



ISO's customer focus

Annual Report
2009





ISO in brief

ISO is the International Organization for Standardization. It has a membership of 162* national standards bodies from countries large and small, industrialized, developing and in transition, in all regions of the world. ISO's portfolio of more than 18 000* standards provides business, government and society with practical tools for all three dimensions of sustainable development: economic, environmental and societal.

ISO International 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, medical devices, information and communication technologies, the environment, energy, quality management, conformity assessment and services.

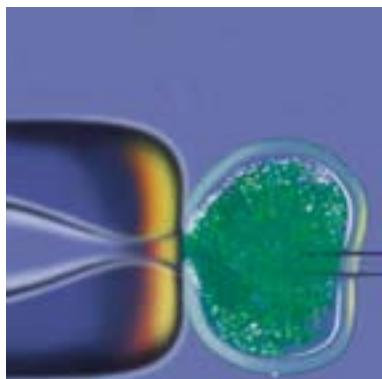
ISO makes optimal use of the resources entrusted in it by its stakeholders by only developing standards for which there is a clear market requirement. This work is carried out by experts on loan from the industrial, technical and business sectors which have asked for the standards, and which subsequently put them 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.

ISO International Standards represent a global consensus on the state of the art in the technology or good practice concerned.

*As of 31 December 2009.

Contents

Your satisfaction is our priority!	2
Building customer satisfaction	4
Ensuring continual improvement – Developing countries – International customers – Consumers – Public sector stakeholders – Industry – Society	
Current successes	10
Economic benefits – Risk management – Climate change and clean energy – ICT – Continual improvement – Road safety – Health and safety – Customer satisfaction awards	
Customer outreach	23
ISO in figures in 2009	26
Portfolio of ISO standards and Draft International Standards	28
ISO structure	29
Principal officers	30
Membership	32
Member bodies – Correspondent members – Subscriber members – ISO member bodies' contribution to the standards process	
Financial statements	34
Benchmarking success	36





Your satisfaction is our priority !

by ISO Secretary-General, Rob Steele

"ISO standards. Integrated confidence" was the theme of the 2008 *ISO Annual Report*, a key objective in all of ISO's work. But it is hard to build confidence if you are not meeting the needs of the users of ISO's standards, publications and services.

The theme of this year's Annual Report, "ISO's customer focus", brings the absolute imperatives of relevance, responsiveness and reality to meet ISO's customers' needs in everything ISO does.

Now you might say that this is stating the obvious – you might even say that if we were not already doing this, then how has ISO achieved the success that it has? After all, you will read in this *2009 Annual Report* that ISO is well on track to achieve the 2005-2010 strategic goals set five years ago and, by any of the measures used, is more relevant, recognized and responsive than ever before.

And, to an extent, you would be right. In this report, you will read how customers have profited from their use of ISO standards, the progress made by ISO in 2009 and plans for the future. You will also read about some of the personalities involved in developing and using standards – after all, standardization is "a people activity".

So why the theme of "customer focus"?

Simply, we are good, but we need to be great at focusing on customer needs and then meeting these needs.

We also need to be clear about who we are talking about when we talk about the "customer". Given the huge diversity of those who are involved in developing, using and benefiting from ISO standards, the term "customer" can and should mean many different groups, interests and individuals who may wear different hats depending on what relationship they have with ISO.

For example, the ISO Central Secretariat exists to respond to the needs of a key customer, the ISO membership. But to meet these needs, we work with a broad range of organizations and people, including ISO members, at the international, regional and national levels, with the objective of helping to ensure ISO is recognized and that ISO standards are globally relevant, understood and used.

So, while the relationship might sound a bit complicated, ISO does have customers, and a satisfied customer is essential to the relevance and growth of any organization, including ISO.

If ISO does not respond to and, ultimately, work to anticipate customer needs, then we are no longer relevant and do not deserve to exist. Does that mean we should just wait for the need to be identified by others and brought to ISO? In my view, no. The speed of change



and the nature of many of the subject areas where ISO is providing, or could provide value means that by the time the need is identified using traditional methods, the opportunity, and the need, is gone.

So, we should look back proudly on ISO's achievements and the strong legacy that they provide. But, just as driving by looking in the rear-view mirror is not only inefficient but also dangerous, so is resting on our laurels. If we rest on our laurels, then we are wearing them on the wrong end! We need to look up, around and ahead at where we can assist and focus on our customers.

What do I mean by this?

We need to look at the major trends and ask how we can assist our customers to tackle the threats and capitalize on the opportunities

We need to look around at the increasing convergence of technologies and issues and ask how we can assist our customers to strengthen their organizations and activities.

We need to look ahead to be ready with the solutions when they are needed, not years afterwards.

ISO has a strong legacy, built with great endeavour by dedicated people, and this dedication is borne out again in the 2009 results. But, in 2010 and beyond, as the *ISO Strategic Plan 2011-2015* is approved and then implemented, there are major opportunities to:

- Increase our customer focus significantly
- Improve the responsiveness and efficiency of the standards development processes
- Reinforce the skills and expertise of those who develop standards
- Maintain the strong financial base of the organization.

This drive to improve should not be just incremental. ISO needs to look at what is needed and work out, quickly, what must be done to meet the need. Investments made by ISO Council in past years are bearing fruit, for example, the publication of the value of standards methodology; communicating the benefits of standards, and seeking advice from users of standards as to what is needed at both technical committee level and across industry sectors. This focus on outcomes needs to continue, and there is a strong incentive to look at how this can be done even better.

To everyone involved with ISO in 2009, especially our customers, thanks!



ISO Secretary-General, Rob Steele.



There is international growing awareness of the need for a balance of social, economic and environmental responsibility. It is obvious that sustainability is something the customer of the future will demand.

The future ISO 20121, *Sustainability in event management*, provides a framework for the event industry to identify, address and monitor issues of sustainability. The event industry is now in the position to take action and implement sustainability to meet and even anticipate customer demand.

This is key for an industry whose product's purpose is often to inspire behaviour change. For example, London 2012 Olympic Games (the catalyst for this standard) will provide their customers with a number of ways to experience a sustainable event supported by their use of the ISO 20121 framework.

Fiona Pelham, Chair, ISO/PC 250,
Sustainability in event management.

Building customer satisfaction

Customer satisfaction is a core strategy for most companies. For ISO – the world's largest developer of International Standards – building a strong community of satisfied customers has been a key goal since its creation over 60 years ago. ISO looks for innovative ways to leverage customer satisfaction, and three signature events in 2009 highlight that ISO not only satisfies its broad customer base, but its end product – the suite of globally relevant International Standards – continues to drive growth in today's volatile markets.

Firstly, the ISO family of its national members has been growing from year to year, and, in 2009, this figure grew to an unprecedented 162 countries – setting a new record for membership of the organization. This is five more than at the end of 2008 when membership represented 98% of the world economy and 97% of its population.

ISO Secretary-General Rob Steele commented: "It's significant that even in times of global financial crisis, the ISO family is growing. The benefits that ISO standards can deliver to business, government and society as a whole are increasingly recognized."

Secondly, an intensive focus on customer satisfaction led the portfolio of International Standards and standard-type documents to exceed 18 000 by the end of

2009. These standards are developed through more than 200 ISO technical committees which, in turn, draw input from many more hundreds of national mirror committees, the extended system involving the contribution of some 300 000 experts. That's a lot of customers to keep satisfied!

Thirdly, in 2009, at a time when many organizations experienced reduced business, ISO actually increased its scope and introduced two new technical committees (TC) and two new "project committees (PC)". These are a new structure, set up to concentrate on developing a single standard, after which they are disbanded. The new entities are:

- ISO/TC 247, *Fraud countermeasures and controls*
- ISO/PC 248, *Sustainability criteria for bioenergy*
- ISO/TC 249, *Traditional Chinese medicine*
- ISO/PC 250, *Sustainability in event management*.

2009 also saw the first meetings of:

- ISO/TC 238, *Solid biofuels*
- ISO/PC 239, *Network services billing*
- ISO/PC 240, *Product recall*
- ISO/PC 241, *Road-Traffic Safety Management System*
- ISO/PC 242, *Energy management*
- ISO/TC 244, *Industrial furnaces and associated thermal processing equipment*
- ISO/PC 246, *Anti-counterfeiting tools*
- ISO/TC 247, *Fraud countermeasures and controls*.

Ensuring continual improvement

As part of its customer focus activities, ISO in 2009 launched a comprehensive consultation of its stakeholders all over the world in order to develop the strategies that will guide the organization through the 2011 to 2015 period. ISO's members were invited to provide their input based on the consultation of stakeholders in their countries, to ensure the broadest participation possible in developing the strategic plan – which is scheduled for adoption at the 2010 ISO General Assembly.

ISO member

South Africa – SABS

As an ISO member, SABS sought public input in 2009 to help develop South Africa's national position intended to shape the *ISO Strategic Plan 2011-2015*.

SABS held internal workshops, together with sector-specific consultations on small focus groups to achieve a base which would highlight the key areas for further consideration. It also organized a broader stakeholder external workshop, which received good participation from a cross-section of organizations. A full plenary and breakout groups encouraged debate and stakeholder engagement.

The inputs from these workshops, together with feedback received from TC members via e-mail, were consolidated and sent to all attendees/participants of the above-mentioned workshops for their final comments/inputs.

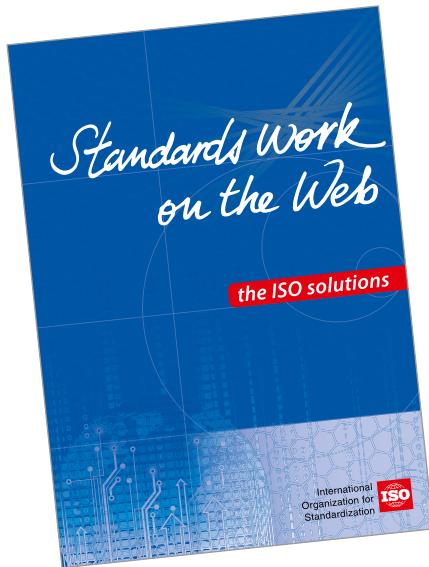
The broad consultation provided our stakeholders with the opportunity to capture their expectations of the ISO system, communicate on the benefits of international standardization and participate in the future direction of the organization.

Terrence Moodley, Senior Manager, Standards Sales & Promotion, SABS.

The consultation sought input on ISO and its activities today and on the future expectations of its customers, which also included ISO's extensive partnership network with more than 700 international and regional governmental, nongovernmental and private sector organizations with a stake in specific aspects of ISO's work.

Building on all these valuable insights, ISO will be well positioned to continuously improve its services, processes and products according to customer requirements.





Developing countries

Also launched in 2009 was the first in a series of regional consultation events to give ISO members in developing countries – who comprise 122 out of ISO's total membership of 162 – the opportunity to participate actively in the formulation of the *ISO Action Plan for developing countries 2011-2015*.

A workshop held in Accra, Ghana, enabled ISO members in Africa to voice their needs and requirements in standardization and related matters, and to exchange with ISO in a open and informal environment on how ISO can best contribute to supporting national stand-

ards bodies (NSBs) in their development efforts. Four more regional events will take place in 2010.

The draft Action Plan, based on feedback from the workshops as well as ideas from the strategic plan consultations, will be presented at the next meeting of the ISO Committee on developing country matters (ISO/DEVCO) in Oslo, Norway, in September 2010.

Additional developments took place in the area of support of developing countries. Among these was the publication of the manual, *Standards work on the Web: the ISO solutions*. The new manual provides information, procedures and guidance to ensure that national standards institutes are properly equipped and trained to make the most of information and communication technology (ICT) support for standardization activities, and for contacts and relations within ISO's worldwide system.

2009 also saw a significant volume of technical assistance activities compared to 2008. This was due to additional funding provided by two donors and more human resources put in place at the ISO Central Secretariat. During the year, ISO's technical assistance to developing countries included 65 events with a total of 2 200 participants. In addition, 22 training services events were held for developed and developing countries with 270 participants. A total of 648 participants were sponsored by ISO to attend both types of events.



Participants in the regional workshop in Accra, Ghana, kick-start the consultation process for the ISO Action Plan for developing countries 2011-2015.

International customers

ISO's network of international partners does much to ensure that ISO standards are globally relevant and meet the requirements of the customers that use these standards. As of 2009, there were some 700 organizations in liaison with ISO. They are also proof of the recognition amongst international organizations that International Standards play significant roles in the global economy and in improving the welfare of humankind and of the planet.

Take, for instance, the Memorandum of Understanding (MoU) which the United Nations Industrial Development Organization (UNIDO) signed with ISO to reinforce their partnership in favour of sustainable development. This new agreement strengthens the long-standing strategic partnership between the two organizations in order to promote sustainable development and economic growth through standards development and implementation, capacity building and training, joint publications and related research.

In addition to UNIDO, ISO cooperates with several other key organizations in the field of development of trade. One such example is the World Trade Organization (WTO). Its agreements, such as those dealing with technical barriers to trade and sanitary and phytosanitary measures, urge regulators to base their measures on relevant international standards. WTO members are also encouraged to participate in the work of international standardizing bodies.



Photo: Nancy Falzon-Castro.

UNIDO Director-General Kandeh K. Yumkella (left) and ISO Secretary-General Rob Steele (right), at the MoU signature in Vienna, Austria.



Ronnie Amit, (left) *CEO and General Secretary of the IEC* and **Malcolm Johnson**, (right) *Director of ITU-T*.

Now that I have bought
a new mobile phone,
what do I do with my
old phone charger?



Repairs are so expensive!
It is very hard to find
spare parts.

So, I have to get rid of my
car – what a waste!



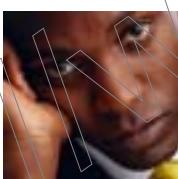
Why can't I install my new
software properly?
I keep getting error
messages!



I can't find bags for my
vacuum cleaner any more:
what do I do?



Why are there so many
types of electrical plugs?



Why do I need so many
different remote control devices?



Consumers

Consumers are crucial customers in standardization since they are frequently the end users of the goods and services for which standards are developed. In 2009, the ISO Committee on consumer policy (ISO/COPOLCO) undertook several actions – once more underlining that ISO has long demonstrated its determination to make the voice of the consumer heard in international standardization.

A user-friendly, interactive tutorial launched by ISO on its Web site explains what consumers can gain from International Standards and how standards benefit from consumer input. *Consumers and standards: partnership for a better world* is a convenient, stand-alone, distance learning tutorial which is useful for any person, especially for those relatively new to the world of standardization and consumer policy.

Also launched in 2009 was an online directory giving a cross-section of consumers' involvement in ISO's work. The directory provides enhanced, easily updatable information on the state of consumer participation in standards setting, particularly in the priority areas identified by ISO/COPOLCO.

A highlight of the year was the ISO/COPOLCO workshop on interoperability, "Does it fit, will it work and can standards help?" held in Delhi, India. About 100 participants from some 30 countries came together to discuss how consensus-based International Standards can help meet consumer needs for interoperability of goods and services.



Shrimati Pratibha
Devisingh Patil,
(left) the President
of India.

Public sector stakeholders

Many ISO standards provide governmental legislators, responsible employers, designers and with the basis for addressing environmental, and health and safety issues. More and more government ministers and authorities are realizing the need to become more deeply involved in and knowledgeable about international standardization to benefit their industries and national economies. An example of this was the attendance by the President of India at the 31st plenary meeting of ISO/COPOLCO in Delhi, India.

"Standards play a key role in consumer protection," declared the President of India, Shrimati Pratibha Devi-Singh Patil, in her opening message to the plenary.

"For building confidence, more meaningful participation by consumer organizations is required for developing standards both at the national and international levels. Moreover, there is also a need to encourage the implementation of standards concerning consumer safety both at the national and international levels."

Industry

ISO tries to understand the strategic issues of key sectors by working closely with industry leaders to develop globally relevant International Standards for which there is a clear market requirement. In 2009, for example, the growing partnership between the food sector and ISO reached another important milestone with ISO's appointment to a new Global Food Safety Initiative (GFSI) Advisory Council.

ISO Deputy Secretary-General Kevin McKinley, who represents ISO on the Advisory Council explains: "The aim of the Council is to provide context, guidance and further perspectives to GFSI and their Board – advice that can only improve and assist in their decision-making on global food safety confidence issues. In ISO, we wish to ensure that the needs of ISO members and their stakeholders are considered by this important industry player – and the new GFSI Advisory Council will help us do this through direct communication with food sector leaders and their stakeholders."



Kevin McKinley,
*ISO Deputy
Secretary-General.*

Society

Efficiency and productivity are frequent benefits of ISO's standards. At the same time, standards also result in societal benefits in addition to the economic ones. An example is the project to develop ISO 26000, the standard giving guidance on social responsibility, which passed an important stage in its development in 2009 by moving from a committee draft to a Draft International Standard (DIS), indicating that a high level of consensus and mutual confidence has been built among the multistakeholder representation within the ISO Working Group on Social Responsibility (ISO/WG SR).

Progress on how to deal with the key issues stemming from the ballot comments (totalling more than

3 000 comments) was made at the group's 7th plenary meeting in Québec City, Canada, which brought together more than 300 experts from 60 countries and around 20 liaison organizations.

ISO's partners involved in developing the future ISO 26000 standard include the United Nations Global Compact and the International Labour Organization (ILO), once again underlining the level of satisfaction among ISO's customers.



ISO customer

ISO has increasingly sought to develop standards that address the functioning of markets within the context of the broader society. As

agreed between the two organizations, we pursue complementary activities, each respecting the mandate and competence of the other.

Juan Somavia, Director-General of the International Labour Organization (*ISO Focus*, November/December 2009).

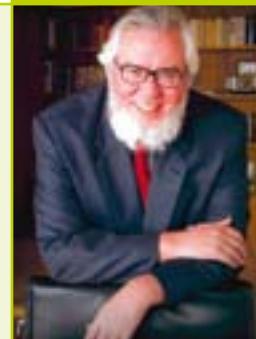
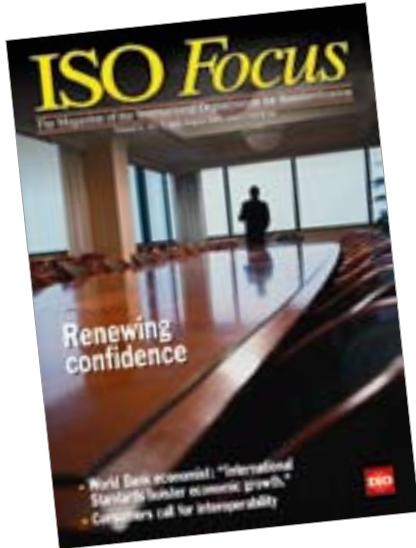


Photo: Jorge E.R. Cajazeira

Members of the ISO WG SR leadership team pictured at the Québec plenary meeting (from left to right): **Jorge E.R. Cajazeira**, Chair; **Kristina Sandberg**, Secretary; **Eduardo Campos de São Thiago**, Co-Secretary; **Staffan Söderberg**, Vice-Chair, with **Sophie Clivio**, Technical Programme Manager, ISO Central Secretariat.



Current successes

In order to achieve its objective of building a strong community of satisfied customers, ISO continuously listens to customers, identifies their needs, learns from them and acts accordingly. 2009 was no exception.

ISO continued its efforts to better understand current and future customer needs and to ensure the best possible solution to meet their requirements. The following are just some examples of how ISO satisfied its customers in 2009.

Economic benefits

2009 was a particularly important year for showcasing the economic benefits of ISO's portfolio of standards, particularly in renewing confidence eroded by the global financial crisis.

In 2009, ISO developed a methodology to assess and communicate the economic benefits of consensus-based standards. It is designed to support analysis and studies addressing both companies and industry sectors, at national or international level, with a view to provide a consistent framework and a robust set of tools.

ISO partner



In March, the WTO Committee on Technical Barriers to Trade held a workshop on "The Role of International Standards in Economic Development". At this workshop, delegations discussed why standards are important for our economies, and how the use of international standards facilitates trade and development.

While the gist of the findings of the various studies presented at the workshop is neither new nor surprising, it is worth reiterating: standards, as a pool for technological know-how, can contribute positively to economic growth. They promote innovation and technical progress and are an important instrument to facilitate competition in markets and transfer of technology. Indeed, standards are a link between research, innovation and markets.

Erik Wijkström, Counsellor, Trade and Environment Division,
Secretary of the WTO TBT Committee (32nd ISO General Assembly).



John Wilson,
Lead Economist,
Development Research
Group, World Bank.



Another tool used to communicate the economic and social benefits of standardization were the updated pages on the *ISO/IEC Information Centre* published under the same name. The site is appreciated by ISO and IEC customers: on average more than 30 000 users visit it monthly.

"The Role of International Standards in Economic Development" was also the subject of a WTO Technical Barriers to Trade (TBT) workshop held in March 2009 and the July/August 2009 issue of *ISO Focus* with a report on renewing confidence. Both the TBT workshop and the issue included the participation of John Wilson, Lead Economist, Development Research Group, World Bank, who commented on the usefulness of International Standards:

"Global economic recovery requires urgent and quick action in all areas to remove obstacles to growth. I do believe expanded use of International Standards can bolster economic growth through trade – and work we have done at the bank demonstrates this."



ISO member

AFNOR – France



In 2009, AFNOR, the ISO member for France, published a study to observe the impact

of standardization from both the macro- and micro-economic standpoints. The survey, the first of its kind in France, yielded conclusive results: standardization directly contributes approximately 25% of French GDP growth (gross domestic product), and 66% of the 1 790 French companies interviewed stated that standardization contributed to the generation of profits.

The findings of this survey confirm the role played by standardization in the French economy. It provides additional support to companies as well as political decision-makers to help them address one of the major challenges of the 21st century: pushing back technological frontiers in order to enhance competitiveness and growth.

Standards thus contribute to a safer, wealthier and more united world. In a word, a more sustainable world.

ISO customer



Risk is all about uncertainty or more importantly the effect of uncertainty on the achievement of objectives. ISO 31000:2009, *Risk Management – Principles and guidelines*

Principles and guidelines, published on 15 November 2009 is clearly focused on the achievement of objectives and encourages management to have a clear knowledge and understanding of who are the organizations stakeholders and how their requirements can be satisfied.

Without risk there is no reward or progress, but unless risk is managed effectively within an organization the opportunities will not be maximized and the threats minimized resulting, amongst many things, in customer dissatisfaction. ISO 31000:2009 sets out to help industry and commerce, public and private, large and small to confidently manage any uncertainty that will have an effect on the achievement of their objectives, especially with respect to customer expectations.

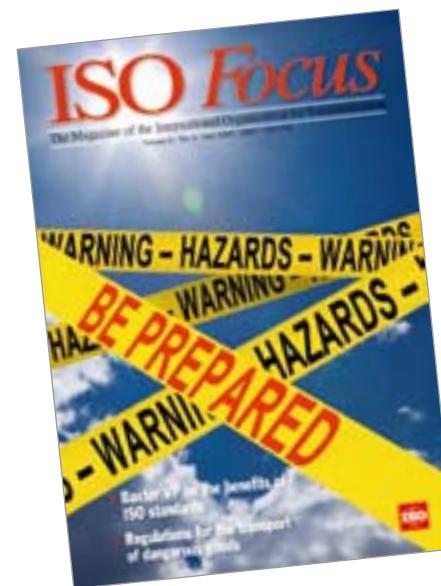
Kevin W. Knight AM*, Convenor, ISO Technical Management Board Working Group on Risk Management.

* Member of the General Division of the Order of Australia (AM).

Risk management

Among the hundreds of ISO standards published in 2009 were three that provide a well-stocked toolbox for risk management, meeting customers' needs and expectations by helping organizations of all types and sizes to manage risk effectively.

- ISO 31000:2009, *Risk management – Principles and guidelines*, provides principles, a framework and a process for managing any form of risk in a transparent, systematic and credible manner within any scope or context
- ISO/IEC 31010:2009, *Risk management – Risk assessment techniques*, will assist organizations in implementing the risk management principles and guidelines provided in ISO 31000
- ISO Guide 73:2009, *Risk management – Vocabulary*, complements ISO 31000 by providing a collection of terms and definitions relating to the management of risk.



Climate change and clean energy

2009 was a crucial year in the international effort to address climate change, culminating in the United Nations Climate Change Conference in Copenhagen (COP15) at the end of the year.



At the conference, ISO presented its standards on climate change, energy and the environment, as support to multi-lateral agreements. They provide a basis for ensuring trust, integrity and effective management in the quantification, measurement and verification of greenhouse gas (GHG) mitigation efforts, and practical tools for the development of energy efficiency and alternative energy sources.



The international climate change experts and ISO officers who promoted ISO's climate change-related work at COP15.

In addition to its participation at COP15, ISO undertook a number of actions in 2009 to increase the visibility of International Standards in helping to fight climate change. These actions included a workshop in Paris, France, in March, jointly organized with the International Energy Agency (IEA), and the International Elec-

trotechnical Commission (IEC), where more than 250 private sector experts and public policy makers from all over the world mapped out the most important areas where International Standards are required to support energy efficiency and reduction of carbon emissions.

ISO customer

The general view that International Standards can promote trade is empirically supported...

The OECD, among others, has shown that about 80 % of all trade is affected by standards. Consequently, it should be more efficient if we have one internationally agreed standard, rather than many differing standards. These facts can also be applied to international climate standards. International Standards in the climate area should in the same way be used as a "common language", and in that way act as a catalyst for trade.

Climate standards could help to spread climate friendly knowledge and technology, support innovation, enhance knowledge in climate-friendly technology, increase market opportunities and, in the long run, boost economic growth and welfare.

Ewa Björling, Minister for Trade, Ministry of Foreign Affairs, speaking at a conference in Stockholm on "Climate change, trade and standardization – in a development perspective".



ISO customer



The ISO 14064 standards for greenhouse gas accounting and verification provide a set of tools for programmes aimed at reducing greenhouse gas emissions, as well as for emissions trading. ISO 14064 is compatible with and complementary to the Clean Development Mechanism (CDM) and Joint Implementation (JI) requirements.

Yvo de Boer, former Executive Secretary of the United Nations Framework Convention on Climate Change (*ISO Focus*, September 2009).

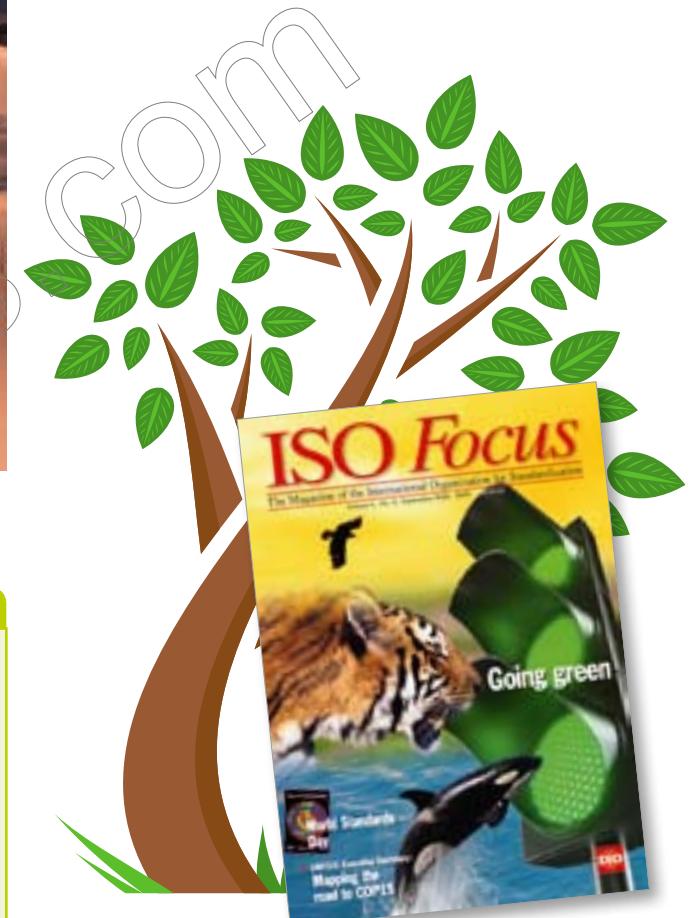


Climate change was also taken up by the WSC partners – ISO, IEC and ITU – who chose "Tackling climate change through standards" as the theme for World Standards Day, 14 October 2009. They declared in their message: "The three global organizations are coordinating their work to ensure that government, business and society are provided with the necessary tools to help combat global climate change and to support the reduction in greenhouse gas emissions

by increasing energy efficiency, while facilitating sustainable development."

Also organized in 2009 was the open session, "Energy – why International Standards are vital", at the 32nd ISO General Assembly in Cape Town, South Africa, in September, hosted by the South African Bureau of Standards (SABS). At the open session, the September 2009 issue of *ISO Focus* was distributed to the attendees. The issue includes a feature on "Going green" highlighting ISO's climate change and energy efficiency initiatives, and an interview with the then Executive Secretary of the UN Framework Convention on Climate Change (UNFCCC), Yvo de Boer.

The banner features the ISO logo, the text "in CAPE TOWN", "Energy Why International Standards are vital", the date "17 September 2009", and the location "Cape Town International Convention Centre (CTICC), South Africa". It also includes icons related to energy and environmental management. The ISO Focus website screenshot shows the header "ISO International Standards practical tools for addressing climate change" and a section listing benefits such as monitoring climate change, quantifying GHG emissions and communicating on environmental impacts, promoting good practice in environmental management and design, and opening world markets for energy efficient technologies.



ISO member

ABNT – Brazil

Brazil's active involvement in ISO/TC 207, *Environmental management*, underscores the country's commitment to WSD 2009. Haraldo Mattos de Lemos, from Brazil, is the Vice-Chair of ISO/TC 207 and the Chair of Brazil's environmental management committee. Thanks to Brazil's active participation, the country has already adopted the ISO 14064 standards for greenhouse gas accounting and verification.

To celebrate WSD 2009, ABNT, ISO member for Brazil, organized Exponorma – a successful conference featuring a congress and an exhibition. The event, now in its third edition, had as its theme "Standardization, innovation and competitiveness". Exponorma 2009 included seven panels where standardization experts and representatives of professional organizations and governmental agencies participated. The programme began with an enthusiastic celebration of WSD, which is the root of ABNT's inspiration to create the Exponorma.

Carlos Santos Amorim Junior, Director of External Relations, ABNT.

ISO customer



The winning team of ISO/TC 37 (from left)
Zhou Changqing, Håvard Hjulstadt,
Kara Warburton and Christian Galinski.

ISO/TC 37 standards directly impact the quality of communication in any language for any purpose : economic, social, political, and so forth. They enable organizations to operate more productively worldwide, with increased customer satisfaction, which gives them a competitive advantage.

How? By standardizing terminology and other language “objects” and services, such as for authoring and translation, the organization spends less resources producing information that is, simply speaking, better. ISO/TC 37 standards are a solid foundation upon which to build an effective communication strategy to reach customers. Why else would ISO/TC 37 be a horizontal committee in ISO? Our standards touch every sector and industry.

Kara Warburton, Chair (effective January 2010), ISO technical committee ISO/TC 37, *Terminology and other language and content resources*.

ICT

The strategic importance of information and communication technologies is reflected to the fact that ICT standards now represent some 15% of ISO's annual production.

In an effort to increase collaboration, the joint technical committee ISO/IEC JTC 1, *Information technology*, held its plenary, for the first time, in conjunction with the IEC general meeting in Tel Aviv, Israel. This initiative aimed to avoid overlap due to converging technologies with other committees.



*Increasing collaboration, ISO/IEC JTC 1 Chair,
Karen Higginbottom (right) meets IEC General Secretary
Ronnie Amit in Tel Aviv, Israel.*

ISO member



EOS – Egypt

EOS, ISO member for Egypt, plays a pivotal role by translating ISO standards into Arabic with a view to increasing their availability and accessibility in the country and the Arab region.

This, in turn, facilitates the use, understanding and applicability of ISO International Standards by national and regional manufacturers, consumers and, in particular, small and medium-sized enterprises (SMEs). Our goal is to increase ISO's trademark and good reputation, as well as increase the promotion and marketing of ISO standards.

EOS holds the convenorship and technical secretariat of the ISO Technical Management Board's Arabic Translation Management Group (ISO/TMB/ATMG). In 2009, the Arabic translations of eight ISO standards were adopted and published. EOS will launch an ATMG Web site containing the terms and definitions related to ISO standards in the fields of quality and environmental management systems, conformity assessment and social responsibility. It is also putting together a Trust Fund for Arabic translations of ISO standards, with the aim of expanding funding all for the greater cause.

Dr. Mohamed Hany Barakat, Chairman, EOS.

ISO member



BSI – United Kingdom

In 2009, BSI, ISO member for the UK, extended its involvement in

ISO's IT Strategy Implementation Group (ITSIG). BSI's interest lies in two main areas: content formatted to support the development of digital products and visibility of the standards pipeline and improving the workflow management of international committees. BSI believes that ITSIG projects provide significant benefits to all ISO members from both an operational efficiency and cost reduction perspective. As a long-term customer of OpenText, BSI has been providing a bespoke version of eCommittees. BSI used the renewal of the ISO Central Procurement Agreement (CPA) as an opportunity to join. Under the terms of the agreement, BSI can now actively engage with CPA members for a harmonized eCommittees system across the standards industry and access a greater number of OpenText products.

We see this as a key time for ISO members to engage in ITSIG and its projects, to help transform the data handling and publishing environment for standards users, whilst minimizing duplication of overheads.

Shirley Bailey-Wood, Operations Director, BSI.

ISO people



True customer focus requires working closely together with ISO customers, to make sure that their wishes and requirements are

taken into account when improving and developing future ISO IT tools. It is important to proactively discuss with all the customers; the ISO Members and all users of ISO IT services.

As Manager of the International User Services, my daily work includes supporting the users participating in the worldwide standardization process, and helping them with their questions and problems. Providing prompt and effective support and training to the users, to ensure that they can continue to progress with their work, is the key.

Kirsi Silander, Manager, International User Services, ISO Central Secretariat.

The following examples of standards in this field published by ISO (and IEC) in 2009 serve to emphasize the wide scope of its ICT work:

- ISO/IEC 19772:2009, *Information technology – Security techniques – Authenticated encryption*
- ISO/IEC 27000:2009, *Information technology – Security techniques – Information security management systems – Overview and vocabulary*
- Additional parts of ISO/IEC 9995, published under the general title, *Information technology – Keyboard layouts for text and office systems*
- Additional parts of ISO/IEC 23000, published under the general title, *Information technology – Multimedia application format (MPEG-A)*.

ISO itself is successfully responding to market-driven requirements by modernizing its own processes – notably through the use of information technology – to ensure efficient and timely work on, and delivery of, relevant standards. The following are examples from 2009:

- The ISO Concept Database (ISO/CDB), a state-of-the art development for making the content of standards available in the form of an accessible database, as opposed to separate documents
- The Web and voice conference tool, a practical tool for saving experts' valuable time and resources by allowing them to join a meeting from their computer.

ISO people



For more than 30 years, I have been serving ISO within the distribution and dispatching unit and I have always thought of our role as the ultimate link in a model chain. The brand image of our organization's Central Secretariat often depends on the quality and reliability of resources used, and on our prompt delivery to our customers of the publications they need. I have always endeavoured to offer our member bodies the same quality of service I would expect from a leading-edge organization. Long before the advent of the ISO 9000 series of quality management system standards, I constantly self-checked and called into question my work to make sure it always met the expected service quality.

Jean-Claude Billard, Assistant, Marketing and Sales Services, Marketing, Communication & Information (MCI), ISO Central Secretariat.

Continual improvement

Management systems

ISO's best known management system standards are thoroughly appreciated by ISO's global base of customers, as indicated by *The ISO Survey*, which revealed that ISO 9001 was implemented in 176 countries at the beginning of 2009 and ISO 14001 in 155.

The management system approach pioneered by ISO 9001 continues to satisfy customers and has been adopted by many other standards for the needs of specific sectors or specific business issues. The following examples of standards in this area published by ISO in 2009 include:

- ISO/TS 16949:2009, *Quality management systems – Particular requirements for the application of ISO 9001:2008 for automotive production and relevant service part organizations*
- ISO/TS 22002-1:2009, *Prerequisite programmes on food safety – Part 1: Food manufacturing*
- ISO 22006:2009, *Quality management systems – Guidelines for the application of ISO 9001:2008 to crop production*
- IWA 4:2009, *Quality management systems – Guidelines for the application of ISO 9001:2008 in local government*
- ISO 9004:2009, *Managing for the sustained success of an organization – A quality management approach*.

To keep up with customer demands, ISO also made available the following publications to support the ISO 9000 family:

- *Selection and use of the ISO 9000 family of standards*
- *The ISO standards collection – ISO 9000 Quality management*
- *The ISO Survey of Certifications – 2008*.





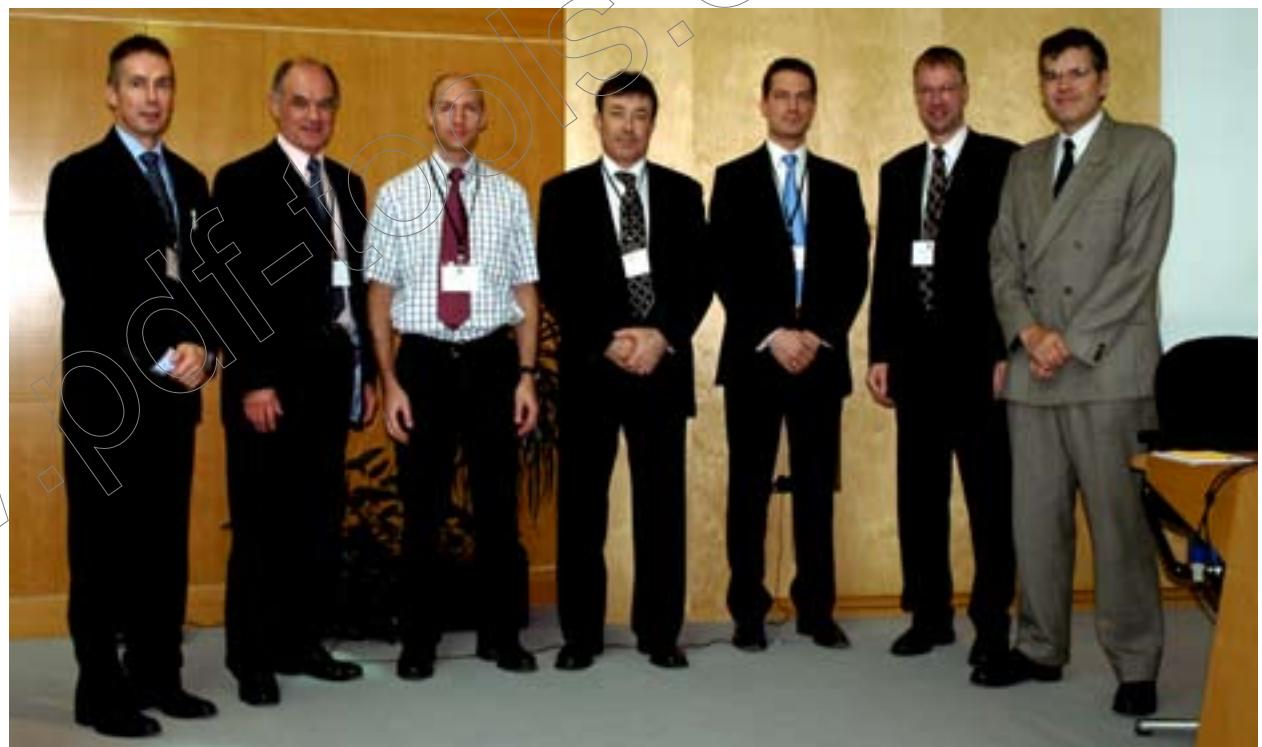
Conformity assessment

An important factor in both business and the regulatory field is provided by conformity assessment – a range of activities including inspection, testing and certification.

It has been estimated that standards and related conformity assessment activities have an impact on 80% of world commodity trade – so an understanding of laboratories and inspection bodies is useful for many customers. To assist them, ISO in 2009 published the ISO/IEC Pack: *Conformity assessment – Laboratories and inspection bodies*.

The collection of standards and guides contained in the ISO/IEC Pack have been developed by the ISO Commit-

tee on conformity assessment (ISO/CASCO). In addition to its standards development programme, ISO/CASCO organized a workshop in November 2009 in Geneva on the theme of "The role of International Standards in managing the global supply chain and traceability". The workshop was simultaneously broadcast via Internet – a first for this annual event.



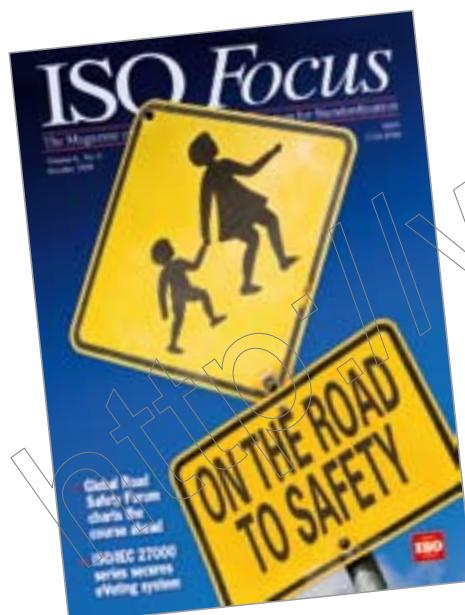
The ISO/CASCO workshop participants included, notably:
(from left to right) **S. MacCurtain**, ISO/CASCO Secretary;
I. Cleare, Moderator for the second session of the workshop;
S. Mael, Head of Product Security, Merck Serono;
C. Agius, IECEX and IECQ Executive Secretary, IEC;
S. Marinkovic, ISO/CASCO Project Manager;
M. Schmid, Director Quality Management, Rail Division, Voith AG; **O. Peyrat**, ISO/CASCO Chair.

ISO customer



A set of International Standards speaks to politicians because it gives them a clear target, a clear rationale, and a proven, effective way of reaching that target. This is what will make them stand up and take notice.

Dr. Mark Rosenberg, Director of the Global Road Safety Forum (*ISO Focus*, October 2009).



Road safety

1.3 million people die each year on the world's roads – a rate that will continue to grow as car ownership and road building increase. With road safety recognized as one of the greatest challenges facing the international community, ISO's presence in Moscow, Russia, for the UN Ministerial conference underlined ISO's ability to develop practical tools to alleviate this shocking statistic.

A special issue of *ISO Focus* dedicated to road safety was distributed at the event and received enthusiastically. The issue highlighted the views of key organizations in the UN road safety collaboration, including on the future ISO road traffic safety management standard, ISO 39001.

In addition, the *Make Roads Safe* report includes a feature on ISO 39001 stating, "This is a significant milestone



ISO Deputy Secretary-General Kevin McKinley (second from right, back) with panellists at the break-out session on "Safe road users" during the UN Global Ministerial Conference attended by over 1 000 participants, including government ministers from some 70 countries.

ISO customer



The world is getting smaller, and increasing compatibility in technologies is essential for successful global standards. As part of our efforts to improve interoperability, standards like ISO 17267:2009 have been developed. In the area of vehicle navigation systems, we looked to provide an interface to make location and map information accessible and retrievable, as well as help software developers of navigation systems.

Having this formalized mechanism in place will meet immediate customer needs, but also will increase the efficiency of the future development of this technology. On top of that, its application also can be used beyond self-contained in-vehicle systems.

Michael Noblett, Chair, ISO technical committee ISO/TC 204, *Intelligent transport systems*.

in the history of traffic safety and will enable thousands and potentially millions of organizations to secure their own activities in the road transport system".

Also published by ISO in 2009 were the following road-safety related standards:

- ISO 24978:2009, *Intelligent transport systems – ITS safety and emergency messages using any available wireless media – Data registry procedures*
- ISO/TS 22239, consisting of three parts under the general title: *Road vehicles – Child seat presence and orientation detection system (CPOD)*
- ISO 26866:2009, *Road vehicles – Brake lining friction materials – Standard wear test procedure for commercial vehicles with air brakes*
- Parts 1 and 2 of ISO 6469:2009: *Electric road vehicles – Safety specifications.*



Health and safety

Standards and related documents for diverse aspects of health and safety continue to form an important part of ISO's output. In 2009, they included:

- ISO 23932:2009, *Fire safety engineering – General principles*
- ISO/TR 16738:2009, *Fire safety engineering – Technical information on methods for evaluating behaviour and movement of people*
- ISO 23814:2009, *Cranes – Competency requirements for crane inspectors*
- ISO 9927-1:2009, *Cranes – Inspections – Part 1: General*
- ISO 23601:2009, *Safety identification – Escape and evacuation plan signs*
- ISO 10517:2009, *Powered hand-held hedge trimmers – Safety*
 - ISO 10862:2009, *Small craft – Quick release system for trapeze harness*
 - ISO/TR 13154:2009, *Medical electrical equipment – Deployment, implementation and operational guidelines for identifying febrile humans using a screening thermograph.*





ISO/TC 172 Secretary, Ms. Elisabeth Leitner (left), receives the Lawrence D. Eicher Award on behalf of the technical committee from ISO President, Dr. Alan Morrison.

Customer satisfaction awards

While thousands of ISO standards provide benefits to business, government and society, the people responsible for their development largely remain in the background. The year 2009 saw an exception when a number of groups received highly public recognition of their work not only from ISO, but from the global community.

Every year, ISO itself recognizes superior performance by one of its standards development groups through the Lawrence D. Eicher Leadership Award. The 2009 edition went to ISO technical committee ISO/TC 172, *Optics and photonics*. Presenting the award at the 32nd ISO General Assembly in Cape Town, South Africa, ISO President Alan Morrison said: "It is commendable that the committee and its leadership have produced the standards needed by the industry, when they are needed, and that the committee continues to provide the leadership and support that the industry requires."

In January 2009, a Technology and Engineering Emmy Award for innovation in the MPEG-4 Advanced Video Coding (AVC) standard was presented to ISO and IEC at an award ceremony in Las Vegas, USA. ITU-T's Video Coding Experts Group received a similar award for its role in the work. This is the second Emmy awarded for development of the MPEG-4 AVC standard in the space of a few months.

ISO Secretary-General Rob Steele commented: "Despite the numerous benefits that International Standards

bring to business, government and society, the experts who develop them are largely 'unsung heroes', so it is wonderful to see the team responsible for MPEG-4 AVC receiving such high-profile recognition."



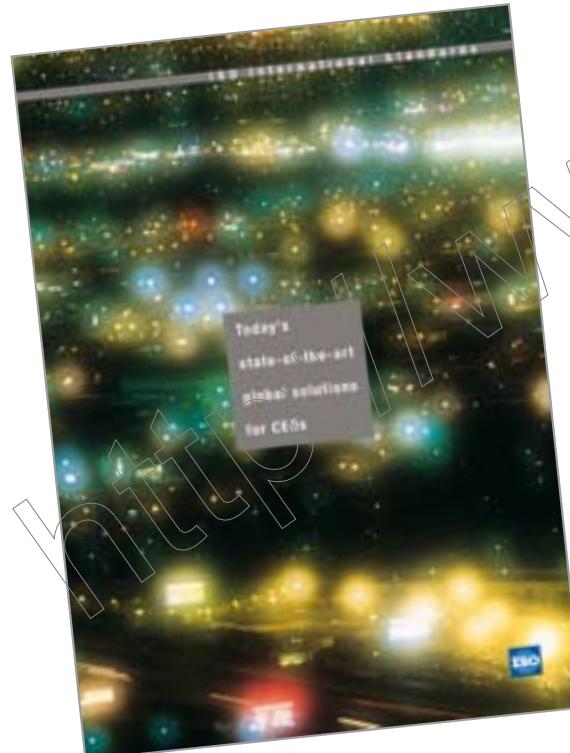
Dr. Leonardo Chiariglione (left), *Convenor of ISO/IEC JTC 1/SC 29/WG 11*, with **Prof. Touradj Ebrahimi**, *Convenor of ISO/IEC JTC 1/SC 29's Advisory group on management*, holding the two MPEG-4 Emmy statues at the 87th MPEG meeting in Lausanne, Switzerland, in February 2009.



Customer outreach

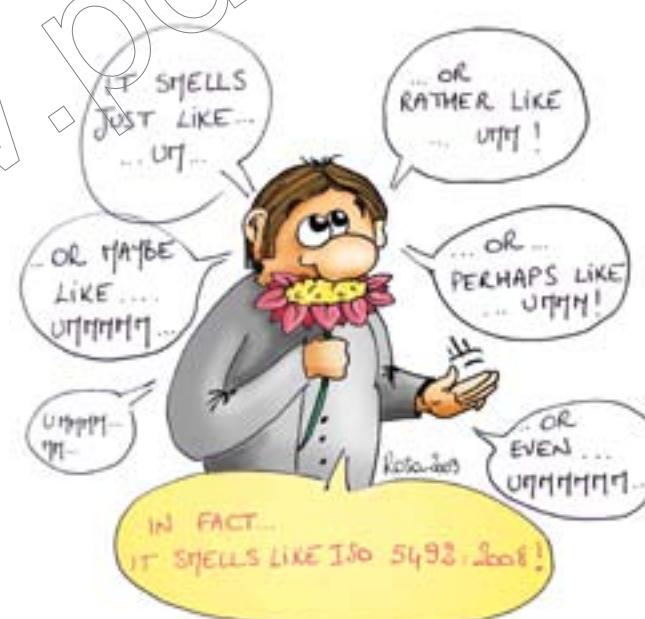
A key element of ISO's customer focus strategy is communicating, informing and educating ISO's current and future customers. To this end, ISO undertakes various means to get closer to the customer. The following are some examples undertaken in 2009:

CEO package – ISO launched a new communication package, specially developed to give top managers a concise overview of the benefits to their organizations. *Today's state-of-the-art global solutions for CEOs* consists of an attractive brochure and accompanying PowerPoint presentation (both also available in French) which explain to busy managers the advantages of putting International Standards on the leadership agenda.



Surfing on hot topics – ISO, in collaboration with IEC, held the 2nd Marketing and Communication Forum in December 2009. Over 100 marketing and communication experts from more than 60 organizations from around the world attended. The event promoted the exchange of views and experiences, and looked at new opportunities for communicating on standards and standardization activities and increasing their use and sales.

"ISO Café" expands its menu – ISO updated its special Web site section known as the "ISO Café". In addition to information about ISO and its activities, journalists, students and teachers can find an overview and examples of international standardization in one convenient location.





The first ISO Secretaries' Week was held at the ISO Central Secretariat's headquarters in Geneva, Switzerland.

Secretaries' Week – ISO organized in 2009 the first-ever ISO Secretaries' Week. The event aimed to provide newly appointed secretaries from ISO committees and subcommittees with a full week of intensive, training focused on a range of topics vital to carrying out their roles – among them, ISO processes and policies, electronic tools and the drafting of International Standards.

Marketing and promotion course – ISO organized the first French session of the training course on "Marketing and promotion of International Standards", hosted by ASN, ISO member for Senegal, in September 2009. Some 25 participants from African French-speaking countries attended the course giving them practical information, case studies and tools to help them promote standardization in their country and offer easy access to ISO standards.



Participants in the first French session of the training course on "Marketing and promotion of International Standards" in Senegal, in September 2009, under the leadership of Nicolas Fleury (far right), Director, Marketing, Communication and Information, ISO Central Secretariat.

eNewsletter on conformity assessment – The newly launched *ISO/CASCO eNewsletter* – initially scheduled for publication three times a year – provides regular updates on standards, developments and activities related to conformity assessment. Links guide the reader to more information on the ISO Website which includes a dedicated section entitled "Conformity assessment".

eNewsletter on consumers – The newly launched *ISO Consumer update* provides a concise update of ISO's activities related to standards and consumer protection. The eNewsletter is primarily for the members and stakeholders of ISO/COPOLCO, but is also of interest to other stakeholders wishing to keep abreast of the latest developments in international standardization important to consumers.

The image shows two screenshots of ISO eNewsletters. The left screenshot is titled 'ISO/CASCO eNewsletter' and includes sections for 'Current news', 'ISO/CASCO technical work', 'Working Groups', and 'ISO/CASCO graphical symbols'. The right screenshot is titled 'ISO Consumer update' and includes sections for 'ISO News', 'ISO Consumer update', and 'ISO graphical symbols'.

ISO member



BSN – Indonesia

In 2009, BSN, ISO member for Indonesia, expanded its education programmes on standardization, ranging from primary and secondary levels to university level.

BSN organized an international workshop on *How to develop education about standardization for developing countries*, in joint cooperation with the Diponegoro University, and the Indonesian Standardization Society (MASTAN).

Another major event was the Standards Education Forum, where 18 universities signed a Memorandum of Understanding (MoU) with BSN for the development of standards education programs.

Activities already initiated include curriculum and textbook development, training for trainers, workshop, and many others.

BSN's keeps up-to-speed with international developments through its participation in the International Cooperation on Education about Standardization (ICES) and the Asia-Pacific Economic Cooperation Sub-Committee on Standards and Conformance (SCSC) Project Advisory Group on Education.

Dewi Odjar Ratna Komala, Deputy Chairman for Information and Promotion, BSN.

ISO people



In the French-speaking world, the saying goes: "The customer is king!". On a personal level, I have made this maxim the basis of

my relationships with my own customers – whether internal or external to the ISO Central Secretariat – subject, however, to the following provisos:

A king needs counsellors. These are specialized in specific areas. They advise the customer (i.e. the king) and, if a problem arises, only mention it after careful consideration of all possible solutions.

A king also needs a buffoon to convey important messages that will sometimes be better understood through humour and caricature. And this is the role I really highly enjoy.

Pascal Krieger, Publication Coordinator, Communication Services, MCI, ISO Central Secretariat.



Dr. Ir. H.J. de Vries (left) receives the ISO Award for Higher Education in Standardization on behalf of his school from Dr. George Arnold, ISO Vice-President (policy).

Education – Recognizing the young movers and shakers of the standardization community means encouraging and recognizing successful programmes in higher education on standardization.

In 2009, the ISO Award for Higher Education in Standardization was presented to the Rotterdam School of Management of the renowned Erasmus University, the Netherlands, at the 32nd ISO General Assembly in Cape Town, South Africa. This is the second time the prize has been awarded, since its creation in 2006.





ISO in figures in 2009

Members

162 national standards bodies, comprising
105 member bodies, **47** correspondent members,
10 subscriber members.

Technical committee structure

3 238 technical bodies, comprising
210 technical committees,
519 subcommittees,
2 443 working groups and
66 ad hoc study groups.

For details, see *ISO Memento*.

Staff

Technical secretariats

39 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 of **500** persons.

Central Secretariat in Geneva

153 full-time staff from
26 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
39 member bodies holding these secretariats.
35 million CHF represents the operational cost of the ISO Central Secretariat financed,

55 % through membership fees,
45 % through sales of publications and other income from services.

Development of International Standards

Total at 31 December 2009

18 083 International Standards and standards-type documents.
These standards represented a total output of
737 945 pages in English and French (terminology is also often provided in other languages).

In 2009

1 038 International Standards and standards-type documents published.
This output represented a total of **57 204** pages for 2009.

For details, see *ISO Catalogue*.

Work in progress in 2009

1 257 new projects (work items) registered.

3 769 work items appeared on the programmes of work of the technical committees.

The breakdown was as follows:

1 036 work items at preparatory stage,

969 committee drafts,

1 764 Draft International Standards (DIS) and Final Draft International Standards (FDIS).

For details, see *ISO CataloguePlus on CD-ROM*.

Meetings

8 technical meetings were in progress, on average, each working day of the year somewhere in the world.

823 technical meetings

were held in

45 countries, comprising

120 meetings of technical committees,

264 meetings of subcommittees,

439 meetings of working groups or ad hoc groups.

Liaisons

597 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:

18 083 bibliographic data items on ISO International Standards,

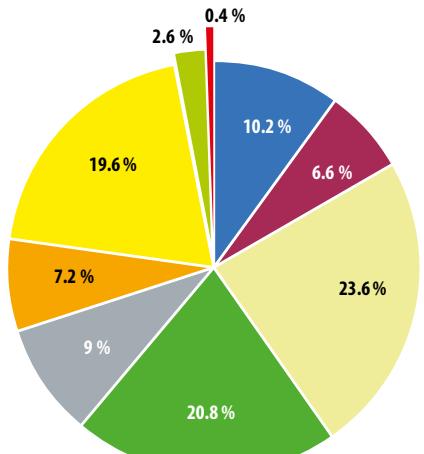
3 769 bibliographic data items on draft ISO International Standards.

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.

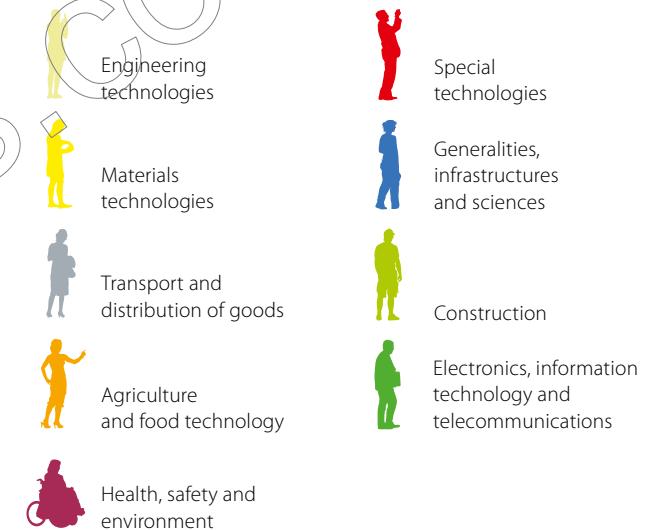
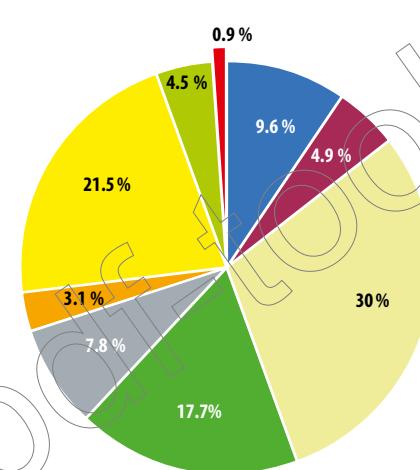
Portfolio of ISO standards and Draft International Standards

by technical sector at the end of 2009

International Standards



Draft International Standards/
Final Draft International Standards



Annual production

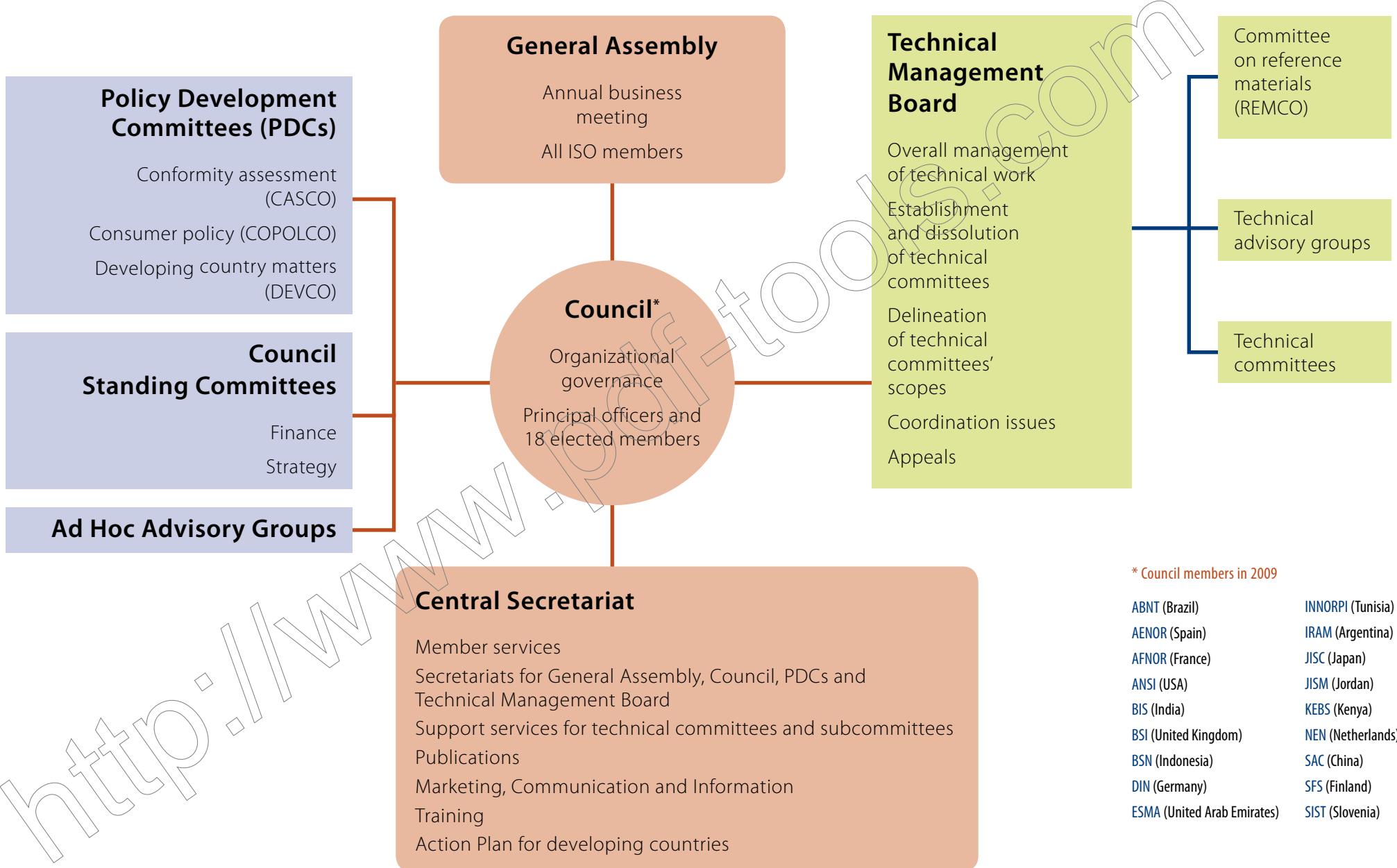
Standards published



Number of pages



ISO structure



* Council members in 2009

ABNT (Brazil)	INNORPI (Tunisia)
AENOR (Spain)	IRAM (Argentina)
AFNOR (France)	JISC (Japan)
ANSI (USA)	JISM (Jordan)
BIS (India)	KEBS (Kenya)
BSI (United Kingdom)	NEN (Netherlands)
BSN (Indonesia)	SAC (China)
DIN (Germany)	SFS (Finland)
ESMA (United Arab Emirates)	SIST (Slovenia)

Principal officers



President,
Australia

Alan Morrison was elected ISO President for a the 2009-2010 term. Dr. Morrison is an engineer by profession with more than 32 years experience in senior management positions in industry and government in Australia. His involvement with standards development spans 37 years and he has

been holding highest positions at Standards Australia (SA), including as Deputy Chairman. Dr. Morrison's experience includes Managing Director and Deputy Chairman of a major utilities corporation; Principal Policy Advisor to the Australian Minister for Transport and Communications; and CEO of an engineering consultancy. In the energy sector, his experience includes positions as Deputy Chairman of the Energy Council of Australia and Executive Director of the Sydney World Energy Council. Dr. Morrison has been active in initiatives in the Asia Pacific Region through APEC (Asia Pacific Economic Cooperation), as well as in specific programmes in developing countries. He is a fellow, *inter alia*, of the Australian Institute of Company Directors, the Chartered Institute of Management (United Kingdom), the Institute of Engineering and Technology and the Institution of Engineers (Australia).



Vice-President
(policy), USA

George Arnold was re-appointed ISO Vice-President (policy) for the 2008-2009 term. He was Chairman of the ANSI Board of Directors in 2003-2005 after having served as Vice-Chairman, and has held several positions as a leader and active member of numerous ANSI committees. From the

time that he joined AT&T Bell Laboratories in 1973, Dr. Arnold has held a wide range of technical and managerial assignments in research and development. From 1996 to 2001, he was Vice-President of Standards and Intellectual Property at Lucent Technologies; and then served until 2006 as Senior Advisor to the company's executive leadership on standards strategy and intellectual property. He is currently Deputy Director, Technology Services at the US National Institute of Standards and Technology (NIST). Dr. Arnold was also President of the IEEE Standards Association 2007-2008. He has been involved in the US-Europe Trans-Atlantic Business Dialogue (TABD). He has an academic background in engineering and applied sciences.



Jacob Holmlund was appointed ISO Vice-President (technical management) for the 2008-2009 term. Mr. Holmlund was Managing Director of Danish Standards (DS) from 1991 until the end of 2009. Before joining DS, he had a long-standing experience within the Danish Ministry of Energy (1973-1991), including

ten 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. Holmlund has also been involved in the board 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. Holmlund was Vice President Technical of CEN.



Treasurer,
Switzerland

including: Executive Director, Entrepreneur Office at Banque Ferrier Lullin, Geneva; Head of Marketing & Key Account Management Equity Brokerage Europe within Group BNP Paribas, London; Head of Corporate Finance Group within Group Paribas Investment Banking, London; Mergers & Acquisitions Manager for Switzerland and correspondent Manager for Asia/Hong Kong and Member of the European Banking & Financial Institutions Group at the Advisory Department of Group Paribas, Paris. Mr. Pitton holds a Social & Economic Degree in Business Administration from the Geneva University. In Switzerland he also studied at the International Institute for Management Development - IMD; in the USA at Stanford University; in the United Kingdom at the London Business School; and in France at the École des Hautes Études Commerciales – HEC.

Julien Pitton was appointed ISO Treasurer for the 2008-2010 term. Since late 2004, Mr. Pitton has been an independent advisor specialized in the governance and implementation of strategic entrepreneurial initiatives.

Previously, he held senior positions in the banking sector,



Secretary-General

Rob Steele took up the post of ISO Secretary-General on 1 January 2009. He was the Chief Executive Officer of Standards New Zealand (SNZ) until 2007. He is a Chartered Account-

ant, a member of the New Zealand Institute of Directors, and a Fellow of the New Zealand Institute of Management. Rob was also Secretary of the Pacific Area Standards Congress (PASC) from 2002 to April 2007. During his tenure as CEO of the New Zealand standards body, he represented SNZ on ISO's governance bodies where he was involved in developing policies on the global relevance of International Standards and led an ad hoc group to develop recommendations on ISO's strategy on management system standards. Prior to joining SNZ, Rob was Chief Executive of an electricity distribution company in New Zealand for eight years and worked in New Zealand and Canada in financial audit and advisory services for an international accounting firm for 18 years. He has also served as a director of several companies in the manufacturing and service sectors during his career.

Membership

At the end of 2009, ISO's worldwide membership comprised the principal standards organizations of 162 countries.

Of these, 105 were member bodies, which are entitled to participate and exercise full voting rights within ISO.

ISO also counted 47 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**lgeria (IANOR) • Argentina (IRAM) • Armenia (SARM)
 - Australia (SA) • Austria (ASI) • Azerbaijan (AZSTAND)
- B**ahrain (BSMD) • Bangladesh (BSTI) • Barbados (BNSI)
 - Belarus (BELST) • Belgium (NBN) • Bosnia and Herzegovina (BAS) • Botswana (BOBS) • Brazil (ABNT) • Bulgaria (BDS)
- C**ameroon (CDNQ) • 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**enmark (DS)
- E**cador (INEN) • Egypt (EOS) • Ethiopia (QSAE)
- F**iJI (FTSQCO) • Finland (SFS) • France (AFNOR)
- G**ermany (DIN) • Ghana (GSB) • Greece (ELOT)
- H**ungary (MSZT)
- I**celand (IST) • India (BIS) • Indonesia (BSN) • Iran, Islamic Republic of (ISIRI) • Iraq (COSQC) • Ireland (NSAI) • Israel (SII) • Italy (UNI)
- J**amaica (BSJ) • Japan (JISC) • Jordan (JISM)
- K**azakhstan (KAZMEMST) • Kenya (KEBS) • Korea, Democratic People's Republic of (CSK) • Korea, Republic of (KATS) • Kuwait (KOWSMD)
- L**ebanon (LIBNOR) • Libyan Arab Jamahiriya (LNCSM) • Lithuania (LST) • Luxembourg (ILNAS)
- M**alaysia (DSM) • Malta (MSA) • Mauritius (MSB) • Mexico (DGN) • Mongolia (MASM) • Morocco (SNIMA)
- N**etherlands (NEN) • New Zealand (SNZ) • Nigeria (SON) • Norway (SN)

Oman (DGSM)

- P**akistan (PSQCA) • Panama (COPANIT) • Peru (INDECOP) • Philippines (BPS) • Poland (PKN) • Portugal (IPQ)
- Q**atar (QS)
- R**omania (ASRO) • Russian Federation (GOST R)
- S**aint Lucia (SLBS) • Saudi Arabia (SASO) • 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- U**kraine (DSSU) • United Arab Emirates (ESMA) • United Kingdom (BSI) • Uruguay (UNIT) • USA (ANSI) • Uzbekistan (UZSTANDARD)
- V**enezuela (FONDONORMA) • Viet Nam (STAMEQ).**

Correspondent members

- A**fghanistan (ANSA) • Albania (DPS) • Angola (IANORQ)
- B**enin (CEBENOR) • Bhutan (SQCA) • Bolivia (IBNORCA) • Brunei Darussalam (CPRU) • Burkina Faso (FASONORM)
- C**ongo, the Republic of the (ACONOR)
- D**ominican Republic (DIGINOR)
- E**l Salvador (CONACYT) • Estonia (EVS)

Gabon (ANTT) • Gambia (GAMSFP) • Georgia (GEOSTM) • Guatemala (COGUANOR) • Guinea (IGNM)

Hong Kong, China (ITCHKSAR)

Kyrgyzstan (KYRGYZST)

Latvia (LVS) • Liberia (LDS)

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

Namibia (NSI) • Nepal (NBSM)

Palestine (PSI) • Papua New Guinea (NISIT) • Paraguay (INTN)

Rwanda (RBS)

Senegal (ASN) • Seychelles (SBS) • Sierra Leone (SLSB) • Suriname (SSB) • Swaziland (SWASA)

Tajikistan (TJKSTN) • Togo (CSN) • Turkmenistan (MSST)

Uganda (UNBS)

Yemen (YSMO)

Zambia (ZABS) • Zimbabwe (SAZ).

Subscriber members

Antigua and Barbuda (ABBS) • **B**urundi (BBN) •

Cambodia (ISC) • **D**ominica (DBOS) • **E**ritrea (ESI) •

Guyana (GNBS) • **H**onduras (COHCIT) • **L**ao People's Democratic Republic (DISM) • Lesotho (LSQAS) •

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ISO member bodies' contribution to the standards process

(2009-12-31)

ISO Members	Number of secretariats (TC/SC)	Number of convenorships (WG)
ABNT (Brazil)	3	10
AENOR (Spain)	9	15
AFNOR (France)	74	198
ANSI (USA)	129	516
ASI (Austria)	2	9
BELST (Belarus)	0	1
BIS (India)	8	9
BOBS (Botswana)	1	0
BSI (United Kingdom)	73	358
BSJ (Jamaica)	1	0
DGN (Mexico)	0	1
DIN (Germany)	129	400
DS (Denmark)	8	24
DSM (Malaysia)	5	4
DSSU (Ukraine)	1	1
ELOT (Greece)	1	1
EOS (Egypt)	0	2
GOST R (Russian Fed.)	9	7
ICONTEC (Colombia)	1	9
IPQ (Portugal)	2	4
IRAM (Argentina)	1	5
ISIRI (Islamic Rep. of Iran)	3	2
JISC (Japan)	60	177

ISO Members	Number of secretariats (TC/SC)	Number of convenorships (WG)
KATS (Republic of Korea)	14	32
MSZT (Hungary)	0	1
NBN (Belgium)	4	30
NEN (Netherlands)	21	82
NSAI (Ireland)	0	1
PKN (Poland)	5	2
SA (Australia)	19	69
SABS (South Africa)	9	5
SAC (China)	26	42
SCC (Canada)	20	70
SFS (Finland)	2	18
SII (Israel)	3	4
SIS (Sweden)	25	114
SN (Norway)	14	41
SNV (Switzerland)	19	35
SNZ (New Zealand)	1	2
SPRING SG (Singapore)	1	3
SUTN (Slovakia)	1	0
TISI (Thailand)	0	4
TSE (Turkey)	2	0
TTBS (Trinidad and Tobago)	0	1
UNI (Italy)	15	46
UNMZ (Czech Republic)	0	3

Financial statements

Funding for developing countries in 2009 increased significantly over 2008.

Summary of financial performance kCHF	2009	2008
Revenue		
Membership subscriptions	20'079	20'252
Sales and services	13'653	14'047
Funding for developing countries	2'280	1'490
Financial income	337	-595
Total Revenue	36'349	35'194
Expenditure		
Operations	30'738	30'161
Expenditure for developing countries	2'124	1'490
Amortization of capital investment	1'634	1'526
Total expenditure	34'496	33'177
Operational result	1'853	2'017
Use / (Addition) of unrestricted reserves & provisions for future expenditure:		
- Changes in reserves	672	-1'765
- ISO funding for developing countries	-1'165	0
- Projects for development and promotion of ISO system	-1'360	-252
Unattributed net result	0	0

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

After meeting ISO's costs this is the amount left for allocation to reserves or for specific projects.

Expenditure was generally similar to 2008. However developing country expenditure did increase significantly in response to demand.

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

Note: These summary financial statements have been extracted from the audited ISO accounts for the year to 31 December 2009. The audited annual financial statements were sent to members on 31 March 2010 in document FIN/Council 2010.

2008 amounts have been restated to reflect the change in accounting policies introduced in 2009.

Summary of financial position kCHF	2009	2008	
Reserves			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.
Unrestricted reserves	20'224	20'896	
Funds received for special projects for developing countries	1'717	1'501	
Total reserves	21'941	22'397	Amounts due for payment within one year.
Current liabilities	8'785	7'437	Amounts received in advance, mainly membership subscriptions.
Deferred liabilities	755	716	
Total reserves and liabilities	31'481	30'550	
Assets			Assets, such as IT equipment and furniture and fittings.
Fixed	2'690	3'271	
Long term	13'377	10'052	
Current	1'342	7'686	
Deferred	2'953	3'049	
Liquid	11'119	6'492	
Total assets	31'481	30'550	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.

Note: 2008 amounts have been restated to reflect the change in accounting policies introduced in 2009

Summary of cashflow statement kCHF	2009	2008	
Net cash from operating activities	884	2'391	Cash generated from day-to-day operations.
Net cash used in investing activities	(4'069)	(3'708)	Cash spent on assets and investments.
Cash flow from financing activities	1'312	636	Cash received to finance developing country programmes.
Net decrease in cash and cash equivalents	(1'873)	(681)	
Cash and cash equivalents at the beginning of the period *	12'992	13'673	
Cash and cash equivalents at the end of the period	11'119	12'992	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.

* Short-term bank deposits and liquid assets

Benchmarking success



To everyone involved with ISO in 2009, especially our customers, thanks!

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ISO Central Secretariat
1, ch. de la Voie Creuse
Case postale 56
CH-1211 Genève 20
Switzerland
Tel. + 41 22 749 01 11
Fax + 41 22 733 34 30
E-mail central@iso.org
Web www.iso.org

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