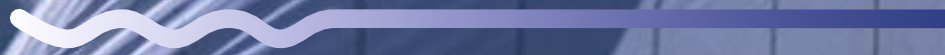




# Annual Report 2005

on course



# ISO and international standardization



ISO is the International Organization for Standardization. It has a membership of 156\* national standards institutes from countries large and small, industrialized and developing, in all regions of the world. ISO develops voluntary technical standards which add value to all types of business operations. They contribute to making the development, manufacturing and supply of products and services more efficient, safer and cleaner. They make trade between countries easier and fairer. ISO standards also safeguard users and consumers, and make many aspects of their lives simpler. ISO develops only those standards that are required by the market. This work is carried out by experts coming 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, consumer organizations, academia and testing laboratories.

Published under the designation of International Standards, ISO standards represent an international consensus on the state of the art in the technology or businesses concerned.

\*As of May 2006

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2005 was the first year of implementation of the *ISO Strategic Plan 2005-2010* and the *ISO Five-year Plan for Developing Countries*. With the *ISO Code of Ethics*, these documents provide ISO with a clear course for the years ahead.

Following the broad consultation of ISO's stakeholders and the distillation of input that produced these documents, ISO moved into a high action mode during 2005, navigating the course mapped out to attain its strategic objectives.

This ISO Annual Report reviews selected highlights of 2005 against the key strategic objectives that focus ISO's efforts. Firstly, however, it presents two themes that emerged strongly in 2005 and are becoming increasingly identified with ISO.

## Positive contribution to globalization

Participating at the beginning of the year in the World Economic Forum (WEF) at Davos, Switzerland, ISO Secretary-General Alan Bryden communicated what became the first recurring



theme in 2005 and beyond – the usefulness of ISO standards as practical tools for tackling many of today's global challenges by :

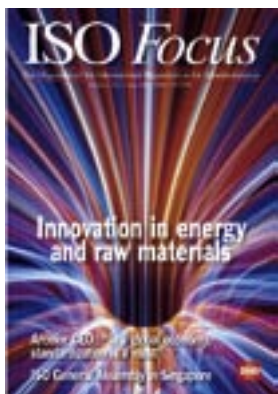
- facilitating international trade ;
- spreading knowledge, transferring technology and good management and conformity assessment practice ;
- promoting safety and security ;
- assisting in environmental and health protection ;

- deploying advances in information technology and new technologies ; and
- contributing to good public governance.

ISO's positive contribution to globalization and ISO's position as "the world's largest developer of standards" were acknowledged by the World Trade Organization (WTO) in the World Trade Report 2005, which underlined the important benefits that standards can deliver.

## Standardization and innovation

A second theme to emerge in 2005 is the close link between ISO standards and innovation, which was the subject of a panel discussion at ISO Singapore 2005, ISO's 28<sup>th</sup> General Assembly. ISO President Professor Masami Tanaka commented: "ISO's specialty is developing standards that provide the link between creative potential (great ideas) and tackling problems (practical implementation).



"Standardization begins with a creative vision: to transform valued criteria such as quality, ecology, safety, economy, reliability, compatibility, interoperability, efficiency and effectiveness into real attributes of products and services. ISO standards help great ideas to survive the contact with practical realities and support their growth to maturity as manufacturable and marketable products.

"ISO standards also ensure that innovative solutions can gain broad market recognition and use, including being transferred to developing countries so that the benefits are available on a global basis."



### ISO Singapore 2005

Photographed at the opening ceremony of ISO's 28<sup>th</sup> General Assembly, from left: **Mr. Loh Kum Yean**, Chief Executive of SPRING, ISO's member for Singapore; **Prof. Masami Tanaka**, ISO President; **Mr. Lim Hng Kiang**, Singapore's Minister for Trade and Industry, and **Mr. Alan Bryden**, ISO Secretary-General.

## ISO objective 1

Developing a consistent and multi-sector collection of globally relevant International Standards



ISO exists to develop International Standards. ISO's standards are voluntary. To be adopted and put to use, ISO's standards must achieve results and be relevant to the needs of users worldwide. 2005 provided many examples to

show that ISO is on the move, on course and consistently achieving this objective.

ISO continues to produce and update basic engineering standards that keep the wheels of industry turning efficiently, and business and trade flowing smoothly. At the same time, it pushes back the frontiers by developing standards to meet the new requirements of new areas of activity. Here is a selection that indicates the vast range of ISO's activities.

### New technologies

ISO has in recent years welcomed new industries such as hydrogen technologies and health and transport informatics. 2005 brought the most recent high-tech customer for ISO standards – nanotechnology, the science of engineering matter at the atomic and molecular scale, which promises to facilitate positive developments in such sectors as health care,

energy conservation, raw materials and water purification. New sectors like nanotechnologies turn to ISO for the standards they need to facilitate the dissemination of innovative technologies and to help structure markets for them.

### Safety and security



An open session at ISO Singapore 2005 on “Security and the global economy” underlined that this is one of the central preoccupations of both governments and the private sector. In 2005, ISO underlined the global relevance of

its work in this area through the publication of several tools to help meet the challenges in this area. Safety and security standards published in 2005 included the following :

- ISO 22000 for food safety management systems is the first of a family designed to ensure safe food supply chains. Its reception indicated that it is a standard whose time has come, with some 50 countries on the way to adopting it within the first six months of its publication.



- ISO/IEC 27001 is predicted to become the international benchmark for information security management systems – a model for helping organizations of all types to protect the information assets that are the “life-blood” of business.

- ISO/PAS 28000 applies the management system approach to the security of global supply chains.

- ISO 15830 is a suite of standards that provides the automotive industry with the most advanced specifications yet for a crash test dummy – WorldSID – to improve vehicle



of engineers and scientists from over 45 organizations in Europe, Asia-Pacific and the Americas and with over 1000 tests performed, WorldSID represents a major breakthrough in worldwide harmonization of side impact occupant protection.

- Four biometric data interchange format standards were published during 2005 dealing with finger imaging, finger minutiae, face imaging and iris imaging (ISO/IEC 19794 Parts 2, 4, 5 and 6). These standards are de-



signed to support a wide range of applications on automated biometric recognition addressing security and related concerns.

### ISO 9001 and ISO 14001

ISO 22000, ISO/IEC 27001 and ISO/PAS 28000 all use the model successfully introduced by ISO 9001 for quality management and ISO 14001 for environmental management. The



global relevance of these pioneers is today without question. As 2005 dawned, 760 900 certificates indicating conformance with the requirements of ISO 9001 and ISO 14001 had been issued to companies and organizations in 154 countries, prompting Alan Bryden’s remark that they are now “thoroughly integrated with the world economy”.

The year also saw the publication of ISO 9001-based guidelines for improving quality management in local government (IWA 4) and for achieving process improvements in the health sector (new version of IWA 1).





## Services



“The global trade in services – new challenges for international standardization” was the theme of an open session at ISO Singapore 2005 (see above). New or projected ISO standards for services, as diverse as ensuring the quality of water supply services, tourism and market, social and opinion research, were at various stages in 2005 and were spearheaded by the publication of ISO 22222, which provides an internationally agreed benchmark for competent and ethical service by personal financial planning professionals.

## Social responsibility



Development began of the future ISO 26000 standard giving guidance on social responsibility and by the end of the year this work had already taken a significant step forward with ISO deciding on the structure and overall contents, as well as fixing a target release date of last quarter 2008.

## IT service benchmark

With up to 80 % of the information technology (IT) budgets of most organizations directly linked to service management processes, a new ISO/IEC standard that benchmarks this activity is expected to result in cost sav-

ings for users, whether large or small enterprises, as well as increased productivity and improved customer service. ISO/IEC 20000 will enable organizations to evaluate their capability to deliver managed services, measure service levels and assess performance.

## Preserving electronic documents

Neither organizations nor individuals can know when they might need to refer to a document – and these are increasingly in digital form. PDF has become a universally used format for the exchange and storage of electronic documents. ISO 19005 will ensure the visual and content integrity of PDF documents for long-term preservation and archiving.

## ISBN for the 21<sup>st</sup> century

ISO's International Standard Book Number (ISBN) standard is an essential feature of the global book trade and a key component in library catalogue records. This is because a unique ISBN accompanies a book from its production and onwards throughout the supply



and distribution chain. The ISBN is the key to ordering systems and also facilitates rights management and the monitoring of sales data. In 2005, ISO published a new edition of the ISBN standard, ISO 2108, providing it with increased capacity for the future, including for the growth of electronic publishing and e-commerce. It will benefit publishers, booksellers and libraries worldwide – as well as readers.

## ISO objective 2

Ensuring the involvement of stakeholders



## New scope, new methods

ISO 26000 represents a new scope for ISO and because this future standard must reflect an international consensus among all the stakeholder categories impacted by social responsibility, ISO has begun testing new methods to ensure the involvement of these stakeholders.

The process for participation in ISO Working Group on Social Responsibility (WG SR) is designed to ensure balanced representation of the WG's stakeholder groups: industry; government;



labour; consumers; nongovernmental organizations; service, support, research and others, as well as geographical and gender balances. In addition, the leadership of the WG is shared by a developing country (Brazil) and a developed country (Sweden).

**Enhancing communication**



Stakeholder input and involvement in ISO's work depends on awareness of ISO and understanding the benefits that standardization can provide. Communicating about ISO and its work therefore receives ongoing attention, including the following improvement actions in 2005:

- Using *ISO Focus* magazine to promote the breadth of ISO's standardization work and to showcase positive testimonials by business and public sector leaders on what standards bring their organizations.
- Launching a free e-newsletter, *IMS Alerts*, to support *ISO Management Systems* magazine which provides a worldwide overview of ISO standards for management systems, conformity assessment, social responsibility and services.

- Increasing the number of press releases and response to ever-increasing media interest in ISO.
- Publishing executive summary-length introductions to ISO and to specific aspects of its work – for conformity assessment, developing countries and consumers – and an elec-

tronic brochure on the use of the ISO 9001:2000 quality management system standard in global supply chains.

- An intensive travel schedule by senior ISO officers to participate in conferences, seminars, contacts with governmental authorities and industry leaders, in particular for events involving ISO members and stakeholders.



When visiting ISO's member in the Philippines, Prof. Masami Tanaka, ISO President, (left) met with Gloria Macapagal Arroyo, President of the Philippines.

*ISO objective 3*

Raising the awareness and capacity of developing countries



**New and upgraded members**

Ten new members joined ISO in 2005, four existing ones upgraded their membership – and all of them were from developing countries. At the end of the year, developing countries made up 120 out of the all-time record total of 156 ISO members. This illustrated the importance to such countries of being part of the ISO system and of increasing their capacity to benefit from and participate in its standardization activities.



**Raising awareness and building capacity**

Raising awareness and building capacity is paramount for development efforts to succeed and they are identified as top priorities in *The ISO Five-Year Action Plan for Developing Countries*.



During 2005, the first year of its implementation, awareness-raising events included the following:

- DEVCO/COPOLCO seminar on consumer participation in standardization, held in Toronto, Canada;
- regional workshop on conformity assessment for sustainable development and trade, held in Manila, Philippines;
- ISO participation in WTO regional workshops on the Agreement on Technical Barriers to Trade, held in Windhoek, Namibia, and Port of Spain, Trinidad.



training of trainers, held in several locations in Morocco and Tunisia;

- seminar on ISO 9001:2000 and the role of the standardization infrastructure in economic development, held in Luanda, Angola;
- national and regional workshops on the standardization process in the field of social responsibility, held in Nairobi, Kenya.

Sponsorship was provided to delegates from developing countries to participate in ISO's work, such as technical committee meetings (ISO TCs 21, *Equipment for fire protection and fire fighting*; 34, *Food products*; 38, *Textiles*; 71, *Concrete, reinforced concrete and pre-stressed concrete*; 176, *Quality management and quality assurance*; 207, *Environmental management*; 224, *Service activities relating to drinking water supply systems and wastewater systems – Quality criteria of the service and performance indicators*; and the Social Responsibility Working Group of ISO's Technical Management Board).

In addition, staff from the ISO Central Secretariat provided training and support in using

information and communication technologies (ICT) in Ghana, Burkina Faso and Tajikistan. The focus was on making the most of ISO's electronic standards-development tools, such as e-balloting and ISO's various databases. The training in Burkina Faso for all eight West African Economic and Monetary Union (UEMOA) countries, which also encompassed awareness raising on standardization and ISO's activities, was organized in cooperation with the United Nations Industrial Development Organization (UNIDO). The training in Tajikistan was organized in cooperation with the International Trade Centre (ITC).

### Promoting increased support from assistance programmes

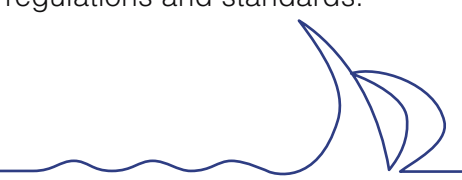
Including the emergence and consolidation of national and regional "quality infrastructures" in development programmes is a key to social and economic progress, as well as a way of accessing world markets. ISO increasingly networks with international, regional and national development agencies to promote this concept. At the DEVCO plenary session, presentations from UNIDO, ITC and the United Nations Economic Committee for Europe (UNECE) covered aspects of quality infrastructure for LDCs, participation in international standardization and finally the challenge of harmonizing technical regulations and standards.



IT staff at TJKSTN (Tajikistan) receive training in the use of software developed by the ISO Central Secretariat.

Standardization capacity-building events included the following:

- seminar on ISO/IEC 17025:2005, the international accreditation standard for competent laboratories, held in Cairo, Egypt;
- seminars on environmental management systems and ISO 14001 with simultaneous





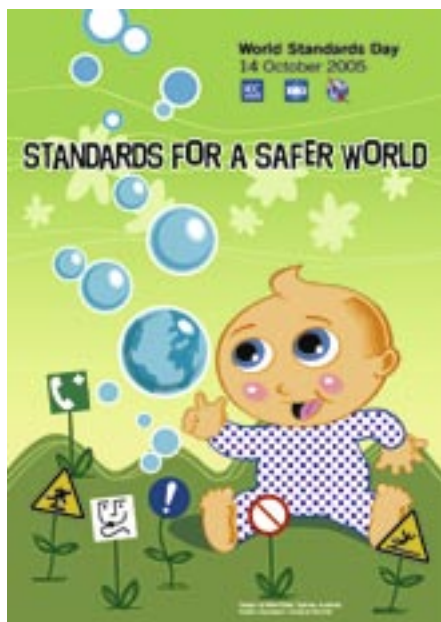
## ISO objective 4

Being open to partnerships for the efficient development of International Standards



### World Standards Cooperation

ISO's long-standing collaboration with the International Electrotechnical Commission (IEC) and the International Telecommunication Union (ITU) has been given an even stronger emphasis in recent years with the formation of the World Standards Cooperation (WSC) to provide a strategic focus. In 2005, the WSC was engaged in organizing a strategic workshop for early 2006 on standardization needs for digital technologies in the home.



On World Standards Day, 14 October, the leaders of the three organizations underlined the complementary nature of their work in relation to the 2005 theme of "Standards for a safer world". "IEC, ISO and ITU together offer a complementary portfolio of thousands of International Standards specifically focusing on safety and security," they declared. "Implementation of IEC, ISO and ITU International Standards, both nationally and regionally, help to make the world a safer place; and our standards currently under development address the new safety and security challenges of the 21<sup>st</sup> century."

### On show

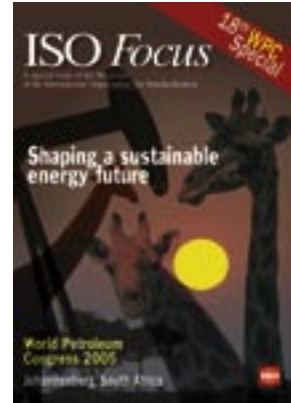
In March 2005, ISO, ITU and the European Telecommunication Standards Institute (ETSI), collaborated on "The fully networked car", a workshop on information and communication technologies (ICT) in vehicles, in conjunction with the International Geneva Motor Show, Switzerland.



### Networking

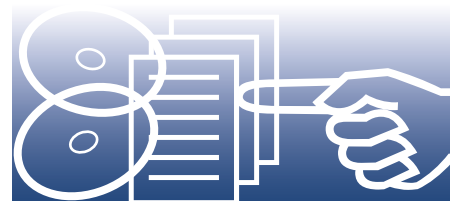
ISO's international networking in 2005 also included economic actors such as Consumers International (CI), the International Accreditation Forum (IAF), the International Chamber of Commerce (ICC), the International Federation of Standards Users (IFAN), the International Laboratory Accreditation Cooperation (ILAC),

the World Business Council for Sustainable Development (WBCSD) and the World Economic Forum (WEF). For the first time, ISO was involved in the World Petroleum Congress (WPC2005), which gathered some 5000 delegates in Johannesburg: a good opportunity to promote the expanding "toolbox" of ISO International Standards for the oil and gas industry.



## ISO objective 5

Promoting the use of voluntary standards as an alternative or as a support to technical regulations



### Interaction

ISO continued to interact with leading governmental and public sector organizations, both to promote the use of and reference to voluntary standards in those areas of concern to regulators, and to enhance technical assistance to developing countries.

ISO has particularly strong links with the WTO, with whom it actively collaborates, and with the United Nations and its agencies, such as the Codex Alimentarius Commission, the International Labour Organization (ILO), the International Maritime Organization (IMO), the International Trade Centre (ITC), the UN Economic Commission for Europe (UN/ECE), the UN Industrial Development Organization (UNIDO), the World Health Organization (WHO), and the World Tourism Organization (WTO-OMT). In addition, ISO has 580 liaisons with international organizations interested in its technical work.

ISO's interaction with regulators is facilitated by the good reputation it enjoys for fair and transparent working procedures. The *World Trade Report 2005* noted that ISO's work is strictly regulated by the organization's own procedures and conforms to the WTO's "code of good practice" [Annex 3 to the Agreement on Technical Barriers to Trade (TBT), "Code of Good Practice for the Preparation, Adoption and Application of Standards"]. With the growing membership in WTO, now comprising 150 members, using International Standards of the type produced by ISO is seen as an element of good public governance, as well as the recommended way of avoiding the creation of technical barriers to trade through technical regulations.

## ISO objective 6

Being the recognized provider of International Standards and guides relating to conformity assessment



### Best practice

Among areas of ISO's work highlighted by the *World Trade Report 2005* (see above) was its development of standards and guidelines for conformity assessment – the process of verification that products or services actually meet the specifications or requirements provided in standards or regulations.

The WTO report commented: "Ideally, an attestation of conformity with regulatory requirements should be carried out only once and in the most cost-effective manner and should be recognized in all markets. For this to become a reality, confidence in the work of conformity assessment bodies in oth-



er countries needs to be established through multilateral cooperation.

"Cooperation is facilitated if harmonized standards on best practices in conformity assessment are adhered to, such as in the international standards/guides on conformity assessment established by ISO's Committee on conformity assessment, ISO/CASCO."



In 2005, the ISO/CASCO "toolbox" was upgraded with the publication of standards on specific aspects of conformity assessment: impartiality (ISO/PAS 17001); disclosure of information (ISO/PAS 17004); peer assessment (ISO/IEC 17040; and guidance on the use of an organization's quality management system in product certification (ISO/IEC Guide 53).

### Competence of laboratories

A major conformity assessment event in 2005 was the publication of a new edition of the ISO/IEC standard acknowledged as the international benchmark for approving the competence of the testing and calibration laboratories.

ISO/IEC 17025:2005 replaced the 1999 edition which has been used to "accredit" (approve) some 25 000 laboratories world-



wide that test products and samples, and calibrate precision instruments. Many countries make its use a legal requirement. It is also the basis of mutual recognition arrangements such as those operated under the aegis of the International Laboratory Accreditation Cooperation (ILAC), and therefore a key for international recognition and acceptance of test and measurement results.

Alan Bryden commented: “ISO/IEC 17025 benefits business, government and society at large. Confidence in the competence of laboratories is frequently needed by businesses when testing new products, or



ensuring that finished products are fit for sale, by government regulators and trade officials that require

assurance about domestic or imported products before they can be placed on the market, or for ensuring the quality and reliability of testing and analysis relating to environmental, health or safety hazards.”

### ISO protects its name for benefit of consumers

ISO scored new successes in its fight to prevent its name being misused on the Internet to mislead people into buying products or services that they believe are endorsed by ISO.

The Arbitration and Mediation Center of WIPO (World Intel-

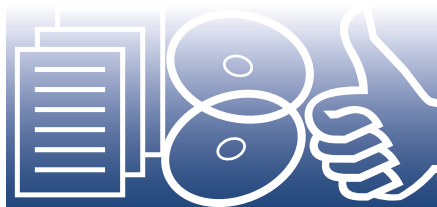


lectual Property Organization) ruled that several Internet domain names, which had been registered by companies with no connection to ISO, be transferred to ISO.

ISO takes such actions to protect Internet users from making abusive purchases and to pursue organizations refusing to comply with ISO's policy on the use of its name and logo.

## ISO objective 7

Providing efficient procedures and tools for the development of a coherent and complete range of deliverables



### Record year

The deployment in recent years of electronic tools and more efficient methods for developing, processing and balloting ISO standards continues to pay off. In 2005, ISO set all-time records both for the number of ISO International Standards, the bulk of a total of 1 240 ISO publications, and for their average processing time, 38 months.

### ‘Human ware’

In addition to hardware and software, ISO takes care of its “human ware” – the experts from industry, government, consumer organizations and academia that develop the ISO standards their sectors need. Actions in 2005 included the following :

- deployment of the ISO Strategic Plan into the Technical Management Board that oversees ISO's standards' developing technical bodies and into the ISO policy development committees: CASCO (conformity assessment), COPOLCO (consumer affairs) and DEVCO (developing country matters);
- enhancement of standardization training services including the deployment of eight training modules in Geneva and abroad and the roll-out of a first tutored e-learning course;
- publication of *My ISO Job*, a brochure explaining to experts the essentials they need to know about participating in the development of ISO standards;
- holding of the third conference for the leaders of ISO's technical committees and subcommittees for networking, sharing best practice and identifying common challenges and solutions, and



- launching of the ISO Global Directory to facilitate the management of ISO's highly decentralized standards' development resources and IT tools by the organization's national members.

### Re-certification to ISO 9001:2000

The efficiency of the ISO system greatly depends on the performance of the ISO Central Secretariat (ISO/CS) in Geneva, Switzerland, and this performance in turn owes much to the ISO 9001:2000 quality management system in operation there. In 2005, ISO/CS achieved re-certification\* of its full-site quality system.

ISO/CS, which employs 151 people from 21 countries, supplies 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; and information, communication and public relations; the operation of a "365/7/24" IT infrastructure and Web-based information services.

\* ISO does not issue ISO 9001:2000 certificates. These are issued independently of ISO by certification bodies under their own name and responsibility.



## On course



ISO President Prof. Masami Tanaka (centre) presents Captain C.H. Piersall (right), Chair of TC 8, and Mr. I. Ogo (left), Secretary of TC 8, with the prestigious LDE award.

The ISO technical committee ISO/TC 8, which develops International Standards for ships and marine technology, was presented at the 2005 ISO General Assembly with the Lawrence D. Eicher Leadership Award for excellence in creative and innovative standards' development.

In addition to ISO/TC 8's technical standards, it has become the focus for the development – in intense interaction with international and governmental organizations – of new management system and best practice deliverables to address the new challenge of ensuring global supply chain security.

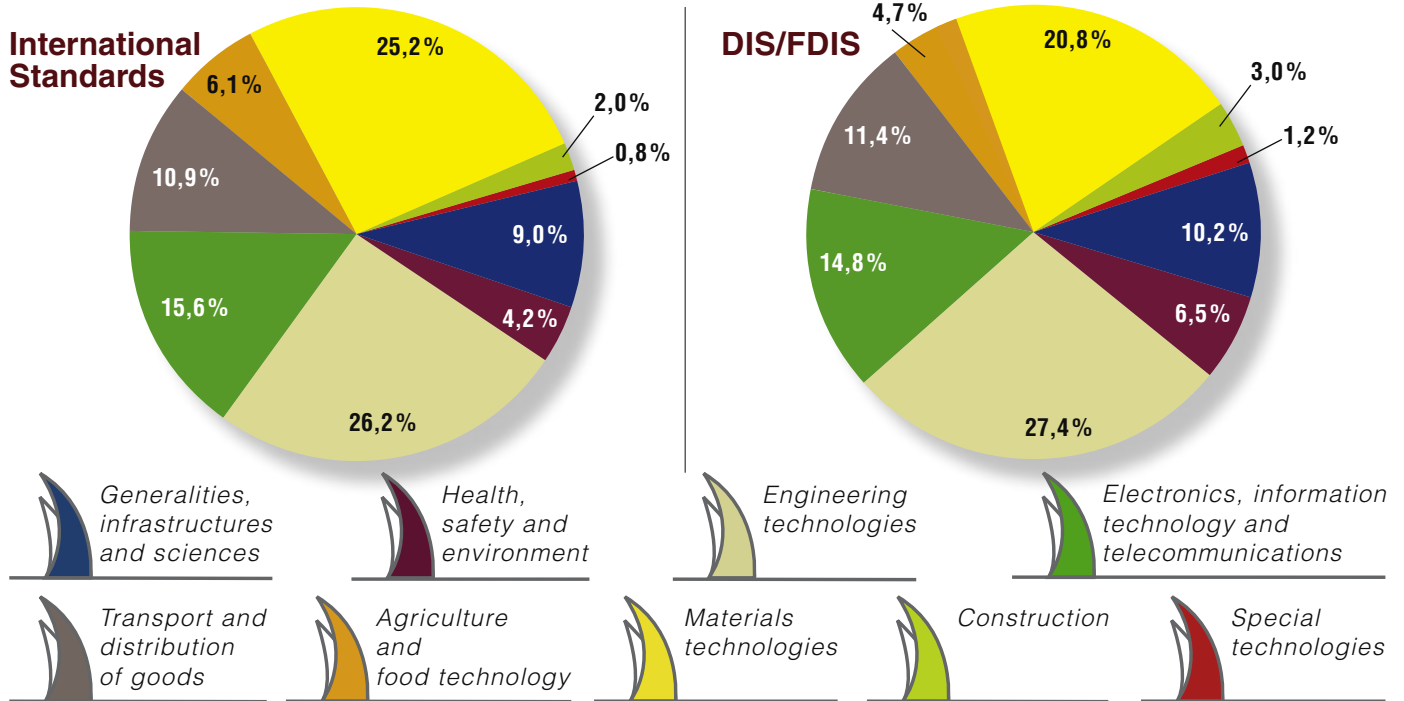
As such, it is a fitting point to complete this overview of ISO's activities in 2005 since it provides a concrete example of the qualities displayed throughout the Organization:

- making a positive contribution to globalization, and
- empowering innovation through standardization.

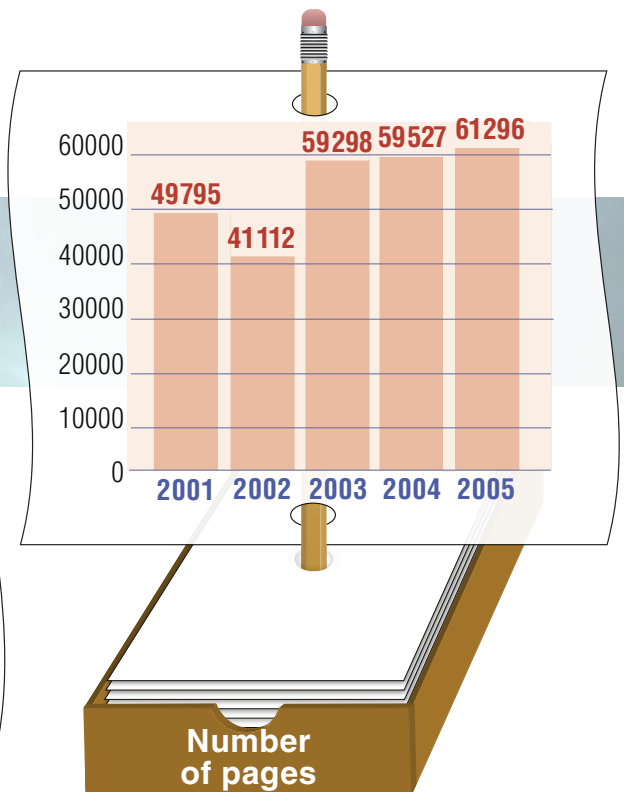
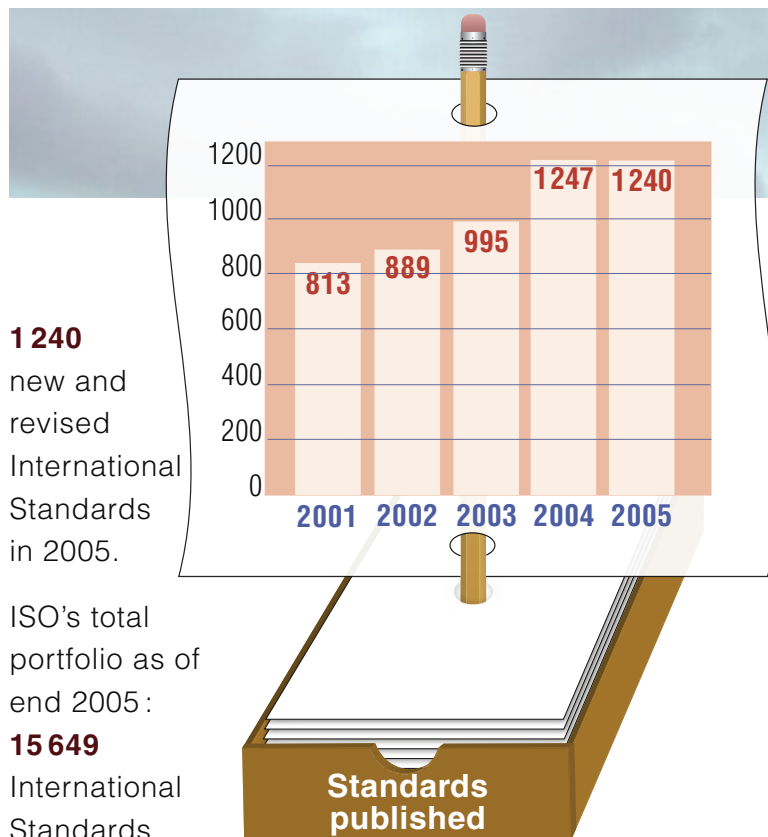
ISO in 2005. On course.



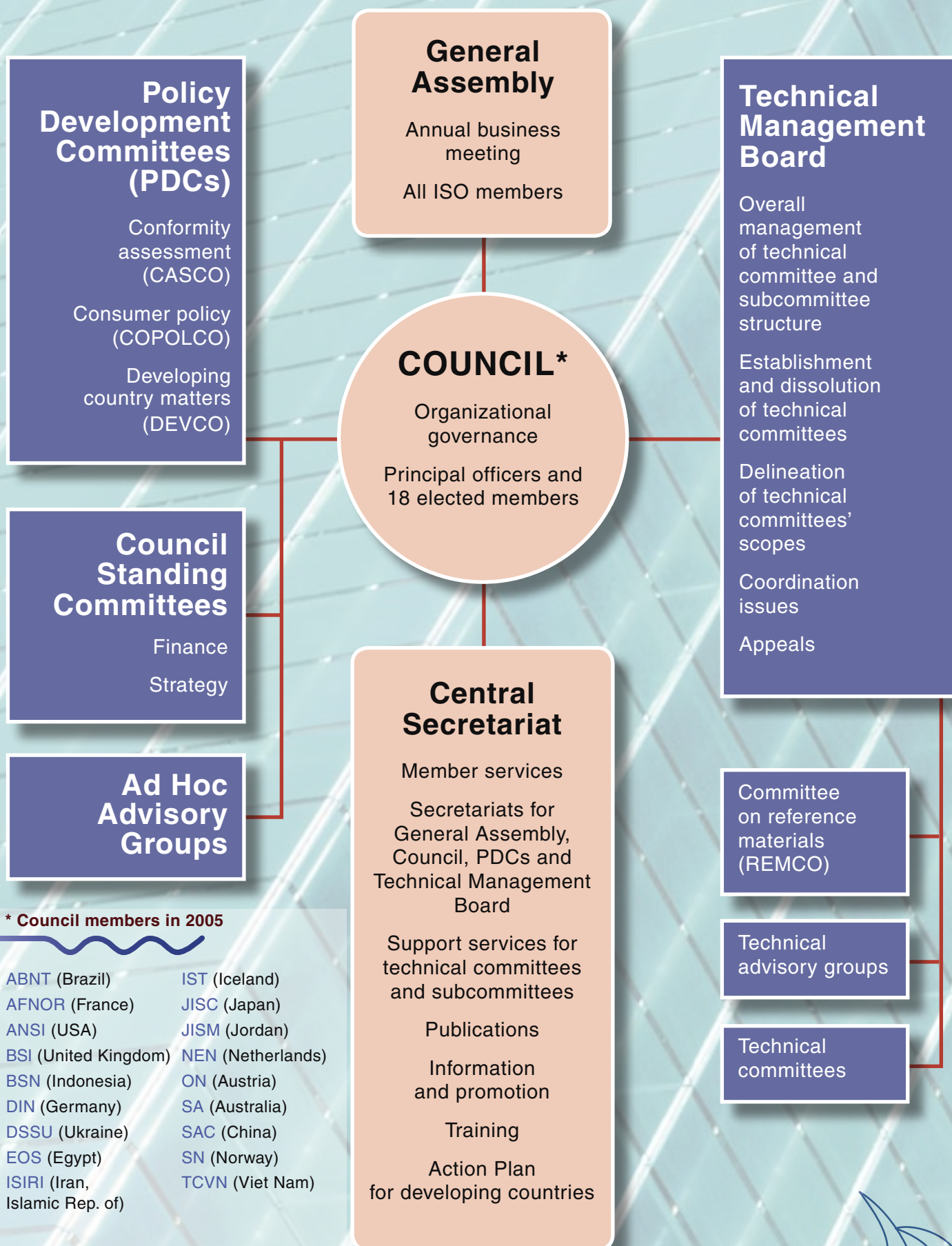
# Portfolio of ISO standards and draft International Standards by technical sector at the end of 2005



## Annual production



# ISO structure



## \* Council members in 2005

ABNT (Brazil)	IST (Iceland)
AFNOR (France)	JISC (Japan)
ANSI (USA)	JISM (Jordan)
BSI (United Kingdom)	NEN (Netherlands)
BSN (Indonesia)	ON (Austria)
DIN (Germany)	SA (Australia)
DSSU (Ukraine)	SAC (China)
EOS (Egypt)	SN (Norway)
ISIRI (Iran, Islamic Rep. of)	TCVN (Viet Nam)

# Principal officers



**Masami Tanaka**  
ISO  
President  
Japan

Masami Tanaka has been elected ISO President for a two-year term as of 1 January 2005. Prof. Tanaka is currently Director General of the Japan Chemical Industry Association (JCIA). He has been very active – at the international and national levels – in standardization and in regard to a number of priorities in the chemical industry, both in the governmental sphere and in the private sector. Prof. Tanaka is engaged in close and extensive contacts with international organizations such as OECD, UNEP and ILO, in his capacity as Board Member of the International Council of Chemical Industry Associations (ICCA) and through his participation in the Nippon Keidanren (the Japan Business Federation). Within the latter, he serves as Councillor and, at the same time, as a member of the Committee on Trade and Investment and on BIAC JAPAN (Business and Industry Advisory Committee to the OECD). He has an academic background in chemical engineering and philosophy.



**Torsten Bahke**  
Vice-  
President  
(policy)  
Germany

Torsten Bahke has been re-appointed ISO Vice-President (policy) for the 2004-2005 term. He has been the Director of DIN, the German Institute for Standardization, since 1999, after having served as DIN's Director of Strategy for two years. Having obtained a Doctorate in Engineering, Dr. Bahke joined the Krupp Group where he held several managerial positions, both in Germany and abroad. In 1994, he was appointed as a member of the Executive Board of Directors of Krupp Fördertechnik and remained there until 1997 when he joined DIN. In addition, Dr. Bahke is a member of the Board of Trustees of the Berlin-Brandenburg Section of VDI, the Association of German Engineers, and the Federal Institute for Materials research and Testing (BAM), as well as a member of the Berlin Scientific Society.



**Ziva Patir**  
Vice-  
President  
(technical  
management)  
Israel

Ziva Patir has been appointed ISO Vice-President (technical management) for the 2004-2005 term. As such, she also fills the position of Chair of the Technical Management Board. Since June 1996, she has been Director General of the Standards Institution of Israel (SII) which she joined in 1976 as Chief Standardization Officer and later held the position of Director of the Quality and Certification Division for 10 years. She is currently a Member of the Board of the Israel Institute for Management and a Member of the Board of the University of Haifa. In addition, Mrs. Patir is the President of the Israeli chapter of the International Women's Forum and the past President of the Israel Society for Quality.



**Antoine Fatio**  
Treasurer  
Switzerland

Antoine Fatio has been re-appointed ISO Treasurer for the 2005-2007 term. He is currently a Partner at Quest Partners, a Swiss firm active in advice and investment in Private Equity. Mr. Fatio has a broad experience in marketing, business development and finance which he has acquired by holding managerial positions in several corporations, both in Switzerland and the USA. He has an academic background in electrical engineering (BS) and in Business Management (MBA).



**Alan Bryden**  
Secretary-  
General

Alan Bryden took up the post of Secretary-General on 1 March 2003. In October 1999, he was appointed Director General of the French national standards body, AFNOR. Between 1981 and 1999, Mr. Bryden was Director General of the French national metrology and testing laboratory (LNE). During that period, he founded Eurolab (European Federation of Measurement, Testing and Analytical Laboratories) and served as its first President from 1990 to 1996. He also chaired the Laboratories Committee of ILAC (International Laboratory Accreditation Cooperation). He began his career in metrology, notably with the USA's National Bureau of Standards (today the National Institute of Standards and Technology) and has a strong background in the fields of quality and the rational use of energy. He was Vice-President of the first Committee on Technical Barriers to Trade in GATT (now WTO).

# Membership

*At the end of 2005, ISO's worldwide membership comprised the principal standards organizations of 156 countries.*

*Of these, 100 were member bodies, which are entitled to participate and exercise full voting rights within ISO.*

*ISO also counted 46 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

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## Correspondent members

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## ISO member bodies' contribution to the standards process (2005-12-31)

Members	Number of secretariats (TC/SC)	Number of convenorships (WG)
ABNT (Brazil)	2	7
AENOR (Spain)	11	10
AFNOR (France)	77	174
ANSI (USA)	124	472
BIS (India)	8	5
BOBS (Botswana)	1	–
BSI (United Kingdom)	100	339
CNI (Czech Republic)	1	2
DGN (Mexico)	–	1
DIN (Germany)	126	348
DS (Denmark)	7	24
DSM (Malaysia)	4	4
DSSU (Ukraine)	1	1
ELOT (Greece)	1	1
EOS (Egypt)	–	1
GOST R (Russian Fed.)	13	10
IBN (Belgium)	5	30
ICONTEC (Colombia)	1	4
INNORPI (Tunisia)	1	0
IPQ (Portugal)	3	8
IRAM (Argentina)	0	1
ISIRI (Islamic Rep. of Iran)	3	2
JBS (Jamaica)	1	–
JISC (Japan)	47	121
KATS (Republic of Korea)	10	13
MSZT (Hungary)	2	1
NEN (Netherlands)	19	77
NSAI (Ireland)	–	4
ON (Austria)	3	6
PKN (Poland)	5	2
SA (Australia)	17	67
SABS (South Africa)	8	4
SAC (China)	9	16
SCC (Canada)	22	74
SFS (Finland)	3	13
SII (Israel)	2	2
SIS (Sweden)	24	112
SN (Norway)	16	42
SNV (Switzerland)	21	31
SNZ (New Zealand)	–	1
SPRING SG (Singapore)	–	2
SUTN (Slovakia)	1	–
TISI (Thailand)	–	1
TSE (Turkey)	3	–
UNI (Italy)	15	37
UNIT (Uruguay)	–	1

# Financial statements

## Balance sheet at 31 December 2005

		2005	2004	2003
		kCHF	kCHF	kCHF
<b>ASSETS</b>	Fixed assets :			
	<i>Installations and equipment</i>	1'140	806	933
	Long-term assets :			
	<i>Securities</i>	6'551	5'713	5'953
	<i>DIN endowment</i>	730	743	880
		7'281	6'456	6'833
	Current and liquid assets :			
	<i>Short-term bank deposits</i>	8'079	2'795	896
	<i>Debtors</i>	1'372	1'806	1'813
	<i>Prepaid expenses and income</i>	414	795	544
	<i>Liquid assets</i>	1'245	2'918	2'784
		11'110	8'314	6'037
<b>TOTAL ASSETS</b>		<b>19'531</b>	<b>15'576</b>	<b>13'803</b>
<b>LIABILITIES</b>	General fund*	10'364	9'869	8'815
	Reserves and provisions	3'954	1'258	1'042
	Funds received for specific project	1'499	1'513	1'591
	Current and deferred liabilities :			
	<i>Suppliers and other creditors</i>	1'509	1'238	958
	<i>Subscriptions received in advance</i>	721	724	671
	<i>Creditors</i>	1'484	974	726
		3'714	2'936	2'355
<b>TOTAL LIABILITIES</b>		<b>19'531</b>	<b>15'576</b>	<b>13'803</b>

\* after allocation of net result

## Revenue and expenditure at 31 December 2005

		<b>2005</b>	<b>2004</b>	<b>2003</b>
		kCHF	kCHF	kCHF
<b>REVENUE</b>	Membership subscriptions	19'876	19'052	18'639
	Sales of publications and magazines	3'492	3'190	3'251
	Royalties on copyright	7'127	5'640	4'781
	Contributions for developing countries	546	337	0
	Other services and financial income	1'389	931	704
<b>TOTAL REVENUE</b>		<b>32'430</b>	<b>29'150</b>	<b>27'375</b>
<b>EXPENDITURE</b>	Salaries and social charges	21'444	21'646	21'449
	Other operating expenses	7'271	5'299	5'561
	Amortization	555	883	954
<b>TOTAL EXPENDITURE</b>		<b>29'270</b>	<b>27'828</b>	<b>27'964</b>
<b>RESULT BEFORE PROVISIONS</b>		<b>3'160</b>	<b>1'322</b>	<b>(589)</b>
<b>(ALLOCATION TO) / DISSOLUTION FROM PROVISIONS</b>		(2'665)	(268)	589
<b>NET RESULT</b>		<b>495</b>	<b>1'054</b>	<b>0</b>



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