for the operation of committee secretariats financed by
**38** member bodies holding these secretariats.
**37** million CHF represents the operational cost of the ISO Central Secretariat financed,
**55 %** through membership fees,
**45 %** through sales of publications, other income from services and contributions to developing country programmes.

## Development of International Standards

### *Total at 31 December 2011*

**19 023** International Standards and standards-type documents.
These standards represented a total output of
**749 209** pages in English and French (terminology is also often provided in other languages).

### *In 2011*

**1 208** International Standards and standards-type documents published.
This output represented a total of **75 161** pages for 2011.

## Work in progress in 2011

**1 419** new projects (work items) registered.
**4 007** work items appeared on the programmes of work of the technical committees.
The breakdown was as follows:
**1 094** work items at preparatory stage,
**1 101** committee drafts,
**1 812** Draft International Standards (DIS) and Final Draft International Standards (FDIS).

## Meetings

**15** technical meetings were in progress, on average, each working day of the year somewhere in the world.
**1 580** technical meetings
were held in
**50** countries, comprising
**149** meetings of technical committees,
**361** meetings of subcommittees,
**1 070** meetings of working groups or ad hoc groups.

## Liaisons

**618** international organizations were in liaison with ISO technical committees and subcommittees.

## Electronic access to technical information

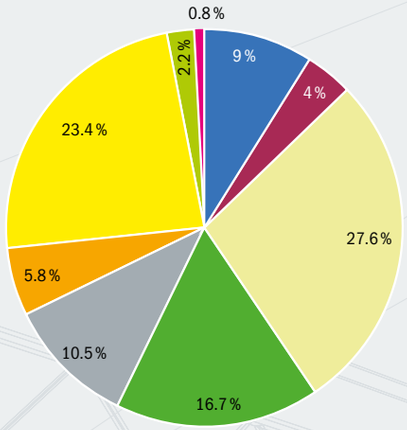
Complete information on ISO's standardization activities (including the *ISO Memento* and the *ISO Catalogue*) is available from ISO Online, accessible on the Web at the following address: **www.iso.org**.
Users will find here:
**19 023** bibliographic data items on ISO International Standards,
**4 007** bibliographic data items on draft ISO International Standards.
Through ISO Online, by accessing *World Standards Services Network (WSSN)*, users can also access information on standardization developments within a number of international, regional and national standardizing bodies and on some bibliographic data related to **700 000** standards, technical regulations and other standards-type documents from all over the world.

For details, see **www.iso.org**.

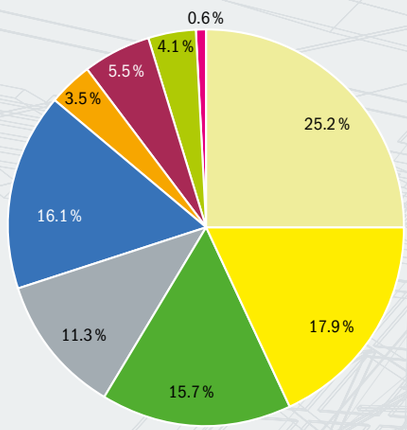
# Portfolio of ISO standards and Draft International Standards

by technical sector at the end of 2011

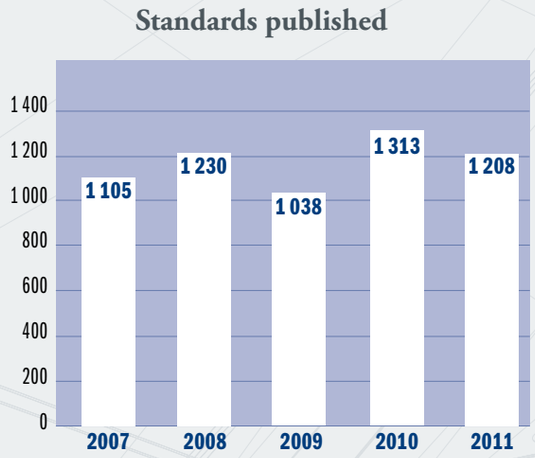
## International Standards

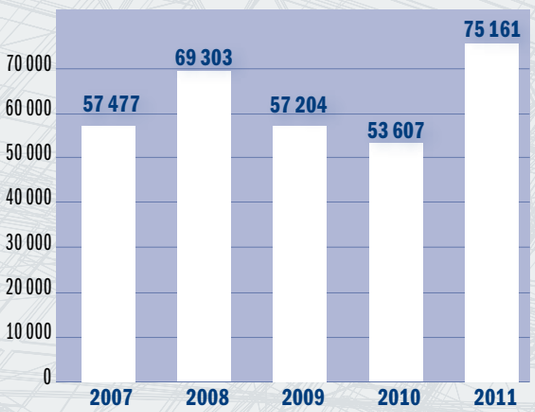



## Draft International Standards/Final Draft International Standards




## Annual production




- Generalities, infrastructures and sciences
- Health, safety and environment
- Engineering technologies
- Electronics, information technology and telecommunications
- Transport and distribution of goods
- Agriculture and food technology
- Materials technologies
- Construction
- Special technologies




# Principal officers

ISO President,
Russian Federation

**Boris Aleshin** was elected ISO President for a two-year term as of 1 January 2011. Dr. Aleshin has over 30 years' experience in industry and government in the Russian Federation and has been at the forefront of reforming technical regulation and standardization in Russia. He is currently Director General of the Central Aerohydrodynamic Institute (TSAGI), one of the largest research centres in the world and leader in aviation theory and experimentation. Dr. Aleshin has held several top managerial positions including President of the AvtoVAZ Group (Russia's biggest car manufacturer), President of the Federal Agency for Industry, CEO of the Microelectronics Centre of Aviation Industry and First Deputy Director of the State Research Institute of Aviation Systems. At the governmental level, Dr. Aleshin has held different high level positions, including that of Deputy Prime Minister of the Russian Federation in 2003-2004. Dr. Aleshin is Doctor of Technical Sciences from the Moscow Institute of Physics and Technology and a corresponding member of the Russian Academy of Sciences. He is the author of more than 100 scientific papers.

ISO Vice-President
(policy), Japan

**Sadao Takeda** was appointed ISO Vice-President (policy) for the 2010-2011 term. Mr. Takeda has been Director General of the Japanese Standards Association (JSA) since 2007 and a Member of the Japanese Industrial Standards Committee (JISC) since 1997. He was the JISC representative on the ISO Council from 2003 until the end of 2009. At JISC, he has held different managerial positions including Secretary-General, Director of the Conformity Assessment Division, and Director of the Measurement Standards Division. During his career at the Japanese Ministry of Economy, Trade and Industry (METI) from 1975 to 2002, Mr. Takeda had various responsibilities in the areas of Standards Policy, International Trade Policy, Research and Development Policy, Information Technology (IT) Industry, and Industrial Policy Planning. He has an academic background in IT engineering.

ISO Vice-President
(technical management),
Denmark

**Jacob Holmblad** was re-appointed ISO Vice-President (technical management) for the 2010-2011 term. Mr. Holmblad had been Managing Director of Danish Standards (DS) from 1991 until the end of 2009. He holds from 2010 a position as international consultant in DS and he is active on several private and public boards as chairman or as a member. Before joining DS, he had long-standing experience within the Danish Ministry of Energy (1973-1991), including 10 years as Deputy Managing Director of the Danish Energy Agency. His career also includes commitments within the Danish Government such as acting personal assistant to the Minister of Industry (1974-1978). Mr. Holmblad has also been involved with the boards of several entities, such as the Danish Energy Society (Vice-Chairman), the Wind Turbines Capital Fund Ltd (Vice-Chairman and Chairman), the Danish-Chinese committee for technological and scientific cooperation (Member 1997-2008), the Danish Energy Regulatory Authority (Deputy Chairman), the Science Park of the Technical University of Denmark (Chairman) and the Danish Innovation Centre (Vice-Chairman). From 2000 until 2004, Mr. Holmblad was Vice-President Technical of CEN.

ISO Treasurer, Switzerland

**Julien Pitton** was re-appointed ISO Treasurer for the 2011-2013 term. Mr. Pitton has devoted 20 years to the structuring and financing of corporate developments. He led the investment banking activities of a private bank in Geneva and the development of the financial engineering group at Banque Paribas London. Since 2003, he has been an independent advisor specialized in the governance and implementation of strategic entrepreneurial initiatives, particularly in the fields of science and education. At the entrepreneurial level, Mr. Pitton sits on the board of Directors of several companies dealing with architectural projects, international financial administration, crisis management assistance, and professional training. At the international level, he is Vice-President of *Ingénieurs du Monde*, and a member of the Steering Committee of the International Centre for Earth Simulation Foundation. Mr. Pitton holds a Social & Economics Degree in Business Administration from the University of Geneva. In Switzerland, he also studied at the International Institute for Management Development; in the USA at Stanford University; in the UK at the London Business School; and in France at the École des Hautes Études Commerciales.

ISO Secretary-General

**Rob Steele**, ISO Secretary-General since 1 January 2009, was previously the Chief Executive Officer of Standards New Zealand (SNZ). Rob is a Chartered Accountant, a member of the New Zealand Institute of Directors, and a Fellow of the New Zealand Institute of Management. During his tenure as CEO of the New Zealand standards body, he represented SNZ on the ISO Council and Council Standing Committee on Strategy, and the ISO Technical Management Board where he was involved in developing policies on the global relevance of International Standards. He was also Secretary of the Pacific Area Standards Congress (PASC) from 2002 to April 2007.

Prior to joining SNZ, Rob was Chief Executive of an electricity distribution company in New Zealand, and prior to that, a Manager in a major New Zealand bank with responsibility for assessing credit risk. In his career, he has also worked in New Zealand and Canada providing senior management advice to clients of Deloitte on financial audit and organizational finance as well as serving on several boards as a director of companies in the manufacturing and service sectors.

# ISO structure

**Policy Development Committees (PDCs)**
- Conformity assessment (CASCO)
- Consumer policy (COPOLCO)
- Developing country matters (DEVCO)

**Council Standing Committees**
- Finance
- Strategy

**Ad Hoc Advisory Groups**

**General Assembly**
- Annual business meeting
- All ISO members

**Council***
- Organizational governance
- Principal officers and 20 elected members

**Central Secretariat**
- Member services
- Secretariats for General Assembly, Council, PDCs and Technical Management Board
- Support services for technical committees and subcommittees
- Publications
- Marketing, Communication and Information
- Training
- Action Plan for developing countries

**Technical Management Board**
- Overall management of technical work
- Establishment and dissolution of technical committees
- Delineation of technical committees' scopes
- Coordination issues
- Appeals

- Technical committees
- Technical advisory groups
- Committee on reference materials (REMCO)

*** Council members in 2011**

**AFNOR** (France)
**ANSI** (USA)
**BSI** (United Kingdom)
**DIN** (Germany)
**DSM** (Malaysia)
**GOST R** (Russian Fed.)
**ICONTEC** (Colombia)
**IST** (Iceland)
**JISC** (Japan)
**KATS** (Rep of Korea)
**KAZMEMST** (Kazakhstan)
**MCCAA** (Malta)
**SABS** (South Africa)
**SAC** (China)
**SARM** (Armenia)
**SASO** (Saudi Arabia)
**SCC** (Canada)
**SN** (Norway)
**TSE** (Turkey)
**UNI** (Italy)

# Membership

At the end of 2011, ISO's worldwide membership comprised the principal standards organizations of 163 countries.

Of these, 110 were member bodies, which are entitled to participate and exercise full voting rights within ISO.

ISO also counted 43 correspondent members. These are usually organizations in countries that do not yet have a fully developed national standards activity. Correspondent members do not take an active part in ISO's technical work and have no voting rights, but are entitled to attend meetings as observers and to be kept fully informed about the work of interest to them.

In addition, ISO had 10 subscriber members. These are from countries with very small economies. They pay reduced membership fees that nevertheless allow them to be in contact with international standardization.



## Member bodies

**A** Algeria (IANOR), Argentina (IRAM), Armenia (SARM), Australia (SA), Austria (ASI), Azerbaijan (AZSTAND)

**B** Bahrain (BSMD), Bangladesh (BSTI), Barbados (BNSI), Belarus (BELST), Belgium (NBN), Bosnia and Herzegovina (BAS), Botswana (BOBS), Brazil (ABNT), Bulgaria (BDS)

**C** 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), Czech Republic (UNMZ)

**D** Denmark (DS)

**E** Ecuador (INEN), Egypt (EOS), Estonia (EVS), Ethiopia (ESA)

**F** Fiji (FTSQCO), Finland (SFS), France (AFNOR)

**G** Germany (DIN), Ghana (GSB), Greece (ELOT)

**H** Hungary (MSZT)

**I** Iceland (IST), India (BIS), Indonesia (BSN), Iran, Islamic Republic of (ISIRI), Iraq (COSQC), Ireland (NSAI), Israel (SII), Italy (UNI)

**J** Jamaica (BSJ), Japan (JISC), Jordan (JSMO)

**K** Kazakhstan (KAZMEMST), Kenya (KEBS), Korea, Democratic People's Republic of (CSK), Korea, Republic of (KATS), Kuwait (KOWSMD)

**L** Lebanon (LIBNOR), Libya (LNCSM), Lithuania (LST), Luxembourg (ILNAS)

**M** Malaysia (DSM), Mali (MLIDNI), Malta (MCCAA), Mauritius (MSB), Mexico (DGN), Mongolia (MASM), Morocco (IMANOR)

**N** Namibia (NSI), Netherlands (NEN), New Zealand (SNZ), Nigeria (SON), Norway (SN)

**O** Oman (DGSM)

**P** Pakistan (PSQCA), Panama (COPANIT), Peru (INDECOPI), Philippines (BPS), Poland (PKN), Portugal (IPQ)

**Q** Qatar (QS)

**R** Romania (ASRO), Russian Federation (GOST R)

**S** Saint Lucia (SLBS), Saudi Arabia (SASO), Senegal (ASN), Serbia (ISS), Singapore (SPRING SG), Slovakia (SUTN), Slovenia (SIST), South Africa (SABS), Spain (AENOR), Sri Lanka (SLSI), Sudan (SSMO), Sweden (SIS), Switzerland (SNV), Syrian Arab Republic (SASMO)

**T** Tanzania, United Republic of (TBS), Thailand (TISI), The former Yugoslav Republic of Macedonia (ISRM), Trinidad and Tobago (TTBS), Tunisia (INNORPI), Turkey (TSE)

**U** Ukraine (DSSU), United Arab Emirates (ESMA), United Kingdom (BSI), Uruguay (UNIT), USA (ANSI), Uzbekistan (UZSTANDARD)

**V** Viet Nam (STAMEQ)

**Y** Yemen (YSMO)

**Z** Zimbabwe (SAZ)

# Correspondent members

**A** Afghanistan (ANSA), Albania (DPS), Angola (IANORQ)

**B** Benin (ABENOR), Bhutan (BSB), Bolivia (IBNORCA), Brunei Darussalam (ABCI), Burkina Faso (FASONORM)

**C** Congo, the Republic of the (ACONOR)

**D** Dominican Republic (DIGENOR)

**E** El Salvador (CONACYT)

**G** Gabon (ANTT), Gambia (TGSB), Georgia (GEOSTM), Guatemala (COGUANOR), Guinea (IGNM)

**H** Hong Kong, China (ITCHKSAR)

**K** Kyrgyzstan (KYRGYZST)

**L** Latvia (LVS), Lesotho (LSQAS), Liberia (LDS)

**M** Macau, China (CPTTM), Madagascar (BNM), Malawi (MBS), Mauritania (DNPQ), Moldova, Republic of (INSM), Montenegro (ISME), Mozambique (INNOQ), Myanmar (MSTRD)

**N** Nepal (NBSM)

**P** Palestine (PSI), Papua New Guinea (NISIT), Paraguay (INTN)

**R** Rwanda (RBS)

**S** Seychelles (SBS), Sierra Leone (SLSB), Suriname (SSB), Swaziland (SWASA)

**T** Tajikistan (TJKSTN), Togo (CSN), Turkmenistan (MSST)

**U** Uganda (UNBS)

**Z** Zambia (ZABS).

# Subscriber members

**A** Antigua and Barbuda (ABBS)

**B** Burundi (BBN)

**C** Cambodia (ISC), Central African Republic (SNQCA)

**D** Dominica (DBOS)

**E** Eritrea (ESI)

**G** Guyana (GNBS)

**H** Honduras (DGCI)

**L** Lao People's Democratic Republic (DISM)

**S** Saint Vincent and the Grenadines (SVGBS).

# ISO member bodies' contribution to the standards process

(2011-12-31)

| ISO Members | Number of secretariats (TC/SC) | Number of convenorships* (WG) |
|---|---|---|
| **ABNT** (Brazil) | 8 | 21 |
| **AENOR** (Spain) | 7 | 18 |
| **AFNOR** (France) | 69 | 212 |
| **ANSI** (USA) | 117 | 509 |
| **ASI** (Austria) | 3 | 16 |
| **BELST** (Belarus) | 0 | 1 |
| **BIS** (India) | 8 | 12 |
| **BOBS** (Botswana) | 1 | 0 |
| **BPS** (Philippines) | 0 | 1 |
| **BSI** (United Kingdom) | 70 | 355 |
| **BSJ** (Jamaica) | 1 | 0 |
| **DGN** (Mexico) | 0 | 1 |
| **DIN** (Germany) | 130 | 352 |
| **DS** (Denmark) | 7 | 26 |
| **DSM** (Malaysia) | 5 | 6 |
| **DSSU** (Ukraine) | 1 | 3 |
| **EOS** (Egypt) | 0 | 3 |
| **GOST R** (Russian Federation) | 9 | 5 |
| **ICONTEC** (Colombia) | 1 | 9 |
| **INNORPI** (Tunisia) | 1 | 0 |
| **IPQ** (Portugal) | 1 | 3 |
| **IRAM** (Argentina) | 1 | 12 |
| **ISIRI** (Iran, Islamic Republic of) | 5 | 3 |
| **JISC** (Japan) | 67 | 193 |
| **KATS** (Korea, Republic of) | 16 | 65 |

| ISO Members | Number of secretariats (TC/SC) | Number of convenorships* (WG) |
|---|---|---|
| **KEBS** (Kenya) | 0 | 2 |
| **MSZT** (Hungary) | 0 | 1 |
| **NBN** (Belgium) | 2 | 34 |
| **NEN** (Netherlands) | 19 | 78 |
| **NSAI** (Ireland) | 0 | 3 |
| **PKN** (Poland) | 4 | 1 |
| **QS** (Qatar) | 0 | 1 |
| **SA** (Australia) | 19 | 76 |
| **SABS** (South Africa) | 9 | 11 |
| **SAC** (China) | 45 | 60 |
| **SCC** (Canada) | 17 | 80 |
| **SFS** (Finland) | 2 | 16 |
| **SII** (Israel) | 4 | 4 |
| **SIS** (Sweden) | 25 | 88 |
| **SN** (Norway) | 11 | 33 |
| **SNV** (Switzerland) | 18 | 34 |
| **SNZ** (New Zealand) | 1 | 8 |
| **SPRING SG** (Singapore) | 1 | 4 |
| **SUTN** (Slovakia) | 1 | 0 |
| **TISI** (Thailand) | 0 | 4 |
| **TSE** (Turkey) | 3 | 2 |
| **TTBS** (Trinidad and Tobago) | 0 | 1 |
| **UNI** (Italy) | 16 | 42 |
| **UNMZ** (Czech Republic) | 0 | 5 |

*Refers to the country of origin of the convenor.

# Financial statements

| Summary of financial performance kCHF | 2011 | 2010 |
|---|---|---|
| **Revenue** | | |
| Membership subscriptions | 20 326 | 19 616 |
| Sales and services | 13 475 | 14 411 |
| Funding for developing countries | 2 726 | 2 488 |
| (Loss) on investments | (425) | 260 |
| **Total Revenue** | **36 102** | **36 775** |
| **Expenditure** | | |
| Operations | 32 408 | 31 261 |
| Expenditure for developing countries | 2 726 | 2 338 |
| Amortization of capital investment | 1 154 | 1 530 |
| **Total expenditure** | **36 288** | **35 129** |
| **Operational result** | **(186)** | **1 646** |
| **Use / (Addition) of unrestricted reserves and provisions for future expenditure:** | | |
| – Changes in reserves and provisions | 583 | (30) |
| – Projects for development and promotion of ISO system | (397) | (436) |
| – Exceptional IT depreciation | 0 | (695) |
| – ISO funding for developing countries | 0 | (485) |
| **Unattributed net result** | **0** | **0** |

**Note:** These summary financial statements have been extracted from the audited ISO accounts for the year to 31 December 2011. The audited financial statements were sent to members at the end of March 2012.

The loss incurred on investments was due to the significant volatility in financial markets in 2011.

Revenue is made up of membership fees, sales of ISO standards and copyright licenses to use ISO products, funding from agencies for developing country programmes, and investment returns. The revenue is used to meet the direct costs of the organization, investments in specific projects and developing country programmes.

Expenditure was generally similar to 2010. Changes to the amortization policy increased expenses and decreased the level of amortization.

As a result of lower sales and the loss on investments, ISO incurred a small operating loss in 2011.

These are amounts approved by ISO Council for future programmes and projects to increase effectiveness, efficiency and participation in ISO.

# Financial statements (continued)

| Summary of financial position kCHF | 2011 | 2010 |
|---|---|---|
| **Reserves** | | |
| Unrestricted reserves | 19 786 | 20 219 |
| Funds received for special projects for developing countries | 1 907 | 1 881 |
| **Total reserves** | **21 693** | **22 100** |
| **Current liabilities** | **7 375** | **7 852** |
| **Deferred liabilities** | **795** | **1 038** |
| **Total reserves and liabilities** | **29 863** | **30 990** |
| **Assets** | | |
| Fixed | 1 082 | 1 901 |
| IT in development | 1 206 | 0 |
| Long term | 10 666 | 10 516 |
| Current | 11 167 | 1 225 |
| Deferred | 2 153 | 2 935 |
| Liquid | 3 589 | 14 413 |
| **Total assets** | **29 863** | **30 990** |

| Summary of cashflow statement kCHF | 2011 | 2010 |
|---|---|---|
| Net cash from operating activities | (1 545) | (274) |
| Net cash used in investing activities | (2 087) | 1 359 |
| Net cash flow from financing activities | 2 814 | 2 209 |
| **Net decrease in cash and cash equivalents** | **(818)** | **3 294** |
| **Control** | | |
| Cash and cash equivalents at the beginning of the period * | 14 413 | 11 119 |
| Cash and cash equivalents at the end of the period | 13 595 | 14 413 |
| **Increase (Decrease)** | **(818)** | **3 294** |

* Short-term bank deposits and liquid assets

This is the amount ISO members have invested in ISO. It represents funds for the long-term sustainability of the organization and for special projects approved by ISO Council.

Amounts due for payment within one year.

Amounts received in advance, mainly membership subscriptions.

Assets, such as IT equipment and furniture and fittings, either completed or in development.

Assets held (current and longer-term) and amounts owed to ISO that will be received within one year. The investments are made for the long-term sustainability of the organization and to meet the cash requirements of ISO operations and special projects approved by ISO Council.

Cash generated from day-to-day operations.

Cash spent on assets and investments.

Cash received to finance developing country programmes.

The amount of cash and short-term investments at the end of the year. Most of this is used to ensure the long-term sustainability of ISO.

# You've read the report, now watch the ISO videos!

In 2011, ISO released a new collection (top image on facing page) of six videos that communicate in less than a minute each the benefits that International Standards provide. Each video addresses a specific area where ISO standards are helping business, government and society around the world, every day:

- Developing countries
- Energy management
- Environment
- Food safety
- Healthcare
- Social responsibility.

The videos are a follow up to the two successful videos launched in 2010 (bottom image on facing page) presenting the benefits that ISO standards bring to:

- General public
- Business and government.

To view these and other ISO videos, visit ISO's video channel on YouTube: **www.youtube.com/PlanetISO**


VIDEOS 2
ISO AND DEVELOPING COUNTRIES
L'ISO ET LES PAYS EN DÉVELOPPEMENT
ISO AND ENERGY MANAGEMENT
L'ISO ET LE MANAGEMENT DE L'ÉNERGIE
ISO AND THE ENVIRONMENT
L'ISO ET L'ENVIRONNEMENT
ISO AND FOOD SAFETY
L'ISO ET LA SÉCURITÉ DES DENRÉES ALIMENTAIRES
ISO AND HEALTHCARE
L'ISO ET LES SERVICES DE SANTÉ
ISO AND SOCIAL RESPONSIBILITY
L'ISO ET LA RESPONSABILITÉ SOCIÉTALE


VIDEOS
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2. Business and government
FR
1. Le grand public
2. Les entreprises et les gouvernements
ISO

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