



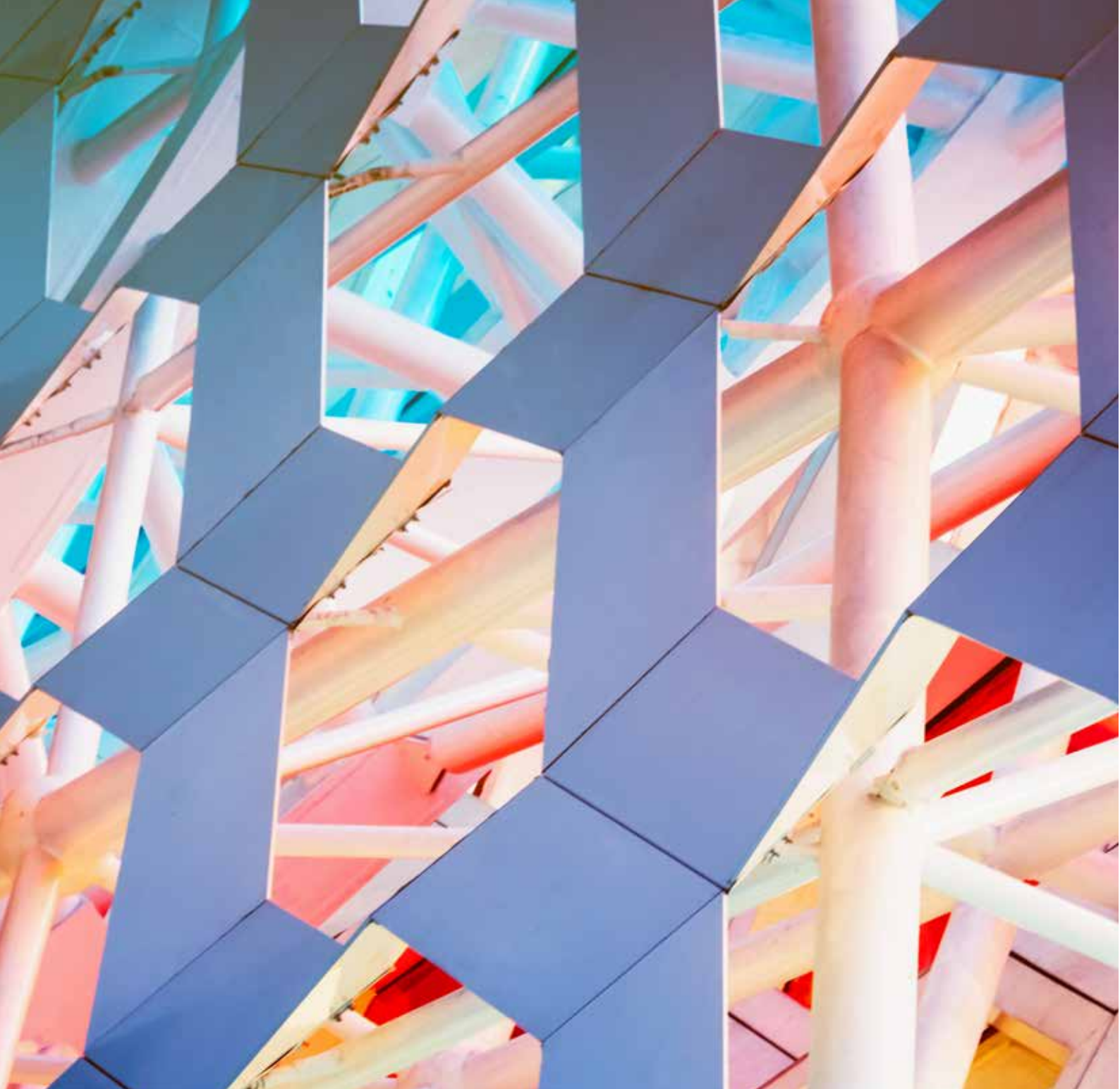
annual report

2017

# BUILDING

for a better future





# 2017 ANNUAL REPORT

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MESSAGE FROM THE ISO SECRETARY-GENERAL – SERGIO MUJICA

## BUILDING OUR FUTURE TOGETHER

As a member-strong organization with a long history, ISO has often looked to the past to be inspired for the future. And so, this year more than any other, coinciding with my appointment as ISO Secretary-General, has also been about building a strong base for the future.

For 70 years, we have adhered to a set of values rooted in collaboration: being open to every country with equal rights and equal duties. All of us at ISO live these values with passion, determination and discipline. They have withstood the test of time. They are integral to our success.

In this fast-changing world, it is more important than ever that ISO is efficient, effective and responsive in order to build a better future. The consistency of our purpose, enhancing socioeconomic development and contributing to a fairer, more sustainable world, will benefit us all.

Over the last year, we have undergone significant changes to create the global infrastructure needed to reach tomorrow's goals. 2017 has seen renewed emphasis on our strong network of ISO members, supported by a wide variety of stakeholders, that helps to make ISO standards more globally known. We also invested in the standards capabilities, the know-how and the talent to continue creating value for the international community.

We are proud of our achievements in 2017. The energy with which we pursued the development of International Standards was mirrored by a focus on productivity and new directions. In 2017, we saw the highest output of International Standards and standards-type documents (1 578 in total), reflecting the strength and ambitions of the ISO system.

Looking back on the last year, I am filled with amazement at the breadth of our impact in

such a short time. I feel incredibly fortunate to work with such a passionate, inspirational, dedicated, action-oriented, diverse – and fun – global community. Never has there been a group of people better poised to transform the world's use of International Standards than today.

Leading ISO under our comprehensive strategy – the ISO Strategy 2016-2020 – will continue to be one of my priorities as Secretary-General of ISO. It is also my role to make sure that all the various components of this system – our 163-member-strong family, our committed experts, our long-time regional and international partners and the ISO Central Secretariat – interact positively, so that “ISO standards used everywhere” is finally a reality.

I wish to thank the 163 members of the ISO community for their exceptional achievements this past year, and for putting their trust in me. I would also like to take the opportunity to extend my good wishes and thanks to all those who contribute to the ISO system, who play such an important part in our success. It is my privilege to be working as part of the ISO family, of which we are all intensely proud. Thank you all most sincerely.





# OUR PERFORMANCE

The global relevance of the solutions provided by ISO's work was underlined in 2017. Our efforts have enabled us to deliver standards essential to keep pace with our fast-changing world. They are driven by market needs and provide a common language by which people everywhere can understand each other. This creates a strong platform for innovation, connectivity and economic growth.

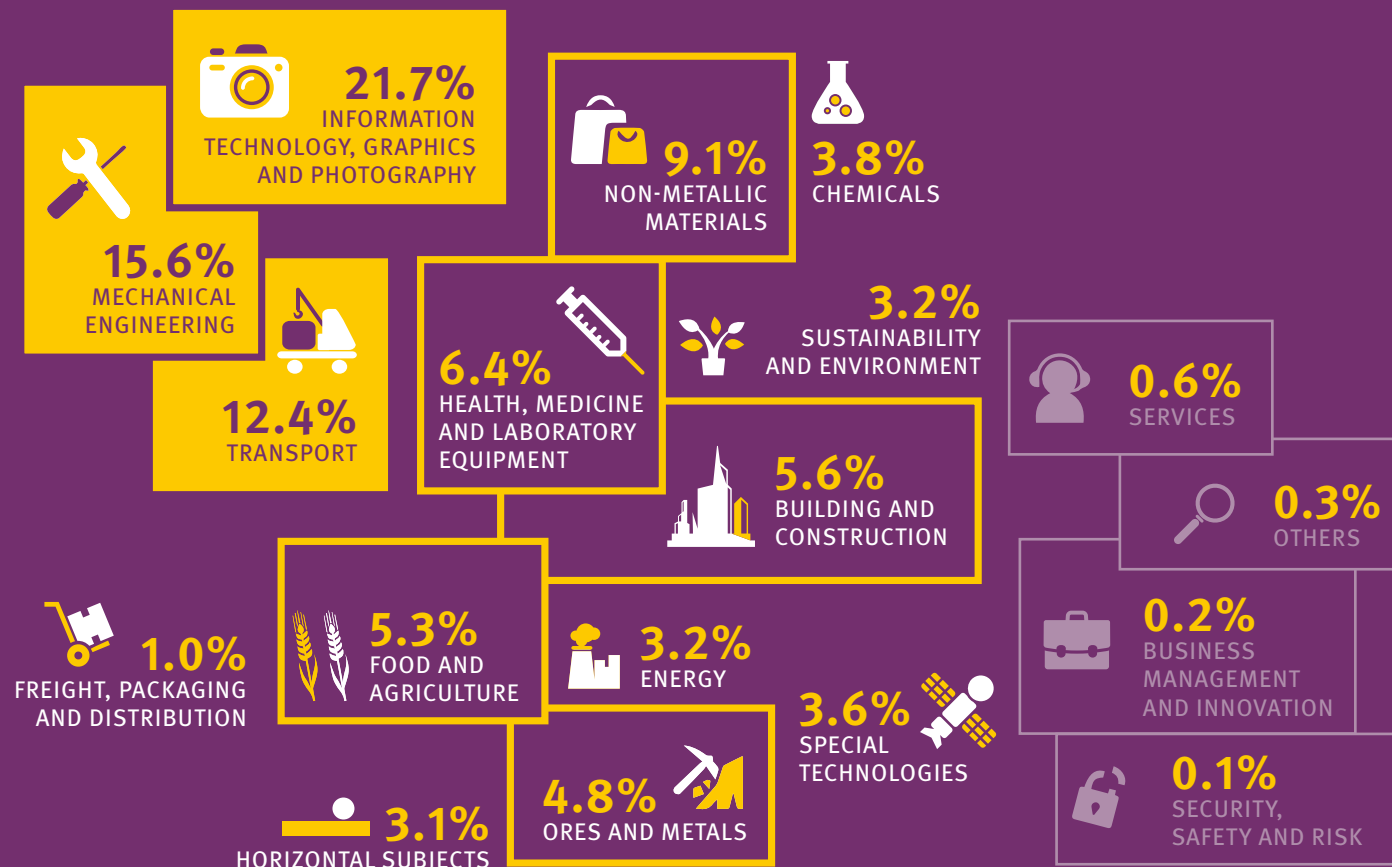
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INTERNATIONAL STANDARDS AND STANDARDS-TYPE DOCUMENTS

RECORD NUMBER IN 2017

1578

ISO STANDARDS BY TECHNICAL SECTOR



RECORD-SETTING YEAR

By the end of 2017, ISO had published a total of 21 991 International Standards and standards-type documents. In fact, 2017 saw an all-time record production of 1 578 compared to 1 381 in 2016. The 2017 figures represent an increase of 14 % compared to 2016 and an increase of 17% in terms of the number of pages compared to 2016. ISO standards create a strong foundation to sustain the needs of the users they serve worldwide. That's why new sectors turn to ISO for the standards they need to facilitate the dissemination of innovative technologies and to help structure markets for them. In 2017, ISO launched a number of new technical committees (TC) and a project committee (PC) to produce standards for new sectors. These entities are :

- ISO/PC 311, *Vulnerable consumers*
- ISO/TC 312, *Excellence in service*
- ISO/TC 313, *Packaging machinery*
- ISO/TC 314, *Ageing societies*

OUR GLOBAL RELEVANCE

This past year, we remained focused on global relevance as we continued to develop standards created to address many of today's challenges, including :

- Facilitating international trade
- Spreading knowledge, transferring technology as well as good management and conformity assessment practice
- Promoting safety and security
- Assisting in environmental and health protection
- Deploying advances in information technology and new technologies
- Contributing to good public governance

G7 DECLARATION

In 2017, the positive contribution of International Standards as tools for progress received increasing high-level recognition at the G7 Heads of State meeting held in Turin, Italy.

The G7 ICT and Industry Ministers' Declaration entitled "Making the next production revolution inclusive, open and secure" outlined the promotion of international cooperation on standards as being "critical for the progress toward the digitally connected world. They are a means to promote economic growth, innovation, productivity and competitiveness, and interoperability, trust and security in the use of ICTs".

Drafted during the meeting of the G7, a forum for dialogue at the highest level attended by the world's most important industrially advanced democracies, the declaration also highlighted the benefits of the standards development process that includes stakeholders from a wide range of areas and stated that "governments should foster an inclusive environment for standards development [...] so that technical solutions reflect the priorities of all stakeholders including SMEs and consumers".

ISO Secretary-General Sergio Mujica welcomed this statement : "In the digital world, International Standards provide the basis of interoperability which is essential for technology to work. For example, for devices to communicate with one another and for data exchange to work, there needs to be an understanding of the communication protocols and methods in order for compatibility to be achieved. This is where standards provide a vital role. We are delighted to see that this has been recognized by the G7 leaders as a way to drive innovation and progress."



# OUR HIGHLIGHTS

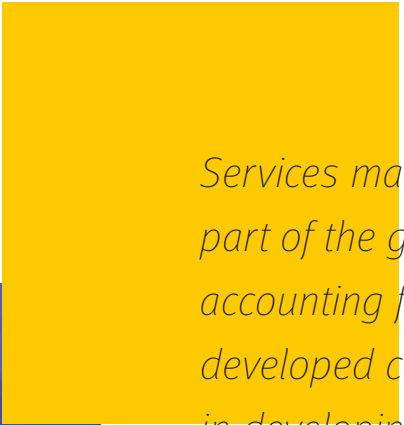
For ISO – the world’s largest developer of International Standards – building a strong community of satisfied customers has been a key goal since its creation 70 years ago.

For decades, engineers around the world have recognized the contribution of ISO standards to solving technical problems. In recent years, a broader community encompassing business, government and international organizations has become increasingly aware of how much more the big, wide world of ISO standards has to offer.

Today, ISO’s suite of globally relevant International Standards continues to drive growth in markets around the world.

This section explores how we are building the future – the next 70 years and beyond – via a selection of the record 1 578 International Standards and standards-type documents we published in 2017.





*Services make up an overwhelming part of the global economy, accounting for around 75 % of GDP in developed countries and around 50 % in developing countries, according to World Bank data. In this context, it is clear that there is a growing need for International Standards in the services sector.*

**SERVICES**

The good news is that we are ready. ISO currently has more than 700 published standards related to services and, over the last year, we published a handful of new deliverables to help boost the sector even further. Here are just a few examples:

- ISO 50007, *Energy services – Guidelines for the assessment and improvement of the energy service to users*
- ISO 12812, *Core banking – Mobile financial services*
- ISO 18295-1, *Customer contact centres – Part 1: Requirements for customer contact centres*
- ISO 18295-2, *Customer contact centres – Part 2: Requirements for clients using the services of customer contact centres*

This year, we also organized a services workshop in Vancouver, Canada, in cooperation with the ISO Committee on conformity assessment (ISO/CASCO). The event brought together 140 stakeholders to discuss the challenges, gaps and opportunities for standardization in the services sector.

Participants discussed whether more flexible rules for service standards are needed (including how best to deal with management systems) and whether existing conformity assessment schemes are adequate to respond to the needs of the services sector. The outcomes of the workshop will influence the future direction of the ISO strategy for service standardization.



*Climate change has pushed Earth into “uncharted territory”, according to a recent report by the World Meteorological Organization. Rising sea levels, melting arctic ice and record-high temperatures are just some of the tell-tale signs.*

## CLIMATE CHANGE

This is why we organized a side event with the IAF (International Accreditation Forum) as part of the 23<sup>rd</sup> Conference of the Parties of the United Nations Framework Convention on Climate Change (UNFCCC COP23) in Bonn, Germany, to showcase some of the ways in which ISO International Standards can help organizations address climate change. We had an opportunity to promote some of the work that ISO is doing in areas such as environment (ISO 14001) and energy (ISO 50001) management, climate change adaptation (ISO 14090), climate change finance (ISO 14097) and climate action (ISO 14080), as well as the role that International Standards play in supporting non-state actors in light of the Paris Agreement on climate change, adopted by global consensus at the COP21 summit in December 2015. In this regard, a growing interest and involvement of non-state or non-party

actors to address climate change is becoming increasingly relevant to the development of ISO standards, to make decisions faster and on a scale large enough to build a better future. In 2017, ISO 50001 was given a major boost at the Clean Energy Ministerial (CEM), a high-level global forum working to advance clean energy globally. A series of side events, forums and workshops were organized, including an International Workshop on Improving Green Consumption featuring the benefits of ISO 50001. CEM analysis shows that implementation of ISO 50001 across the commercial and industrial sectors globally could drive cumulative energy savings of approximately 62 exajoules by 2030, sparing nearly USD 600 billion in energy costs and avoiding 6 500 million metric tonnes of CO<sub>2</sub> emissions.







*Cyber threats are growing in prominence, according to the World Economic Forum's Global Risks Perception Survey, with large-scale cyber-attacks now ranked third in terms of likelihood, while rising cyber dependency features as the second most significant driver shaping the global risks landscape over the next ten years.*

### **BUSINESS MATTERS**

That's where International Standards like the ISO/IEC 27000 family come in, helping organizations manage the security of assets such as financial information, intellectual property, employee details or information entrusted to them by third parties.

For the person charged with auditing a particular company, it can be a complex process. That's precisely why ISO/IEC 27007, *Information technology – Security techniques – Guidelines for information security management systems auditing*, exists. It helps both parties thoroughly prepare by providing clear guidance.



But that's not all. ISO's portfolio of standards for businesses wanting to thrive in an ever-changing world continued to expand. In addition to information security, we also published in 2017 additional standards to help business navigate in this unprecedented time of change. These include:

- ISO 22316, *Security and resilience – Organizational resilience – Principles and attributes*
- ISO 44001, *Collaborative business relationship management systems – Requirements and framework*
- ISO 20700, *Guidelines for management consultancy services*
- ISO 20400, *Sustainable procurement – Guidance*
- IWA<sup>1)</sup> 26, *Using ISO 26000:2010 in management systems*

1) International Workshop Agreement: an IWA is a document developed outside the normal ISO committee system to enable market players to negotiate in an "open workshop" environment. After a maximum lifespan of six years, it is either transformed into another ISO deliverable or withdrawn.





*Data from the International Energy Agency (IEA) now shows that buildings and construction are responsible for almost 40 % of greenhouse gas emissions.*

*And that is only today – by 2060, the floor area of buildings will double.*

### **SUSTAINABLE BUILDINGS**

Key to tackling this hugely important statistic was our work to keep pushing the green building movement forward. This is why we published the ISO 52000 family of standards to accelerate energy efficiency in the world's building market. From heating, cooling, ventilation and smart controls to energy-using or -producing appliances, the series will help architects, engineers and regulators assess the energy performance of new and existing buildings in a holistic way – without overheating budgets – as the temperature rises.

This year, our portfolio of standards for the green building sector continued to grow to meet the industry's demands for functionality, comfort and design together with environmental sustainability and energy efficiency. We published such standards as:

- ISO 16745-1, *Sustainability in buildings and civil engineering works – Carbon metric of an existing building during use stage – Part 1: Calculation, reporting and communication*
- ISO 16745-2, *Sustainability in buildings and civil engineering works – Carbon metric of an existing building during use stage – Part 2: Verification*
- ISO 21930, *Sustainability in buildings and civil engineering works – Core rules for environmental product declarations of construction products and services*

We know these standards are critical to achieve the aims of the Paris Agreement on climate change and the United Nations Sustainable Development Goals (SDGs), whilst laying the foundations for tomorrow's building challenges.





*In 2017, the number of people aged 60 years or over worldwide was more than twice as big as in 1980, and it is expected to double again by 2050 to reach nearly 2.1 billion. The changing demographics of our society bring with them pressures and challenges ranging from everything to healthcare to the local bus. But opportunities are rife too.*

## **AGEING SOCIETIES**

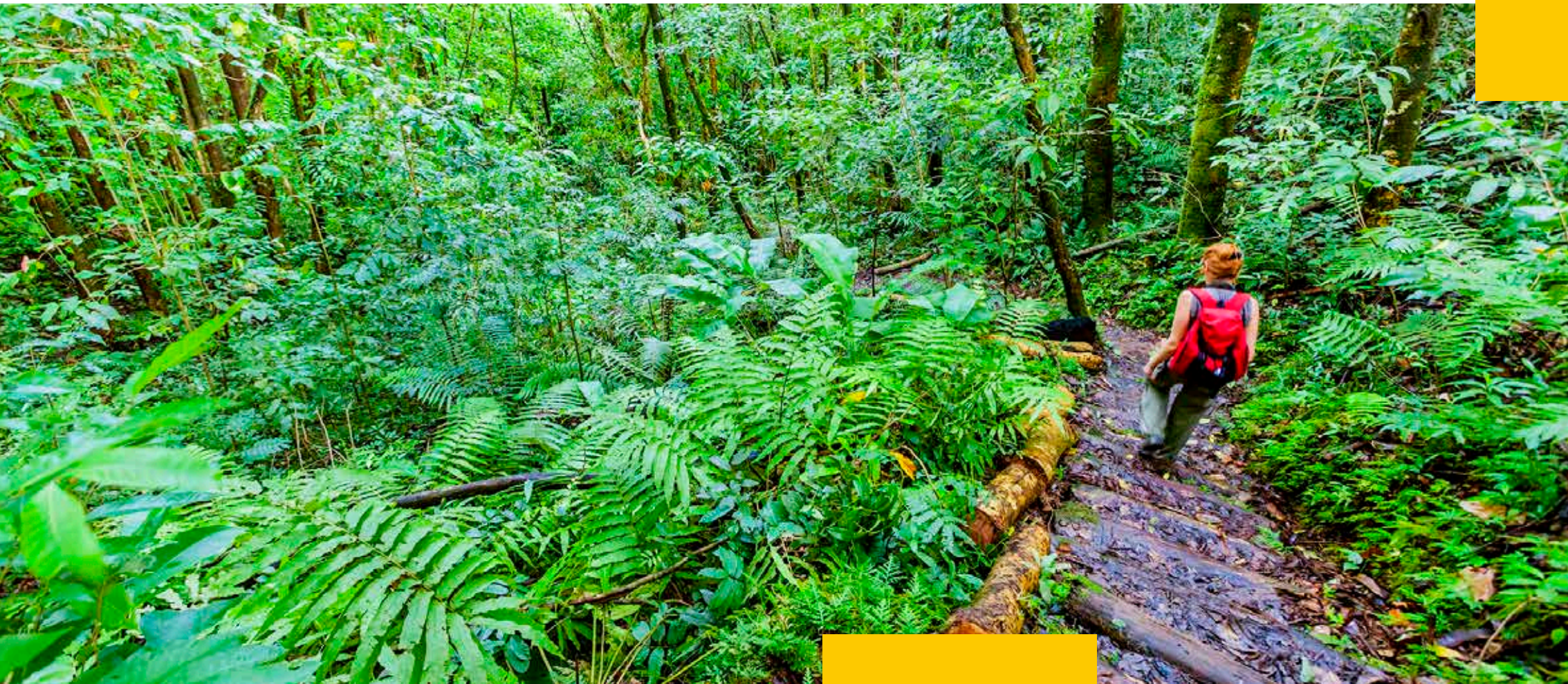
This year saw an extensive amount of work on ageing, which included the creation of ISO technical committee ISO/TC 314, *Ageing societies*. The new TC aims to develop standards and solutions across a wide range of areas, to tackle the challenges posed by old age as well as harness the opportunities that ageing populations bring.

ISO/TC 314 comes as a result of extensive work in this area by ISO, including the development of International Workshop Agreement IWA 18, *Framework for integrated community-based life-long health and care services in aged societies*, which led to the creation of the ISO Strategic Advisory Group (SAG) on Ageing Societies. Recognizing the enormous breadth of the subject, the SAG

was formed to confirm the need and determine the strategic direction and scope of future standardization in this area.

Coinciding with the March/April 2017 edition of *ISOfocus*, ISO's in-house magazine on international standardization, and the United Nations international day for the elderly, we launched a social media campaign to raise awareness about the importance of effectively catering to the needs of these populations as they age for the greater benefit of society. The campaign brought together different stakeholders in the standardization community and beyond, including ISO members and partners, to talk about the significance of International Standards for ageing populations.





*Today, tourism is one of the world's fastest developing sectors, with increasing growth forecasted for the coming years. Last year alone, 1 235 million travellers crossed international borders in one single year. By 2030, this 1.2 billion will become 1.8 billion, according to the United Nations World Tourism Organization (UNWTO) Tourism Highlights (2017 edition).*

## **TOURISM**

How can International Standards bring clarity and contribute to this development? ISO technical committee ISO/TC 228, *Tourism and related services*, – led by Spain's national standards institute UNE, ISO member for the country, in collaboration with ISO's member INNORPI (Tunisia) – finds consensus on the best way to deliver tourist-related services. This has resulted in over 20 standards that help public and private organizations improve their tourist services in such areas as diving, thalassotherapy, protected natural environments, adventure tourism and marinas. The achievements of ISO/TC 228 in helping the tourism industry shape a better future for people and planet were recognized through an award for excellence and superior performance, presented on 20 September 2017 at the 40<sup>th</sup> ISO General Assembly, held in Berlin, Germany. Announcing the award winner, ISO President Dr Zhang pointed out that ISO/TC 228 has also been growing – both in numbers and in geographical spread – with representatives from all five continents, including countries with economies in transition.



*High-tech industries are transforming businesses, economies, jobs and even society and are expected to create up to USD 3.7 trillion in value by 2025, according to a recent World Economic Forum (WEF) white paper. This new era presents great opportunities but also new risks.*

#### NEW TECHNOLOGY

New models of consumption will continue to gain momentum, including the sharing economy. To address the challenges presented by this economic model, the Standards Council of Canada (SCC), ISO member for the country, led a workshop in March 2017 that developed ISO International Workshop Agreement IWA 27, *Guiding principles and framework for the sharing economy*, which provides solutions for an effective and efficient sharing economy.

IWA 27 offers a framework for decision making and action to address key social, environmental and economic impacts and opportunities of the sharing economy. It will help governments keep pace with change, aid policy development and better protect consumers and industry. Another achievement this year was the inaugural meeting of our new technical committee on blockchain. One form of distributed ledger technology, blockchain uses independent computers – referred to as nodes – to record transactions in their respective electronic ledgers, instead of keeping data centralized as in a traditional ledger. This architecture allows for a new dexterity as a system of record that goes beyond the simple database.

The event in Sydney, Australia, brought together international experts from over 30 countries to set the future course of standardization in this area, forming five key study groups for standards development: reference architecture, taxonomy and ontology, use cases, security and privacy, identity and smart contracts. Technical committee ISO/TC 307, *Blockchain and distributed ledger technologies*, promises to take the technology to the next level, having defined areas for future standardization work.

In 2017, technical committee ISO/IEC/JTC 1, *Information technology*, a collaborative effort between ISO and the International Electrotechnical Commission (IEC), celebrated 30 years of remarkable standardization achievements in information and communication technology (ICT). Its work – characterized by innovative developments such as smart cities, cyber security, video compression, biometrics, cloud computing and the Internet of Things – will continue its meteoric growth in the coming years. Focus areas for future work include, but are not limited to: additive manufacturing (3D printing) and scanning, edge computing and artificial intelligence.

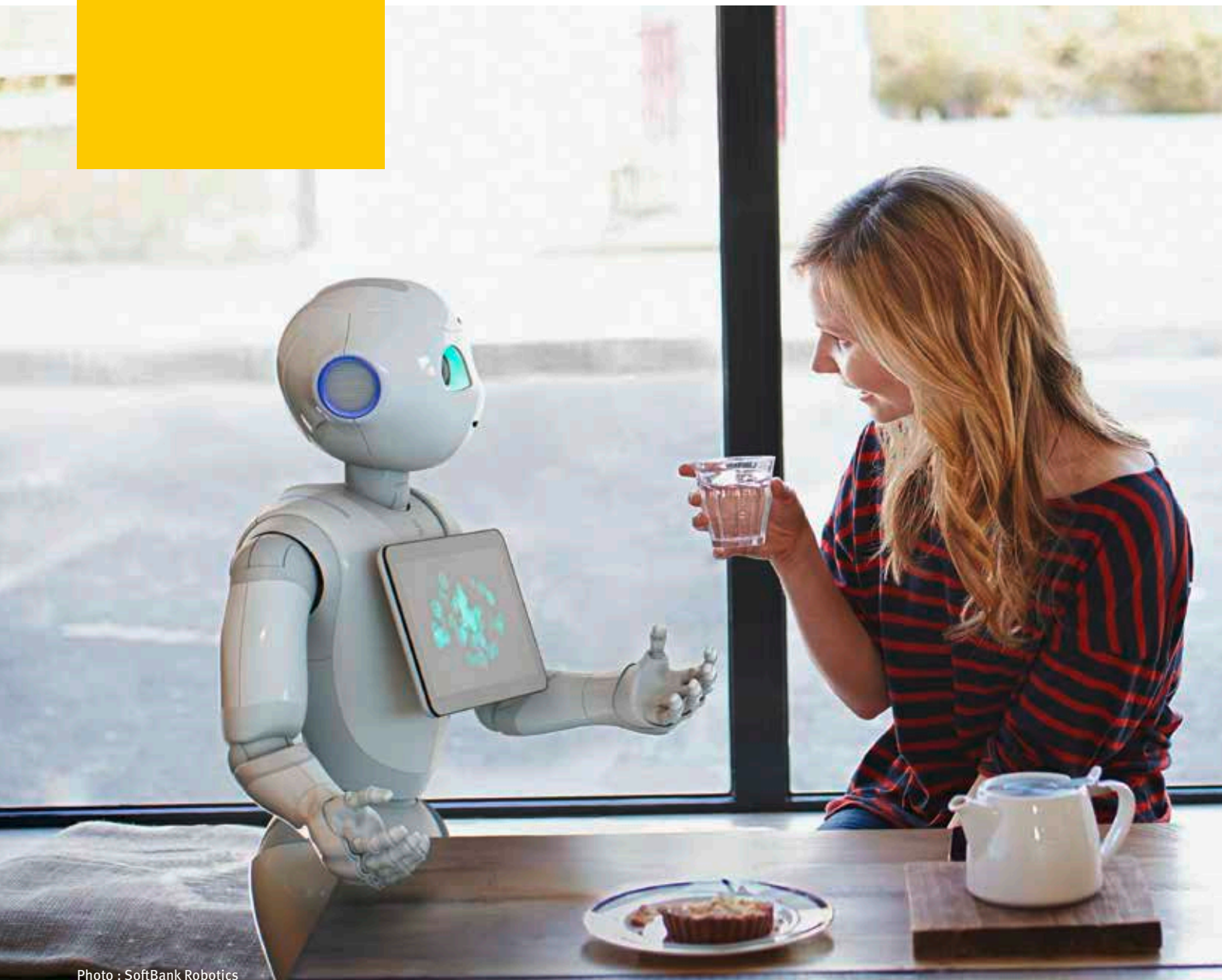


Photo : SoftBank Robotics



*With global value chains creating more and more of the world's income, effective, efficient and internationally recognized testing, inspection and certification services that are compliant with World Trade Organization (WTO) agreements are crucial to meeting the demands of external markets.*

#### **CONFORMITY ASSESSMENT**

2017 was a particularly rich year for our conformity assessment portfolio. A highlight of the year was the publication of ISO/IEC 17025 for the competence of testing and calibration laboratories, the third edition of the standard first published in 1999, which has become the international benchmark for approving the competence of testing and calibration laboratories.

ISO/IEC 17025 helps facilitate cooperation between laboratories and other bodies by generating wider acceptance of results between countries. Test reports and certificates can be accepted from one country to another without the need for further testing, which, in turn, improves international trade.

In conjunction with the publication of our flagship standard, we released a video that communicates the benefits of the new ISO/IEC 17025. To view this and other ISO videos, visit ISO's video channel on YouTube: [www.iso.org/youtube](http://www.iso.org/youtube).

Every year, we perform a global survey of certifications to our management system standards. According to the 2016 ISO Survey of Certifications, ISO's most popular management system standards continue to be thoroughly appreciated, boasting a combined total of 1 644 357 certificates around the world. ISO's most widely used management system standards, ISO 9001 for quality management and ISO 14001 for environmental management, remain popular with 1 106 356 and 346 189 certificates respectively.



Consumers around the world are experiencing rapid and transformative change. In fact, digital analytics firm eMarketer projects that online retail sales will more than double between 2015 and 2019, accounting for more than 12% of global sales by 2019.

## CONSUMERS

ISO continued to work hard for consumers through its Committee on consumer policy (ISO/COPOLCO). This included representatives participating in the G20 Consumer Summit – entitled “Building a digital world consumers can trust” – co-hosted by Consumers International (CI), the world federation of consumer groups and the German government, with support from DIN, ISO member for the country.

Held on World Consumers Rights Day, the prestigious event gave ISO and a number of representatives from CI a valuable platform to speak to many powerful people about how standards benefit consumers. The summit, the first for the G20 Presidency, discussed themes such as regulatory framework, fairness, trust, data protection, access to products, services and information, safe purchase methods, and safe products and services. Its conclusions contributed to a new proposal from COPOLCO on a standard for privacy by design.

During the past year, ISO/COPOLCO also undertook several actions

– once more underlining that ISO has long demonstrated its determination to make the voice of the consumer heard in international standardization – including the publication of ISO/IEC Guide 46, *Comparative testing of consumer products and related services – General principles*. This short guide provides concise advice to testing laboratories and consumer organizations, presenting test results in an accurate and easily understood way. This will help consumers exercise their right to informed choice.

A highlight of the year was the ISO/COPOLCO workshop, “Road Safety by Design”, on 17 May 2017. According to the World Health Organization, over 3 000 people die on the world’s roads each day and millions more are injured or disabled annually. Experts from the ISO technical community, research institutes and international agencies such as the United Nations Economic Commission for Europe (UNECE) and the Global New Car Assessment Programme (NCAP) provided helpful knowledge to address this situation.





# 70 YEARS

Our 70<sup>th</sup> anniversary celebrations were an opportunity to honour the vision of our founders: a better world through standardization. That passion for standards is echoed today in the efforts of our technical committees, working with our members, to produce globally relevant International Standards used everywhere.







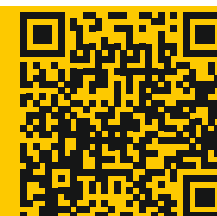
We have come a long way since our story began in 1947.

Our work has played a central role in stimulating world trade, setting a culture of quality, allowing companies to specialize and compete globally thanks to interoperability – and all while keeping consumers safe. Everywhere you look, there are ISO standards, but this is just the beginning. The demand for standards is increasing and our mandate is growing to cover the new challenges the world is facing today.

To celebrate, we ran a year-long social media campaign (#ISO70years). The initiative, the first of its kind in our organization on a global scale, reflects our determination to strengthen the ISO system, as well as work together to deliver future success.

As a way of thanking our members for the vital contribution they make to ISO, we shared on social media their photos and messages expressing what it means to be part of ISO. We also talked about the impact that the work of ISO technical committees has made on the world by sharing flashbacks from our history every Thursday (#throwbackthursday/#tbt) throughout the year. A video highlighting a few of the iconic moments and showing how the ISO community celebrated our 70<sup>th</sup> anniversary was also produced in 2017. These celebrations reinforced and validated ISO's mission and strategic goals, and allowed us to honour the past as well as launch activities for the future.

In a series of stills and tweets, it shows how ISO members and technical committees commemorated 70 years of international standardization in ISO. The one-minute video also pays tribute to all those who participated in these activities, whose involvement, dedication and engagement were much appreciated. A sincere thanks to all.





# OUR MEMBERS

ISO is only as strong as its members, which is why we do all we can to grow and support every one of our members. We continue to help them progress and encourage them so they have the greatest impact and most positive influence possible.







**Sergio Mujica**, ISO Secretary-General, during the 40<sup>th</sup> ISO General Assembly in Berlin, Germany.

## ISO GENERAL ASSEMBLY

In September of this year, we were pleased to bring together representatives from ISO members around the world to discuss the future of standardization and how best to improve it. The theme for the event was “Open-minded. Open for change”, inviting the ISO community to look to the future through four key topics: exploring standardization needs of the future; using new technologies; collaborating with other organizations; and attracting a new generation of standardizers.

“It requires generosity and vision to understand that the big picture is more important than the individual pieces. We need to be ready to lose in order for the big picture to win. We need to keep our minds open and be ready for change,” said ISO Secretary-General Sergio Mujica as he addressed delegates from all over the world at the 40<sup>th</sup> ISO General Assembly in Berlin, Germany.

“We must also continue to reach out beyond the ISO family towards other standards development organizations and key partners, to ensure relevance and compatibility,” he said. These powerful words encapsulated the spirit of the ISO Week in Germany, a week of meetings including the ISO General Assembly, which took place in Berlin from 18 to 22 September this year.

The key to doing so was to bring together a range of perspectives from within the ISO community and beyond to provide input into debates and discussions on the current and future needs of standardization.



Participants at the ISO Secretaries' Week in Singapore in November 2017.

## LEVERAGING OUR STRENGTH

Raising awareness and building capacity is paramount for the development efforts of developing countries to succeed. With over two-thirds of ISO members from developing countries, strengthening their standardization infrastructure and ability to participate in, and benefit from, international standards work is one of our strategic objectives, crystallized in the *ISO Action Plan for developing countries 2016-2020*.

In 2017, we aimed to build the strategic and operational capabilities of ISO members and bring them closer to their national stakeholders, which are key players in the international standardization process. The technical assistance offered to members covered multiple aspects, such as:

- Increasing collaboration with policy makers and regulators
- Setting priorities for national standardization

- Defining ways to increase stakeholder engagement in standardization work
- Addressing financial sustainability of ISO member organizations
- Applying good standardization practices
- Implementing the principles of the WTO/TBT<sup>1)</sup> Code of Good Practice
- Applying state-of-the-art project management in standards development

1) The World Trade Organization's Technical Barriers to Trade (TBT) Agreement aims to ensure that technical regulations, standards and conformity assessment procedures are non-discriminatory and do not create unnecessary obstacles to trade.



## CAPACITY BUILDING IN ACTION

The commitment with which our activities are being implemented and an indication of their success can be seen from the fact that, in 2017, over 3 800 participants from 114 ISO members in developing countries benefitted from our tailored programmes.

In 2017, we also put in place different sponsorship schemes to ensure that experts from developing countries contribute to the standards development process in areas of high priority to their national economy. In 2017, 82 participants from 44 different countries have benefitted from these programmes.

All these activities are helping our members get the most out of International Standards and participate more fully in global trade. They also underline the confidence placed

in ISO by our donors (e.g. the Swedish International Development Cooperation Agency – Sida, international organizations, regional standards organizations and ISO members involved in delivering development assistance).

Gathering during General Assembly week, the ISO Committee on developing country matters (DEVCO), responsible for monitoring the implementation of ISO's Action Plan, explored how ISO standards can better answer the needs of developing country members and provide a vehicle for support on such topical issues as sustainable agriculture and drip irrigation technologies, security and resilience to climate change, and non-sewered sanitation systems aimed at improving health outcomes in developing countries.



*Participants at the ISO Marketing and Communication Regional Workshop in Bangkok, Thailand.*



## MARKETING AND COMMUNICATION

This past year, we remained focused on building awareness of effective marketing and communication strategies of our members at the Regional Workshop in Bangkok, Thailand. The event, hosted by TISI, ISO member for Thailand, brought together some 30 professionals from ISO member countries to discuss and exchange best practice and look at the latest trends.

The two-day Regional Workshop was followed by the ISO Marketing and Communication Forum. Over 60 professionals from ISO member countries shared some of the most interesting initiatives ISO and its members have been working on. Examples include an employer-branding promotion portraying employees as superheroes from Norway and a multimedia campaign including partnerships with business, government and other stakeholders from the USA.

Innovative approaches to address customer needs were also discussed, including experimenting with new ways of giving access to standards, transforming a product-oriented organization into a service provider, online databases, cooperation between members, and more. A representative from Facebook advised ISO members on some of the best ways to use their tool, while we learned how some standards organizations are successfully using Instagram, and what to do when a communication crisis happens. Many members also shared with us tips on how to make the most out of your Website, and much more.

The novelty was that, for the very first time, ISO live-streamed some of the highlights into a dedicated Workplace Community, so that ISO members who could not attend, or who wanted to rewatch some of the content, were able to do so.



*Lena Dargham, Chair of DEVCO, at the 40<sup>th</sup> ISO General Assembly in Berlin, Germany.*



## ISO MEMBERS

In 2017, 163 countries were part of ISO's worldwide membership: 120 countries were full members, 40 countries were correspondent members and 3 countries were subscriber members.

### FULL MEMBERS

AFGHANISTAN (ANSA); ALGERIA (IANOR); ARGENTINA (IRAM); ARMENIA (SARM); AUSTRALIA (SA); AUSTRIA (ASI); AZERBAIJAN (AZSTAND); BAHRAIN (BSMD); BANGLADESH (BSTI); BARBADOS (BNSI); BELARUS (BELST); BELGIUM (NBN); BENIN (ANM); BOSNIA AND HERZEGOVINA (BAS); BOTSWANA (BOBS); BRAZIL (ABNT); BULGARIA (BDS); BURKINA FASO (ABNORM); CAMEROON (ANOR); CANADA (SCC); CHILE (INN); CHINA (SAC); COLOMBIA (ICONTEC); CONGO, THE DEMOCRATIC REPUBLIC OF THE (OCC); COSTA RICA (INTECO); CÔTE D'IVOIRE (CODINORM); CROATIA (HZN); CUBA (NC); CYPRUS (CYS); CZECHIA (UNMZ); DENMARK (DS); DOMINICAN REPUBLIC (INDOCAL); ECUADOR (INEN); EGYPT (EOS); EL SALVADOR (OSN); ESTONIA (EVS); ETHIOPIA (ESA); FIJI (DNTMS); FINLAND (SFS); FRANCE (AFNOR); GABON (AGANOR); GERMANY (DIN); GHANA (GSA); GREECE (NQIS-ELOT); HUNGARY (MSZT); ICELAND (IST); INDIA (BIS); INDONESIA (BSN); IRAN, ISLAMIC REPUBLIC OF (ISIRI); IRAQ (COSQC); IRELAND (NSAI); ISRAEL (SII); ITALY (UNI); JAMAICA (BSJ); JAPAN (JISC); JORDAN (JSMO); KAZAKHSTAN (KAZMEMST); KENYA (KEBS); KOREA, DEMOCRATIC PEOPLE'S REPUBLIC OF (CSK); KOREA, REPUBLIC OF (KATS); KUWAIT (KOWSMD); LATVIA (LVS); LEBANON (LIBNOR); LITHUANIA (LST); LUXEMBOURG (ILNAS); MALAWI (MBS); MALAYSIA (DSM); MALI (AMANORM); MALTA (MCCAA); MAURITIUS (MSB); MEXICO (DGN); MONGOLIA (MASM); MOROCCO (IMANOR); NAMIBIA (NSI); NEPAL (NBSM); NETHERLANDS (NEN); NEW ZEALAND (NZSO); NIGERIA (SON); NORWAY (SN); OMAN (DGSM); PAKISTAN (PSQCA); PANAMA (COPANIT); PERU (INACAL); PHILIPPINES (BPS); POLAND (PKN); PORTUGAL (IPQ); QATAR (QS); ROMANIA (ASRO); RUSSIAN FEDERATION (GOST R); RWANDA (RSB); SAINT LUCIA (SLBS); SAUDI ARABIA (SASO); SENEGAL (ASN); SERBIA (ISS); SINGAPORE (SPRING SG); SLOVAKIA (SOSMT); SLOVENIA (SIST); SOUTH AFRICA (SABS); SPAIN (UNE); SRI LANKA (SLSI); SUDAN (SSMO); SYRIAN ARAB REPUBLIC (SASMO); SWEDEN (SIS); SWITZERLAND (SNV); TANZANIA, UNITED REPUBLIC OF (TBS); THAILAND (TISI); THE FORMER YUGOSLAV REPUBLIC OF MACEDONIA (ISRM); TRINIDAD AND TOBAGO (TTBS); TUNISIA (INNORPI); TURKEY (TSE); UGANDA (UNBS); UKRAINE (DSTU); UNITED ARAB EMIRATES (ESMA); UNITED KINGDOM OF GREAT BRITAIN AND NORTHERN IRELAND (BSI); UNITED STATES OF AMERICA (ANSI); URUGUAY (UNIT); UZBEKISTAN (UZSTANDARD); VIET NAM (STAMEQ); YEMEN (YSMO); ZIMBABWE (SAZ)



### CORRESPONDENT MEMBERS

ALBANIA (DPS); ANGOLA (IANORQ); BAHAMAS (BBSQ); BHUTAN (BSB); BOLIVIA, PLURINATIONAL STATE OF (IBNORCA); BRUNEI DARUSSALAM (ABCI); BURUNDI (BBN); CAMBODIA (ISC); DOMINICA (DBOS); ERITREA (ESI); GAMBIA (TGSB); GEORGIA (GEOSTM); GUATEMALA (COGUANOR); GUYANA (GNBS); GUINEA (IGNM); HAITI (BHN); HONDURAS (OHN); HONG KONG, CHINA (ITCHKSAR); KYRGYZSTAN (KYRGYZST); LAO PEOPLE'S DEMOCRATIC REPUBLIC (DOSM); MACAO, CHINA (CPTTM); MADAGASCAR (BNM); MAURITANIA (DNPQ); MOLDOVA, THE REPUBLIC OF (ISM); MONTENEGRO (ISME); MOZAMBIQUE (INNOQ); MYANMAR (DRI); NICARAGUA (DNM); NIGER (DNPQM); PALESTINE, STATE OF (PSI); PAPUA NEW GUINEA (NISIT); PARAGUAY (INTN); SAINT KITTS AND NEVIS (SKNBS); SEYCHELLES (SBS); SIERRA LEONE (SLSB); SURINAME (SSB); SWAZILAND (SWASA); TAJIKISTAN (TJKSTN); TURKMENISTAN (MSST); ZAMBIA (ZABS)

### SUBSCRIBER MEMBERS

ANTIGUA AND BARBUDA (ABBS); BELIZE (BZBS); SAINT VINCENT AND THE GRENADINES (SVGBS)



# OUR PARTNERSHIPS

Our challenges transcend borders and institutional boundaries. No country, organization or group can resolve them in isolation. As our interdependence continues to deepen, we need to adapt our instruments and institutions to keep pace, maximizing our collective strengths and putting our resources to better use.





*“Close cooperation with ISO is essential [...] to be aligned and correctly interlinked for the benefit of governments, businesses and traders around the world.”*



**Michael Møller**, Director-General of the United Nations Office at Geneva.

### THE INTERNATIONAL FAMILY

ISO has been actively engaged with the United Nations (UN) since its inception in 1947. Over the past seven decades, our engagement with the UN has undergone profound changes, both in terms of the variety of actors and the evolving priorities. But the long-established history of collaboration between our two organizations has been essential to tackling some of the world’s most global challenges and will continue to be a transformative force in the future, as we pursue the implementation of the UN’s Sustainable Development Goals, the global roadmap that will guide our collective work by 2030. Moreover, today, over 700 international and regional organizations have formal liaison relations with ISO technical committees. The true value of these partnerships is not only the technical expertise, but also the connections across institutions that have been built up over the years. From food safety to civil aviation to the environment, UN organizations participate in many ways in the work of ISO. The active involvement of UN experts shaping ISO standards and supporting them in the implementation stage is central to achieving worldwide success. As part of ongoing efforts to create greater system-wide coherence in its work, ISO maintains strong links with, and works to facilitate, the efforts of the wider United Nations family.

### SUSTAINABLE DEVELOPMENT GOALS

The ISO Strategy 2016-2020 is about ISO’s overarching mission, which is to provide global solutions to global challenges. A number of those challenges are also the focus of the United Nations’ 2030 Agenda for Sustainable Development and its corresponding 17 Sustainable Development Goals (SDGs). Throughout 2017, ISO continued to champion cooperation and the building of partnerships in and beyond Geneva – particularly to facilitate the efficient implementation of the SDGs. This included a number of key activities:

- ISO participated in joint communication efforts via the Perception Change Project, a collective endeavour to showcase the relevance and impact of the work of Geneva-based international organizations.
- For the first time, United Nations agencies, international and non-governmental organizations (including ISO) and academic institutions united their data into one collective repository. This gave rise to the GVADATA portal, which provides users with an up-to-date and evolving guide to the wealth of information produced in International Geneva. Available as an online gateway at [gvadata.ch](http://gvadata.ch).
- As one of many organizations representing International Geneva, ISO attended the UN Open Day at the Palais des Nations in Geneva, Switzerland. It had the opportunity to showcase several of its standards that help further the achievement of the United Nations Sustainable Development Goals (SDGs) – the main thread running through the whole exhibition.
- The world came together at EXPO 2017 Astana, in Kazakhstan, to explore the topic of “Future Energy”. ISO was represented by KAZMEMST, its member for the country, whose delegate, Zhassulan Kenzhegaliev, gave an overview of ISO standards for smart cities using as an example his own city of Astana.





*“Going forward, collaboration will be a must for businesses and standards organizations alike. This is not a zero sum game... It is a win-win for all.”*



**Frans Vreeswijk,**  
IEC General Secretary.

### **STRENGTHENING COLLABORATION WITH IEC AND ITU**

When it comes to collaboration, ISO promotes cooperation with other standards-developing organizations. Working together enables us to better meet the needs of our customers who benefit from a coordinated approach in international standardization. What’s more, it eliminates duplicated effort and helps make the international standards landscape less complex and costly for all stakeholders.

One example is the World Standards Cooperation (WSC), which promotes collaboration among ISO, the International Electrotechnical Commission (IEC) and the International Telecommunication Union (ITU). Established in 2001, the WSC aims to strengthen and promote international standardization through specific policies and initiatives. From celebrating the annual World Standards Day to jointly organizing international events, collaboration among the three organizations yields innovative solutions – for the benefit of all.

### **WORLD STANDARDS DAY 2017**

WSC partners also join together each year to issue a World Standards Day message. In 2017, the theme was “Standards make cities smarter” in which IEC, ISO and ITU underlined their enduring commitment.

World Standards Day is also an opportunity to thank the thousands of experts who volunteer their time and effort to create international standards with the help of national standards bodies and partner organizations under the IEC, ISO and ITU umbrellas.

Leading up to the event, IEC, ISO and ITU ran a competition where entrants could win up to 1 500 Swiss francs with a video or poster illustrating how international standards help make cities smarter. This year’s winner was Reza Rahimian from Iran, whose original piece of work – designed to represent intelligence (the brain) combined with city symbols – was used worldwide to celebrate the day.

*“The cohesion of our work is critical, and we provide leadership in promoting the collaboration of the many bodies that make up the standardization ecosystem.”*



**Chaesub Lee,** ITU Telecommunication Standardization Bureau.





*“It is a collaborative effort between industry, investors, standards makers, cities and all relevant stakeholders that work to create smarter and more sustainable cities.”*



**Sergio Mujica**, ISO Secretary-General.

### **WORLD SMART CITY FORUM**

This year, we also teamed up with our partners in the WSC to jointly host the World Smart City Forum, held on 15 November 2017 at the Smart City Expo World Congress in Barcelona, Spain. The theme of the event was “Future cities – Solutions for common challenges: How international standards support the development of smart and sustainable cities”.

Over 200 of the most innovative and influential smart cities thinkers came together to share knowledge, present visions and highlight solutions on how we will create efficient, economically viable and sustainable cities.

To make sure we had as big an impact as possible, we ran the **#worldsmartcity** campaign in the lead-up to the Forum. It involved people coming together on various social media channels to deliver a simultaneous worldwide call for action. On Facebook, people reacted, commented and shared over 2 300 times, on Twitter we reached an audience of over 460 000 unique users, while our LinkedIn posts were seen over 409 000 times.

The four-week-long campaign focused on a different subject every Tuesday. These were energy, connected cities, mobility and resilience. We even tested our audience’s knowledge of each topic with weekly quizzes.



### **AND THE EMMY GOES TO...**

This past year, the US Academy of Television Arts & Sciences awarded its prestigious Emmy Award for Excellence to experts from ISO and its partners, IEC and ITU, for their work in producing the High Efficiency Video Coding (HEVC), the video compression standard that has emerged as the primary coding format for Ultra-High Definition TV.

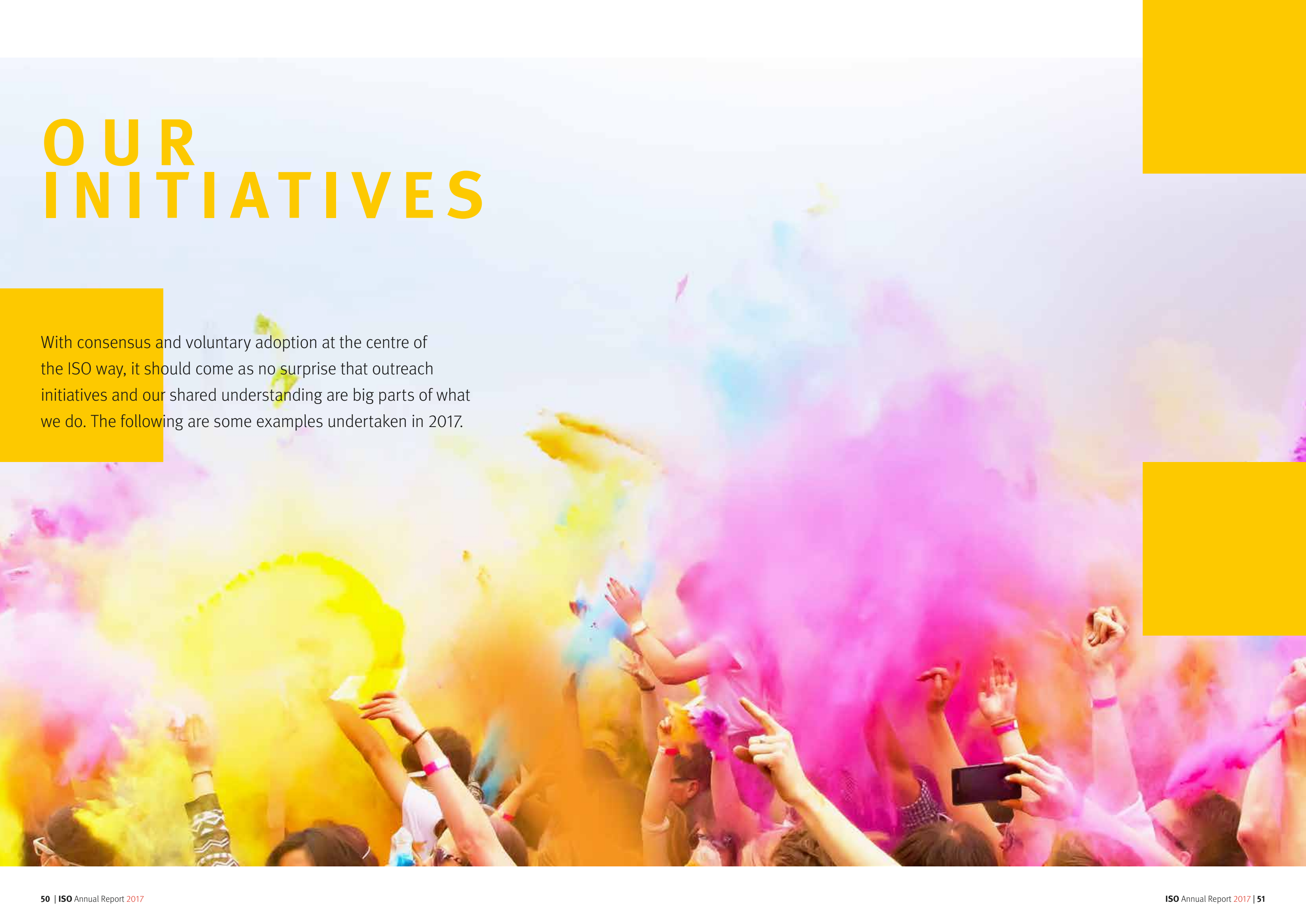
The Emmy honours the achievements of the ISO/IEC Moving Pictures Expert Group of ISO/IEC JTC 1’s subcommittee 29 and the Joint Collaborative Team on Video Coding, a team of experts representing the ITU Video Coding Experts Group of ITU-T Study Group 16.

The collaboration is working towards delivering a new video coding standard to succeed HEVC by 2020, which will again feature double the compression capability of its predecessor.



# OUR INITIATIVES

With consensus and voluntary adoption at the centre of the ISO way, it should come as no surprise that outreach initiatives and our shared understanding are big parts of what we do. The following are some examples undertaken in 2017.





## INTERACTING WITH OUR AUDIENCE

# 1.5 million

VISITS TO ISO.ORG EACH MONTH

15% OF PEOPLE ARE ON MOBILE DEVICES



# 41 000

FOLLOWERS ON TWITTER

# 214 000

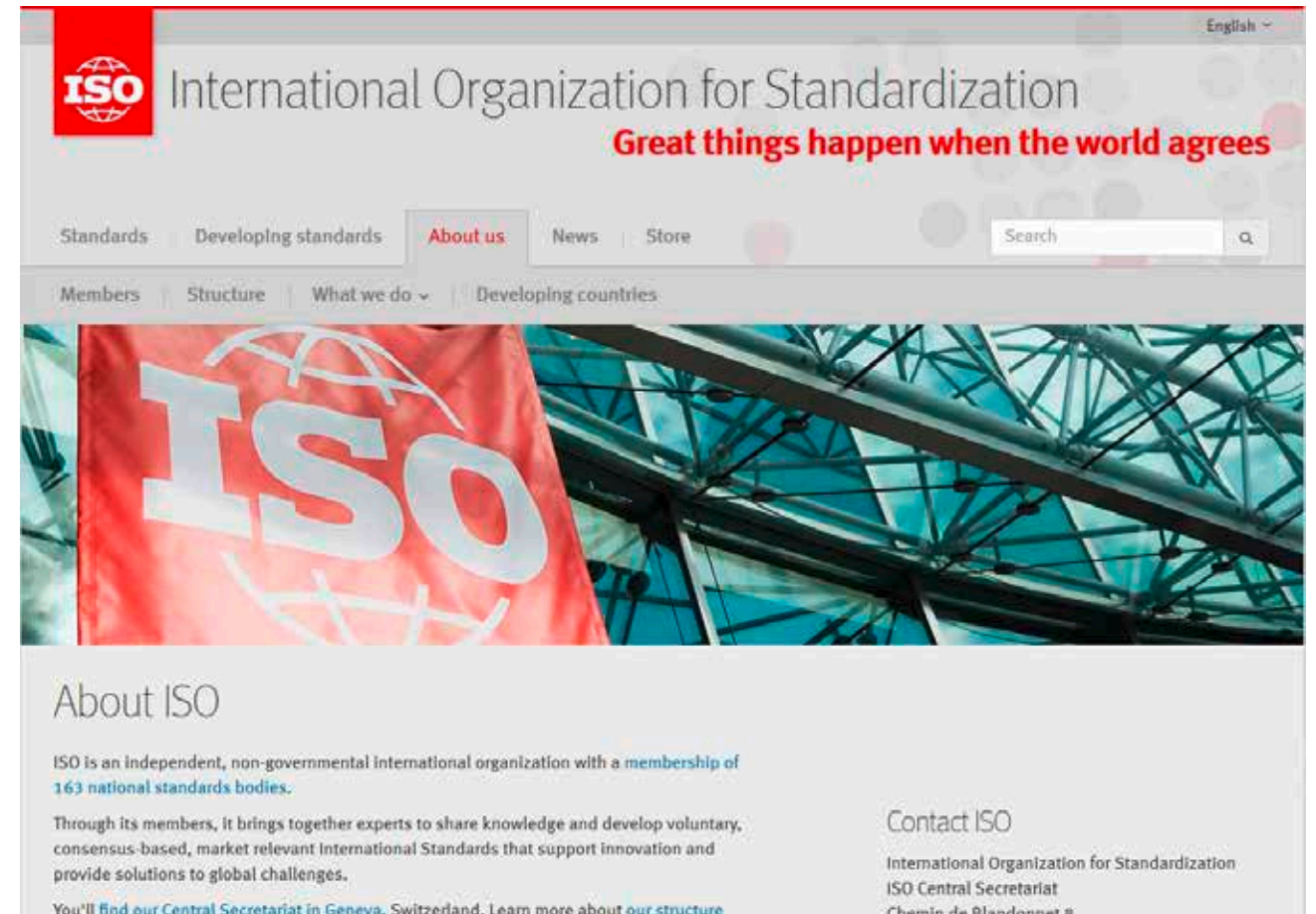
FOLLOWERS ON FACEBOOK



# in

# 64 000

FOLLOWERS ON LINKEDIN



## INTERACTING ONLINE

The year 2017 has seen a major change in the design of the ISO Website. The site features the fresh look of ISO's updated visual identity and better reflects our defining motto that "great things happen when the world agrees". The second thing that users will probably notice is the simplified navigation, which makes journeys more intuitive and adapts better to mobile devices. This is backed up with the addition of a more intelligent search function, an essential improvement considering that users increasingly look for keywords rather than browsing through links.

This built-in flexibility means we can better answer the needs of the people who visit ISO.org each month, whether they're looking to find out more about ISO, how they can get involved in standards development, or simply learn more about how ISO standards touch almost every aspect of daily life.

Since our founding 70 years ago, we've been bringing people together to create International Standards that make the world a better place. That's why we have three official languages – English, French and Russian – to help us reach out to the widest possible audience.

Our increasing presence and activity on social media is also helping to drive traffic to our new Website and connect us with many people. Currently, we have almost 41 000 followers on Twitter, 64 000 followers on LinkedIn and 214 000 followers on our Facebook page.





## ENHANCING EFFICIENCY AND EFFECTIVENESS

In 2017, ISO set an all-time record with its 1 578 International Standards and standards-type documents, bringing the total number to 21 991. We also experienced another year of strong growth in the number of new work items registered – an increase of 16% compared to 2016. This past year, we remained focused on excellence and continued to develop and deliver standards in a timely manner, as the market demands. And when we compare data from previous years, it is clear that we keep quality to the optimum – 99.6% of the standards published are error-free.

During the year, we also undertook a number of actions to increase the efficiency and effectiveness of our standards development processes through improved support of the more than 50 000 participating experts and the thousands more who contribute via national mirror committees. These actions included the 2017-2020 IT Strategy to share data, content and knowledge more effectively in a secure and reliable environment. This enables faster consensus building and decisions, and facilitates the production of globally relevant International Standards that are used everywhere.

As a key component of the 2017-2020 IT Strategy, ISolutions provides state-of-the-art solutions supporting the national standardization efforts of ISO members. In the future, ISolutions will be transformed to better respond to the evolving business landscape of international standards development. Users will enjoy improved collaboration between experts and committee officers, seamless navigation across documents, increased balloting efficiency and a tailored user experience.

## ISO AT WORK IN 2017

### WORK IN PROGRESS

**1642**

NEW PROJECTS (WORK ITEMS) REGISTERED

**4757**

WORK ITEMS APPEARED ON THE PROGRAMMES OF WORK OF THE TECHNICAL COMMITTEES

THE BREAKDOWN WAS AS FOLLOWS:

**1 664** WORK ITEMS AT PREPARATORY STAGE

**620** COMMITTEE DRAFTS

**2 473** DRAFT INTERNATIONAL STANDARDS (DIS) AND FINAL DRAFT INTERNATIONAL STANDARDS (FDIS)

### LIAISONS

**724**

INTERNATIONAL ORGANIZATIONS WERE IN LIAISON WITH ISO TECHNICAL COMMITTEES AND SUBCOMMITTEES

### ISO TECHNICAL COMMITTEE STRUCTURE

**3 493** TECHNICAL BODIES, COMPRISING:

**243** TECHNICAL COMMITTEES

**505** SUBCOMMITTEES

**2 682** WORKING GROUPS

**63** AD HOC STUDY GROUPS

### MEETINGS

**21**

TECHNICAL MEETINGS WERE IN PROGRESS, ON AVERAGE, EACH WORKING DAY OF THE YEAR SOMEWHERE IN THE WORLD

**2784**

TECHNICAL MEETINGS WERE HELD IN **56** COUNTRIES...

**307**

VIRTUAL MEETINGS WERE ORGANIZED DURING THE YEAR

**205** MEETINGS OF TECHNICAL COMMITTEES

**407** MEETINGS OF SUBCOMMITTEES

**2 115** MEETINGS OF WORKING GROUPS OR AD HOC GROUPS

... WHICH MEANS, AN INCREASE OF

**184%**

BETWEEN 2016 AND 2017



## ABOUT THE ISO CENTRAL SECRETARIAT

# 144

FULL-TIME STAFF FROM



55%  
ARE WOMEN



45%  
ARE MEN

# 22

COUNTRIES COORDINATE  
THE WORLDWIDE  
ACTIVITIES OF ISO

THE ISO CENTRAL SECRETARIAT  
IS BASED IN GENEVA,  
SWITZERLAND, SINCE

# 1949



Our leadership team (from left to right): **Julie Chamay**, Director, Human Resources; **José Baltar**, Senior Leader, Governance; **Stéphane Châtelet**, Director, Information Technology Services; **Sophie Clivio**, Director, Standardization and Technical Policy; **Sari Rajakoski**, Senior Leader, Capacity Building; **Sergio Mujica**, Secretary-General; **Sean MacCurtain**, Director, Conformity Assessment and Consumer Matters; and **Nicolas Fleury**, Deputy Secretary-General.

### PROUDLY CARBON NEUTRAL

As part of our long-standing commitment to help combat climate change, ISO became carbon neutral by the end of the year in terms of the CO<sub>2</sub> emissions arising from its own operations.

### RE-CERTIFICATION TO ISO 9001:2015 AND ISO 14001:2015

In 2017, the ISO Central Secretariat achieved recertification of its full-site quality and environmental system, supplying a full range of support services to the organization's members and standards developers, as well as information services to the general public. These services include: coordination of the standards development programme; administration of voting on draft standards; the final editing and publication of standards; information, communication and public relations; and the operation of a "365/7/24" IT infrastructure and Web-based information services.





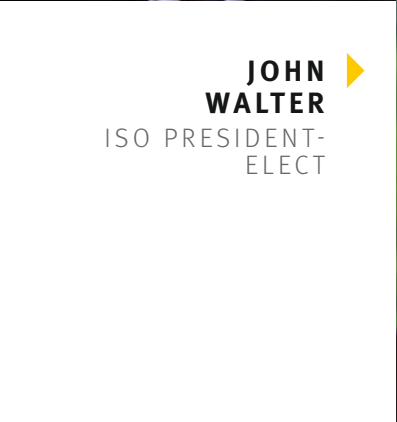
**ZHANG XIAOGANG**  
ISO PRESIDENT

## ISO PRINCIPAL OFFICERS

### ZHANG XIAOGANG

ISO PRESIDENT – CHINA

Dr Zhang Xiaogang completed his three-year term (2015-2017) as President of ISO in December 2017. He is Vice-Chairman of the Ansteel Group Corporation, which ranks amongst the world's top 500 corporations. During a career that spans 35 years, Dr Zhang distinguished himself in various high-level leadership positions, serving several iron and steel conglomerates. An active member of the iron and steel industry, Dr Zhang holds a PhD in Metal Material and Heat Treatment.



**JOHN WALTER**  
ISO PRESIDENT-ELECT



### JOHN WALTER

ISO PRESIDENT-ELECT – CANADA

In 2017, John Walter served a one-year term as ISO President-elect, ahead of a two-year term as ISO President, beginning in January 2018. John has previously served as ISO Vice-President (policy), for the period 2014-2016, during which time his duties included the leadership of ISO's Strategy and Policy Committee, supporting the implementation of ISO's Strategic Plan, and ensuring effective communication on strategic issues within ISO and with its stakeholders. From 2009 to 2018, John was Chief Executive Officer of the Standards Council of Canada (SCC). During his career, John has been a developer and user of standards in industry and regulatory environments. He served as Vice-President, Standards Development, Canadian Standards Association (CSA); President and CEO, Technical Standards and Safety Authority (TSSA); and Assistant Deputy Minister in the Ministry of Consumer and Commercial Relations in Ontario.



**SCOTT STEEDMAN**  
ISO VICE-PRESIDENT (POLICY)

### SCOTT STEEDMAN

ISO VICE-PRESIDENT (POLICY) – UNITED KINGDOM

Scott Steedman was appointed ISO Vice-President (policy) for 2017. Director of Standards at the British Standards Institution (BSI) since 2012, he is also a Board Director of the BSI Group. An engineer by background, Scott spent 20 years working in industry for consulting and contracting companies on major infrastructure and building projects around the world. At a European level, Scott was Vice-President Policy for the European Committee for Standardization (CEN) from 2013 to 2016. Scott holds a PhD in Engineering from the University of Cambridge, and he was appointed Commander of the Order of the British Empire (CBE) in 2010 for services rendered to engineering.



**PIET-HEIN DAVERVELDT**  
ISO VICE-PRESIDENT (TECHNICAL MANAGEMENT)



### BRONWYN EVANS

ISO VICE-PRESIDENT (FINANCE)



**DOMINIQUE CHRISTIN**  
ISO TREASURER

### DOMINIQUE CHRISTIN

ISO TREASURER – SWITZERLAND

Dominique Christin was appointed ISO Treasurer until the end of 2018. Co-founder and partner of BianchiSchwald (formerly BCCC), an independent business law firm founded in Switzerland in 2001, he currently serves as their counsel since 2016. During his career, Dominique also worked in two prominent Swiss business law firms from 1991 to 2001 and as legal counsel at Pictet (a Swiss private bank) in Luxembourg from 1995 to 1996. A recognized expert in corporate, tax, contract and banking law, he provides legal advice to companies and their shareholders, and assists in the setting-up and the administration of non-profit organizations. Dominique is a Board member of several Swiss companies as well as a charitable foundation.

### PIET-HEIN DAVERVELDT

ISO VICE-PRESIDENT (TECHNICAL MANAGEMENT) – NETHERLANDS

Piet-Hein Daverveldt was appointed ISO Vice-President (technical management) for the 2017-2018 term. He served as Managing Director of the Royal Netherlands Standardization Institute (NEN) during five years before leaving the organization in November 2017. During this time, he represented NEN on the ISO Council from 2012 to 2013 and was also a member of the ISO Strategy and Policy Committee. Piet-Hein also worked for 25 years at Royal Dutch Shell where he held several management positions. At a European level, Piet-Hein was Vice-President Finance at the European Committee for Standardization (CEN) in 2015 and 2016, and a CEN Board member from 2012 to 2016. Piet-Hein holds a PhD in Theoretical Physics from the University of Leiden.

### BRONWYN EVANS

ISO VICE-PRESIDENT (FINANCE) – AUSTRALIA

Dr Bronwyn Evans was appointed ISO Vice-President (finance) for the period 2017-2018. As CEO of Standards Australia (SA) since October 2013, she has over 30 years' experience as a leading business executive in the fields of medical devices, engineering education, standards development and power generation in both the private and public sectors. She also has extensive Board experience, including her current position as Board Member of the Australia-Japan Foundation. Bronwyn is an Honorary Fellow of The Institution of Engineers Australia, a Fellow of the Australian Academy of Technological Sciences and Engineering, an Honorary Fellow of the University of Wollongong and a Graduate of the Australian Institute of Company Directors. She holds a Bachelor in Engineering and a PhD in Electrical Engineering in industrial automation.

### SERGIO MUJICA

ISO SECRETARY-GENERAL

Sergio Mujica joined ISO as Secretary-General in July 2017, having spent seven years as Deputy Secretary-General at the World Customs Organization (WCO) where he was responsible for implementing the WCO's strategic plan. This included simplification, harmonization and standardization of customs procedures in addition to capacity building initiatives for WCO members. Prior to this, Sergio spent 15 years working for the Government of Chile with the Ministry of Agriculture, the Ministry of Economic Affairs and as the Director General of Chile Customs. A Chilean national, he has a law degree from the Pontificia Universidad Católica de Chile and a master's in International Law from the American University in Washington D.C.

**SERGIO MUJICA**  
ISO SECRETARY-GENERAL





# OUR FINANCES



## BALANCE SHEETS AS OF 31 DECEMBER (IN KCHF)

	2017	2016
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	34 649	35 605
Receivables, prepaid expenses and accrued income	3 160	2 676
<b>Total current assets</b>	<b>37 809</b>	<b>38 281</b>
<b>NON-CURRENT ASSETS</b>		
Rent guarantee for ISO Central Secretariat premises	2 167	2 167
Fixed assets	345	352
<b>Total non-current assets</b>	<b>2 512</b>	<b>2 519</b>
<b>TOTAL ASSETS</b>	<b>40 321</b>	<b>40 800</b>
<b>LIABILITIES AND FUNDS</b>		
<b>CURRENT LIABILITIES</b>		
Suppliers, accrued liabilities and provisions	2 175	2 300
Members' retrocessions	3 171	3 977
Revenue received in advance	1 442	2 105
<b>Total current liabilities</b>	<b>6 788</b>	<b>8 382</b>
<b>FUNDS</b>		
Restricted funds	6 789	7 575
Unrestricted funds	26 744	24 843
<b>Total funds</b>	<b>33 533</b>	<b>32 418</b>
<b>TOTAL LIABILITIES AND FUNDS</b>	<b>40 321</b>	<b>40 800</b>

## SUMMARY OF FINANCIAL PERFORMANCE (IN KCHF)

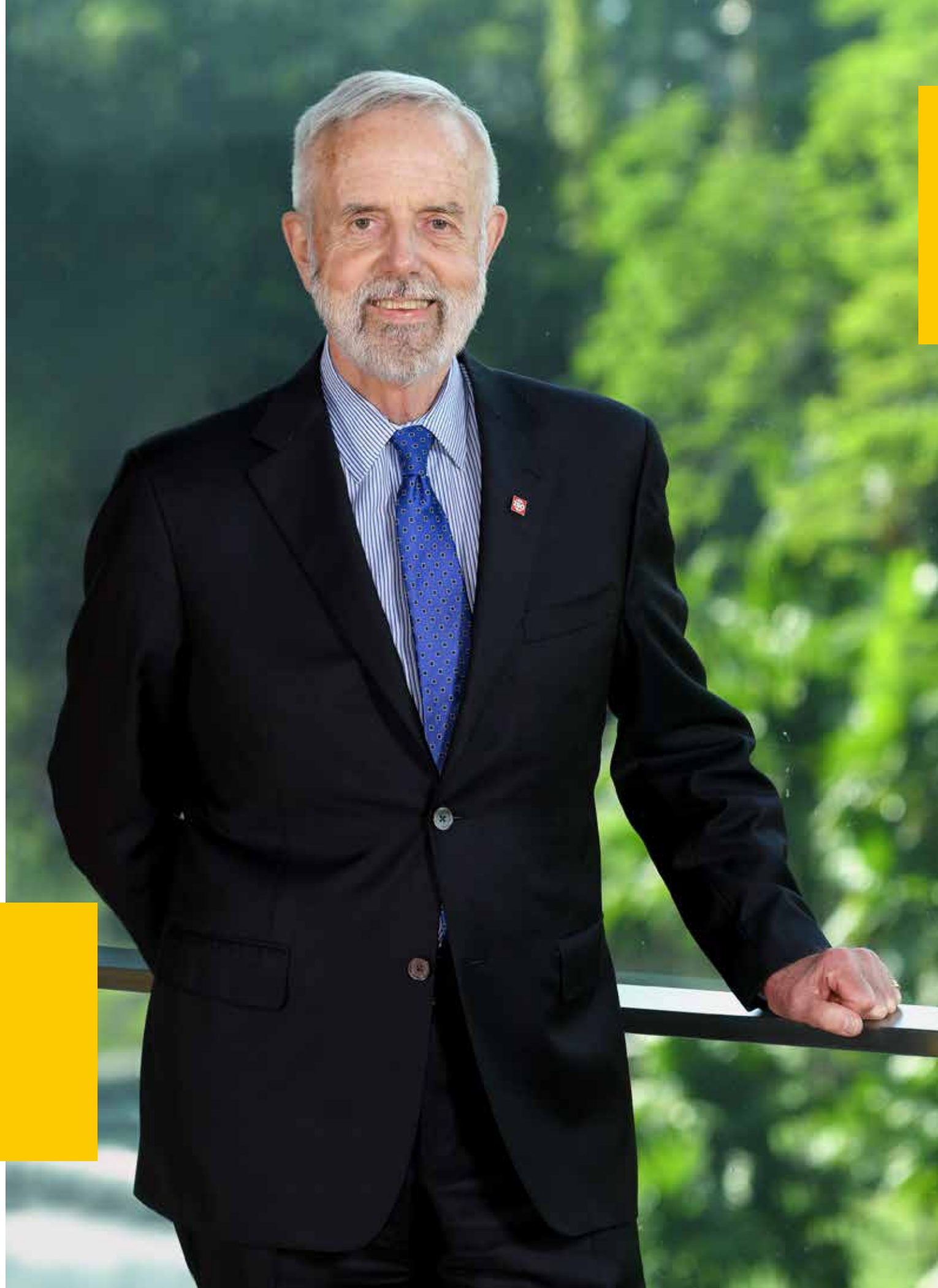
	2017	2016
<b>REVENUE</b>		
Membership fees	21 110	21 149
Royalties received from members selling ISO standards	10 676	10 505
<b>Revenue from members</b>	<b>31 786</b>	<b>31 654</b>
<b>Revenue – net sales and services</b>	<b>7 220</b>	<b>6 075</b>
Funding for developing countries	2 736	2 035
Funding for promotion of ISO system	69	-
<b>Funding for ISO projects</b>	<b>2 805</b>	<b>2 035</b>
<b>Net financial revenue</b>	<b>46</b>	<b>62</b>
<b>TOTAL REVENUE</b>	<b>41 857</b>	<b>39 826</b>
<b>EXPENDITURE</b>		
<b>Operations</b>	<b>34 466</b>	<b>31 629</b>
Projects for developing countries	2 736	2 035
Projects for promotion of ISO system	69	-
<b>ISO projects</b>	<b>2 805</b>	<b>2 035</b>
<b>Amortization of fixed assets</b>	<b>238</b>	<b>294</b>
<b>TOTAL EXPENDITURE</b>	<b>37 509</b>	<b>33 958</b>
<b>Operating result</b>	<b>4 348</b>	<b>5 868</b>
Changes in restricted funds	-	(3 629)
Changes in unrestricted funds	(4 348)*	(2 239)
<b>Addition to restricted and unrestricted funds</b>	<b>(4 348)</b>	<b>(5 868)</b>
<b>Unattributed net result</b>	<b>0</b>	<b>0</b>

## SUMMARY OF CASH FLOW STATEMENTS (IN KCHF)

	2017	2016
Net cash from / (used in) operating activities	(8)	5 665
Net cash from / (used in) projects for developing countries	(717)	32
Net cash used in investing activities	(231)	(64)
<b>Net increase / (decrease) in cash and cash equivalents</b>	<b>(956)</b>	<b>5 633</b>
<b>CONTROL</b>		
Cash and cash equivalents at the beginning of the period	35 605	29 972
Cash and cash equivalents at the end of the period	34 649	35 605
<b>Increase / (decrease)</b>	<b>(956)</b>	<b>5 633</b>

\* Allocation to be approved in June 2018 by ISO Council.





MESSAGE FROM THE ISO PRESIDENT-ELECT – JOHN WALTER

## **BUILDING ON THE LESSONS OF THE PAST FOR A BETTER FUTURE**

2017 was an exceptional year in exceptional times. Our 70<sup>th</sup> anniversary was a milestone. It was an important achievement and a celebration of seven decades of international standards development. This achievement comes as we welcome into the ISO family our new Secretary-General, Sergio Mujica, who has quickly assimilated the issues facing ISO and the international standards community. We are now poised to prepare the foundations of our organization for the years to come.

And prepare we must. Over the last year, we have undergone a number of changes to create the global infrastructure needed to continue being the world's largest developer of International Standards. We have strengthened our governance structure, needed to create increased oversight, responsibility and accountability of Council and of the General Assembly. And importantly, our newly adopted Regional Guidelines will lay the foundations for even greater impact with regional and sub-regional organizations in the future. We are particularly proud to be a member-driven organization, and now we are better equipped to serve our members than ever before.

But these achievements come as the standards business is at a crossroads. Expectations of ISO are changing substantially as the intensely competitive context in which we are operating today continues to increase. We see a reshaping of the competitive environment from other standardization entities around the world.

So, while we continue to take care of the short term, we are building and investing for the long term. The old ways won't work for us in the future. We are responding by becoming more flexible and agile as we address real and omnipresent global challenges. We are also paying attention to the needs of government, industries and consumers around the world, while at the same time delivering solutions to their problems and issues that are expected of us. This is the approach we have followed successfully for 70 years.

Ensuring ISO keeps ahead of market needs, and remains robust and responsive for the future, is therefore an ongoing objective. We are on the cusp of greatness. Indeed, we are confident that we will reshape even further the way the world uses International Standards, with the vision to bring direct and measurable benefit to mankind.

We hope you enjoyed reading about our collective impact in this Annual Report – impact which, we believe, will help to deliver globally relevant standards for everyone, everywhere.



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