



annual report
2019

Journey

to a new strategy





2019 ANNUAL REPORT

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A NEW STRATEGY DEFINING AN AMBITIOUS DESTINATION

2019 was a very important year for ISO, one in which our organization prepared itself for the next major step in its journey. At the same time, as we looked at ways to meet future challenges, we didn't slacken the pace for a minute.

The overall picture of 2019 is one of an organization that is delivering like never before, all the while managing an important transition toward our next strategy. This year's report aims to give a clear idea of the direction in which we are heading, why we have chosen that route, and how we are going to get there. At the same time, I would like to take you through some of the year's achievements of which I am most proud.

In 2019, we continued to meet, and even surpass, expectations. For example, we published 1 638 documents, a greater number than in any other year. These included standards like ISO/IEC 27701 that will play a significant role in addressing threats to online privacy, standards to enable sustainable, integrated urbanization through Building Information Modelling, and ISO 56002, the new standard for innovation management. You can find out more about these and other standardizing successes in this report.

We also achieved remarkable sales, responding to a rising global demand for standards. We are proud to see our finances in sound shape, reflecting our prudent approach and a growing appetite for standards.

Still, only part of the story is about numbers. In addition to delivering significant projects, we strengthened our capacity building initiatives, achieving new levels thanks to the dynamism and energy of many people who believe, as I do, that "strong members make a strong organization". Giving the right support where it is most needed is vital in realizing the full potential of our members. Enabling the fullest participation possible and taking into account a wide spectrum of views is the only way that we can continue to develop globally relevant standards.

Ensuring that all voices are heard is also a key objective for ISO. In 2019, we took a closer look at ways to capitalize on our diversity, building a more inclusive organization. One of the concrete steps we took was to create a Gender Action Plan, which was approved by Council in September.

As a gender champion, I am proud of what we have achieved so far. We have a long way to go and there is much to learn, but my sincere hope is that over the next two years our Action Plan will help everyone to contribute to, and benefit from, gender-responsive ISO standards.

We offer global solutions for making life simpler, easier and safer, meeting people's needs everywhere. With people at the centre of our work, the links between the ambitions of the **United Nations Sustainable Development Goals** (SDGs) and the work that we do are as important as ever.

As we continue working on the ISO Strategy 2021-2030, we are making sure that we not only remain agile but also build in ways of measuring our progress at every level of our organization. In this way, we'll be able to respond to the unexpected, keep ourselves on course, and hold ourselves accountable to our overarching objective of ISO standards used everywhere.

While much remains to be done, we've advanced substantially in the development of our Strategy thanks to the hard work and dedication of our members and their stakeholders, the ISO Council,



and the ISO Central Secretariat. For now, I'd like to use this opportunity to say "Thank You!" to all who have contributed to this process. We will continue to work to ensure that the Strategy receives full support when presented for approval to our next General Assembly.

I'd also like to recognize the contribution of the outgoing ISO President, John Walter, who completed his term at the end of 2019. His dedication was a great asset to our organization. I am confident that the experience and support of the new ISO President, who began his two-year term in 2020, will help us to maintain our momentum and spread the benefits of standards wider than ever. A respected figure who brings substantial industry knowledge to the role, it is my great pleasure to welcome Eddy Njoroge to the ISO family.

While this report looks back at 2019, the events that it describes are far from over. This year, we are set to continue that work, moving towards the final evolution of our first ten-year strategy. 2030 may seem like a far-off place, but I know that, together, we will arrive at our destination.



OUR PERFORMANCE

2019 saw more standards published by ISO than in any previous year. It's a testament to the energy of our organization, the dedication of our members, and an indicator of increasing global demand for standards. We're proud of this accomplishment, but there are other measures of success where we have made hard-won progress. Document processing time has been reduced, with the aim of working towards a timeline for taking standards from proposal to publication in line with the pace of modern business and systems.

In 2019, we continued to look at ways of reducing the environmental impact of our activities. As part of our commitment, all ISO Central Secretariat activities are carbon neutral for the third year in a row. On top of this, we've reduced waste at our offices in Geneva by 35 % and moved away from single-use plastics in favour of compostable products.

A PORTFOLIO OF

22 913

INTERNATIONAL STANDARDS AND STANDARDS-TYPE DOCUMENTS

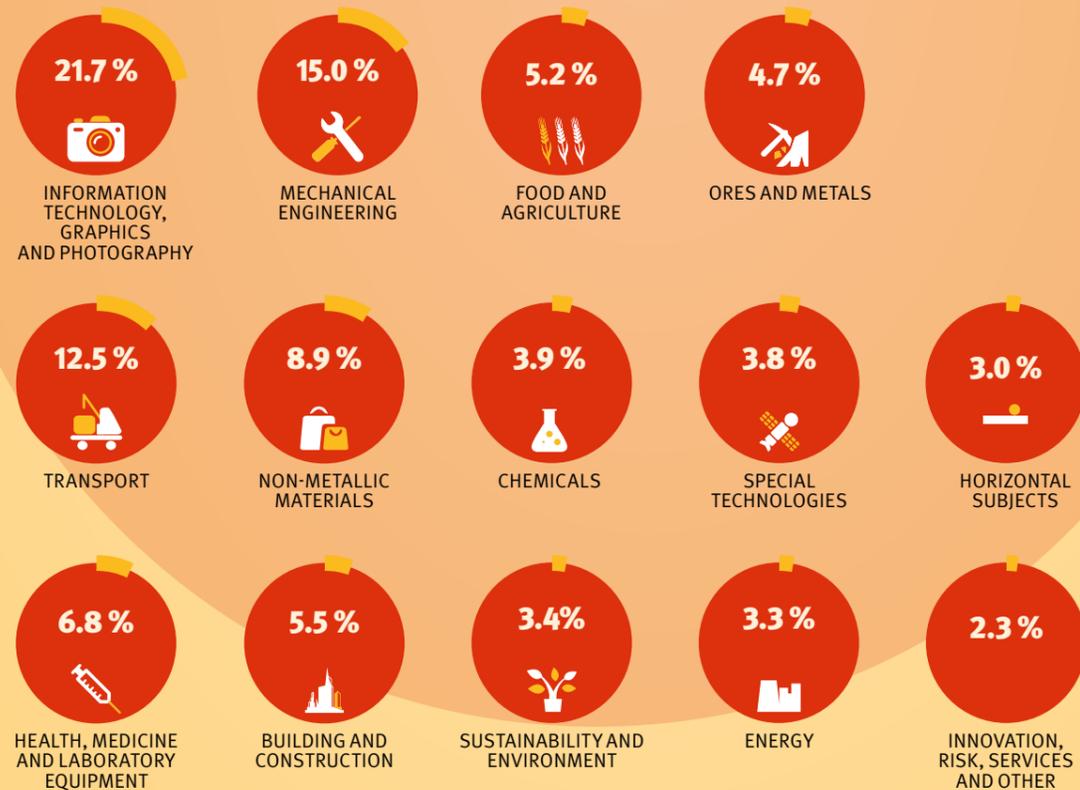
THESE STANDARDS REPRESENT A TOTAL OUTPUT OF **1 096 398 PAGES** IN ENGLISH AND FRENCH (TERMINOLOGY IS ALSO OFTEN PROVIDED IN OTHER LANGUAGES)

RECORD NUMBER PUBLISHED IN 2019

1638

THIS OUTPUT REPRESENTS A TOTAL OF **84 313 PAGES**

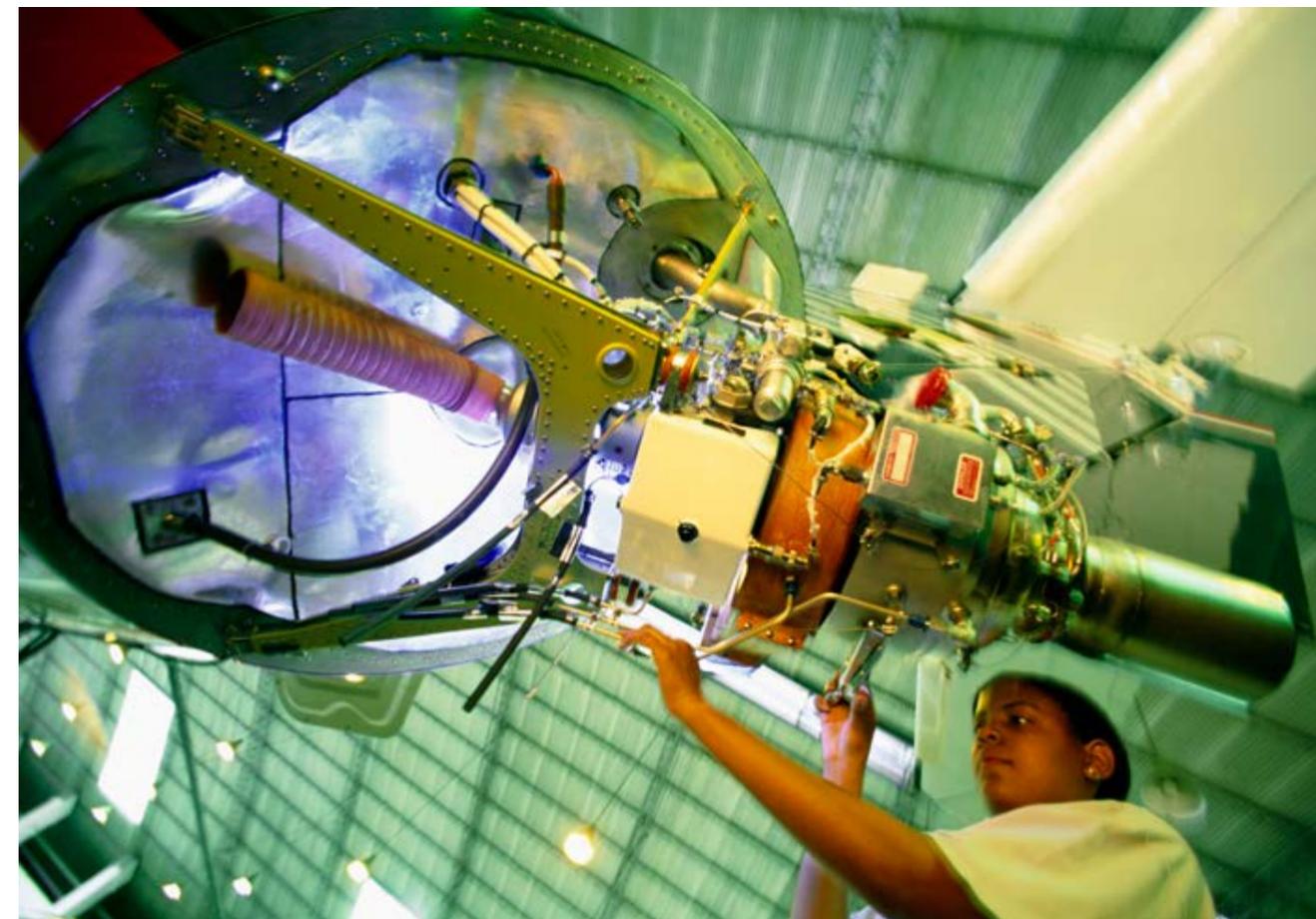
ISO STANDARDS BY TECHNICAL SECTOR



TECHNICAL COMMITTEES IN 2019

NEW COMMITTEES

In 2019, we created a new technical committee (ISO/TC 324) dedicated to standardization in the area of the sharing economy. One of its first priorities will be to establish terminology and principles that can be applied to this rapidly growing area. The work of the new technical committee will support achievement of a number of the SDGs, designed to shift the world onto a path of peace and prosperity, and complements the work of ISO/TC 323, *Circular economy*, which was created in 2018. The committee, which is also expected to facilitate progress on the SDGs, held its inaugural meeting in 2019 in France. ISO's capacity building team used this occasion to run training sessions to optimize future standards from ISO/TC 323, so that they also respond to the specific needs of developing countries. This was just one of the ways that we maximized participation of developing countries in 2019, together with webinars and the creation of an online social network to identify and exchange best practices between members. We will continue to build on this progress in making all voices heard in 2020 and beyond.



OUR HIGHLIGHTS

While we used last year as an opportunity to ask important strategic questions, we didn't slow down for a second: carrying out activities and training with our members; publishing highly anticipated standards with the potential to make serious impact; and furthering the role of standards as a basis for legislation that protects the planet and its people. Here, we've put together just some of the highlights of 2019.



Directed at the top
management of an organization,
ISO 45001 aims to provide
a safe and healthy workplace
for employees and visitors.

SAFER WORK FOR ALL WITH ISO 45001

In 2019, as every year, thousands of lives were lost due to work-related accidents or diseases that should have been prevented. Thanks to ISO 45001, organizations have the means to do precisely that.

While it was published in 2018 and mentioned in last year's annual report, ISO 45001 features again in this year's report since it was the most widely consulted standard on our website [ISO.org](https://www.iso.org). In fact, more than 30 000 people took the time to get better informed about what this standard is and how to implement it. That's because ISO 45001, one of the most eagerly anticipated standards in the world, is set to drastically improve levels of workplace safety. It has been embraced by industry as a replacement for the previous benchmark, OHSAS 18001, which was itself the basis for parts of ISO 45001. But it's much more than just a change of designation: it is a new and distinct standard, not a revision or update. One of the main changes is that ISO 45001 concentrates on the interaction between an organization and its business environment while OHSAS 18001 was focused on managing occupational health and safety hazards and other internal issues. Significantly, ISO 45001 takes a broader approach and could be described as process-based, whereas OHSAS 18001 was procedure-based. The high level of buzz around ISO 45001 in 2019 is explained by the three-year timetable for adoption. Organizations that previously used other standards now find themselves at the midpoint for adoption and will therefore need to revise their current thinking and work practices in order to maintain organizational compliance. Organizations using a management system established in accordance with OHSAS 18001 will find themselves in a solid position for migrating to ISO 45001.



WORLD'S FIRST INTERNATIONAL STANDARD FOR PRIVACY INFORMATION MANAGEMENT PUBLISHED IN 2019

Cybersecurity was a growing concern in 2019, with attacks against business almost doubling over the last few years. Last year, we published new standards that significantly reduce the threats to global digital stability.

Protecting our digital privacy is a significant business concern and, unsurprisingly, laws and regulations are rapidly being put in place to reduce these risks. The new standards will help businesses meet such requirements, whatever jurisdiction they work in. 2019 was a significant year for any size of organization looking to protect themselves and meet their obligations to their clients, with the world's first International Standard to manage privacy information and meet regulatory requirements.

ISO/IEC 27701, *Security techniques – Extension to ISO/IEC 27001 and ISO/IEC 27002 for privacy information management – Requirements and guidelines*, specifies the requirements for establishing, implementing, maintaining and continually improving a privacy-specific information security management system. In other words, a management system for protecting personal data (PIMS).

Dr Andreas Wolf, Chair of the joint ISO and IEC¹⁾ technical committee that developed the standard, said that protecting personal information is not only a legal requirement but a societal need incumbent on every size and type of business in a digitalized world.

The ISO standards process relies on wide participation of experts from all over the world, from data protection authorities, security agencies, academia and industry. It's thanks to their breadth of experience and their hard work that organizations' long-standing need for a data protection standard was finally met in 2019. We're proud to have delivered a world first for all types of organizations looking to establish digital trust with authorities, partners, customers and employers.

¹⁾ The **International Electrotechnical Commission (IEC)** is the world's leading organization for the preparation and publication of International Standards for electrotechnology.



With the number of complaints and fines related to privacy and data protection on the rise, the need for this standard is now obvious.



JOINING THE DOTS AND BUILDING BETTER

In 2019, a new set of International Standards created a buzz in the world of construction and urban development. Published in December 2018, ISO 19650 underpins Building Information Modelling (BIM) to enable more efficient collaboration and more coherent construction projects. It's vitally needed because the rate of construction continues to grow in line with global populations, and managing these projects, and especially the interactions between them, is becoming increasingly hard. BIM is basically a 3D-model-based approach that creates realistic plans where a user can move between levels of detail, from the scale of a city block right down to the wiring in a single room.

BIM gives architects, engineers and construction professionals the ability to plan, design and manage building projects more efficiently. It is growing in popularity, creating the need for an international framework that allows the industry to work together across projects and national borders.

To address this, the first two parts of ISO 19650, *Organization and digitization of information about buildings and civil engineering works, including building information modelling (BIM) – Information management using building information modelling*, have just been published, providing a framework for managing information through collaborative working using BIM.

ISO's technical committee for buildings and civil engineering works was responsible for the development of the standard and has already set its sights on adding new parts to the standard in future. With Parts 1 and 2 published in 2019, future standards in the series will cover elements such as managing the operational phase of assets, security-minded building information modelling, digital built environments, and smart asset management. The new BIM standards from ISO were based in part on previous standards developed by our members. With these forerunners having been shown to reduce construction costs by around 20% compared to conventional methods, 2019 put in place a sturdy foundation for better connected and more cost-efficient planning and construction.

BOOSTING WORKPLACE PRODUCTIVITY WITH A NEW INTERNATIONAL STANDARD

For any type of successful organization, attracting, identifying and motivating the right people is a major concern. Finding a formula for success, when so many variables are involved, remains a central challenge for anyone developing human resources (HR) strategies.



From a financial perspective, employees often account for the greater part of operating costs. One of the most direct measures of the success of any strategy can be the return on that investment. For HR professionals and employers of all sizes, 2019 brought the first International Standard for human capital reporting.

Some of the most immediate benefits will be to companies with international operations. Until now, HR management systems have developed according to local practices, making it difficult to establish a benchmark across different sites. The new ISO standard, published in 2019, provides globally agreed ways of addressing that.

ISO 30414, *Human resource management – Guidelines for internal and external human capital reporting*, is the first International Standard that allows an organization to get a clear view of the contribution of its human capital. Applicable to enterprises of all types and sizes, these new guidelines focus on core HR areas such as organizational culture, recruitment and turnover, productivity, health and safety, and leadership.

UNDERSTANDING RISK WITH NEWLY UPDATED INTERNATIONAL STANDARD

A string of major cybersecurity attacks in 2019 confirmed that, for many sectors, being caught underprepared is a serious threat to business. A widely used solution for anticipating the unknown comes in the form of the IEC and ISO “risk management toolbox”, jointly developed by ISO and the International Electrotechnical Commission (IEC), which helps organizations to stay one step ahead.

July of 2019 saw the publication of an important component in the management of risk: IEC 31010. It enables users to carry out an assessment of the risks to their organization and is applicable to any sector. This update to the toolbox of risk management standards from the IEC and ISO means that businesses of all sizes can continue to prepare, respond and recover more efficiently.

IEC 31010 was developed by joint working group WG 16, which brings together experts from IEC technical committee IEC/TC 56, *Dependability*, and ISO/TC 262, *Risk management*. The secretariat of both committees is held by the IEC and ISO member for the United Kingdom, BSI.



ANOTHER STEP TOWARDS SAFER MEDICAL PROCEDURES

In addition to the adoption of International Standards as a basis for medical device regulations, 2019 brought further benefits to medical device manufacturers and patients. The International Standard to apply risk management techniques to medical devices, ISO 14971, was updated. The ISO standard is used worldwide, specifying the terminology, principles and process for managing the risks associated with medical devices, including special types of software and diagnostic products.

Primarily intended for medical device manufacturers, the ISO standard promotes the safety of devices and equipment used for medical purposes. It covers the risks of injury related to the health of patients, the operator and other persons, as well as potential damage to property, equipment and the environment. The 2019 update ensures better alignment with changes in medical device regulations around the world. Guidance on how to apply the standard was also published in 2019 in a technical report that supports the application of ISO 14971.

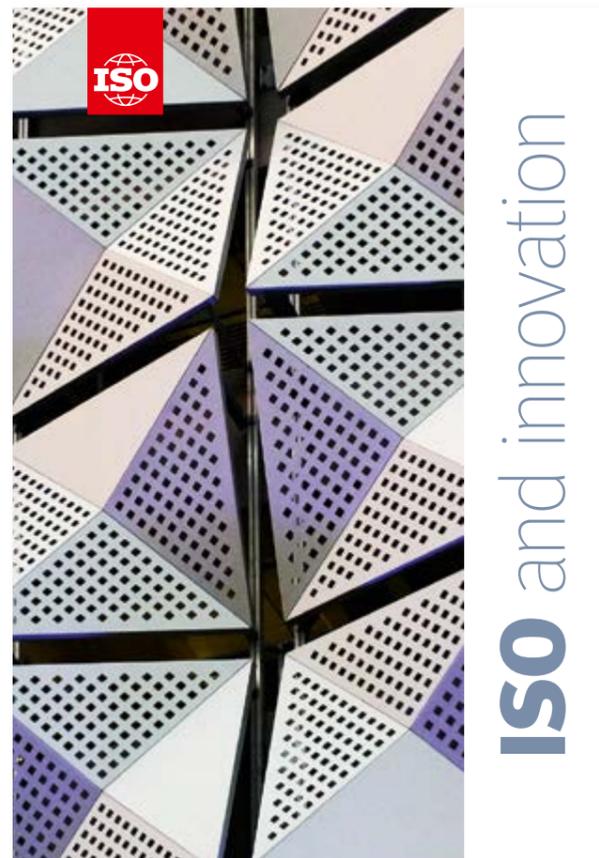
ISO 14971 was developed jointly by technical committees ISO/TC 210, *Quality management and corresponding general aspects for medical devices*, and IEC/TC 62, *Electrical equipment in medical practice*, of the International Electrotechnical Commission (IEC), with the active involvement of many regulators from around the world.



2019 PAINTS A BRIGHTER FUTURE WITH GUIDE FOR SUSTAINABILITY

ISO's commitment to sustainability is backed up by tools for addressing many of the world's pressing challenges, particularly those related to sustainable development. Recognizing the importance of this, in 2019 ISO updated guidance for its standards developers on how to address sustainability issues in all ISO deliverables.

Standards writing can be a complex process which needs to adapt to ever-changing environments and circumstances, taking into account the three pillars of sustainable development: society, economy and the environment. Understanding the interdependence of these factors is key to coming up with sustainable solutions that encompass all three pillars. ISO Guide 82 helps raise awareness of the challenges of sustainable development amongst standards writers and provides them with a systematic and consistent approach to identifying and assessing sustainability factors inherent in every standardization project. It also provides a way of reflecting those factors in the final text of any new standard. The guide has been updated to include information on how ISO standards can support the SDGs, and shift the world on to a more prosperous, inclusive and resilient path. It also provides guidance to identify partnerships with other organizations that would enhance the ability of integrating these SDGs in the standards drafting process.



The ISO 56000 family will help organizations significantly improve their ability to survive in our changing and uncertain world.

HELPING ORGANIZATIONS CONTINUOUSLY ADAPT AND EVOLVE WITH INNOVATION MANAGEMENT

Innovation isn't just having a few bright ideas. It's about creating value through a managed process, and in 2019 we published a new standard for helping companies, organizations and individuals do just that.

Ultimately, big ideas and new inventions are often the result of a long series of little thoughts and changes, all captured and directed in the most effective way. An innovation management system is one way of doing that. Providing a systemic approach to integrate innovation into all layers of the organization, the first International Standard for such systems was published in 2019.

Joining other recent standards from the ISO technical committee on innovation management, ISO 56002, *Innovation management – Innovation management system – Guidance*, covers all aspects of innovation management, from how to generate those first sparks of an idea, right through to selling something new in the marketplace. It considers the context that an organization is working in, the culture, strategy, processes and impact. It crosses many types of activities including products and services, business models, organizational innovation and more, and is applicable to all organizations, regardless of size or type.



By introducing the Cocoa Farm Development Plan, a key element of the standard, cocoa farmers will be able to assess whether or not they will benefit from moving to sustainable production.

SUPPORTING FARMERS ON THEIR JOURNEY TOWARDS PROSPERITY AND SUSTAINABILITY

Developed by stakeholders from all sectors of the cocoa industry, including representatives from countries where cocoa is grown and those where it is consumed, the ISO 34101 series was published in 2019 and looks set to revolutionize the cocoa industry. It covers the organizational, economic, social and environmental aspects of cocoa farming as well as featuring strict requirements for traceability, offering greater clarity about the sustainability of the cocoa enjoyed by millions.

ISO 34101-1, *Sustainable and traceable cocoa – Part 1: Requirements for cocoa sustainability management systems*, aims to help users implement effective practices to allow them to continually improve their business. Part 2, which deals with performance requirements, specifies economic, social and environmental criteria, while Part 3 contains the requirements for traceability of sustainably produced cocoa. Part 4 is aimed at certification scheme owners, certification bodies and all those seeking conformity to the ISO 34101 series. It also provides a starting point for farmers who are new to the concept of sustainable cocoa production, allowing time to progressively fulfil the requirements of Part 1 as experience is gained.

The ISO 34101 series was developed by ISO in collaboration with the **European Committee for Standardization (CEN)**. The technical committees involved were CEN/TC 415, *Sustainable and traceable cocoa* (secretariat held by DS, ISO's member for Denmark), and ISO/TC 34, *Food products*, subcommittee SC 18, *Cocoa*, jointly managed by ISO's members for Ghana (GSA) and the Netherlands (NEN).

US DRUG AGENCY CONFIRMS PLANS TO USE ISO STANDARD FOR MEDICAL REGULATION

The FDA, the government department that regulates the medical devices sector, confirmed its intention to use an ISO standard as the basis for its quality system legislation. A tentative plan was first announced back in 2018, and it set the medical devices industry buzzing.

Improving the quality and safety of medical devices is the most obvious advantage of using ISO 13485, *Medical devices – Quality management systems – Requirements for regulatory purposes*. But there are clear additional benefits to the adoption by the United States. International Standards provide a platform for competition and innovation, enabling global manufacturers to offer new choices to doctors and patients.

The announcement by the FDA is a strong demonstration of the value and diversity of ISO standards. Uses like product conformity and quality management are well known to the millions of organizations and businesses that use International Standards, but 2019 also showed that their relevance to legislators, as a template for creating rules on a basis of expert consensus, is gaining recognition.

ISO 13485 takes global harmonization of regulatory requirements in the medical devices sector to a next level.



ISO WEEK IN CAPE TOWN



ISO Week 2019 brought together our global members in Cape Town, South Africa. In addition to taking care of ISO business at the General Assembly and enjoying a programme of thought-provoking speakers in the country's oldest city, members were tasked with evaluating and developing the strategy that will set us on the path to 2030.

In building an organization that's ready to take on the challenges of the next decade, we also looked at the ways in which ISO enables others to address these through International Standards. Strengthening our commitment to help make the SDGs a reality, as part of the United Nations' Global Agenda, ISO Week 2019 also looked at ways to maximize the contributions of members in developing countries through capacity building. In this way, we're working to make International Standards more widely used in the countries where they have the greatest potential to make people's lives easier, safer and better.



Standards encourage and facilitate a structured and flexible approach, mainstreaming climate change considerations into planning and decision making.

ISO Week 2019 united ISO members in putting standards at the heart of the Global Agenda and defining the strategies that will guide our organization to 2030. In a world that faces complex global questions and uncertainty about how to proceed, ISO members were unanimous that now, more than ever, it's time for International Standards.

ISO Week 2019 also took us further towards establishing a clear role for standards in supporting the SDGs. The challenge that we addressed in 2019, and which we will continue to prioritize, is to evolve our strategy to realize our full potential to contribute to a better future through widespread awareness and use of International Standards.

HIGHLIGHTS FROM ISO WEEK IN SOUTH AFRICA

September is one of the most important months in the ISO calendar. In 2019, we welcomed nearly 600 delegates from over 130 countries to Cape Town for a week of meetings, including those of Council, the Technical Management Board, and the ISO Committee on developing country matters. Of course, there was the General Assembly itself, where members sit together to agree on ideas, projects and resolutions that determine our success.

- In 2019, discussions at ISO Week focused on input by members to the development of the ISO Strategy 2030. We also looked at ways to further enhance the participation of developing countries in ISO, using the results of an independent assessment on the implementation of our Action Plan for developing countries 2016-2020 to guide us.
- A panel of experts comprising representatives from the World Bank Group, the United Nations Industrial Development Organization and *The Economist* magazine kicked off the strategy discussion by looking into the global challenges that will affect developing countries in the coming years.

Guest speakers included: **Lynette Ntuli**, Founding Director and CEO of Innate Investment Solutions (left); **Regina Asariotis**, Chief, Policy and Legislation Section, Division on Technology and Logistics, UNCTAD (top right); **Bitange Ndemo**, Lecturer, University of Nairobi, former Secretary in the Kenyan Ministry of ICT (bottom right).



We must move forward collectively to achieve our common vision and goals, and to deliver solutions to the world. More than ever, we need each other.



PROGRESS ON EQUALITY

In 2019, the ISO Council, our organization's governing body, approved the ISO Gender Action Plan. The plan will begin by focusing on gathering data on gender representation, assessing the impact of standards on the SDGs to "achieve gender equality and empower all women and girls", and collecting best practices. You can read more about this ambitious plan in the **Initiatives section** of this report.

The meeting in Cape Town was made possible thanks to the generosity and organization of the South African Bureau of Standards (SABS). For their part in hosting and facilitating a successful ISO Week 2019, we'd like to say thank you!

OUR MEMBERSHIP



ISO MEMBERS



We are proud to count 164 national standards bodies as ISO members, listed here below by category of membership.

FULL MEMBERS

Afghanistan (**ANSA**) | Algeria (**IANOR**) | Argentina (**IRAM**) | Armenia (**SARM**) | Australia (**SA**) | Austria (**ASI**) | Azerbaijan (**AZSTAND**) | Bahamas (**BBSQ**) | Bahrain (**BSMD**) | Bangladesh (**BSTI**) | Barbados (**BNSI**) | Belarus (**BELST**) | Belgium (**NBN**) | Benin (**ANM**) | Bolivia, Plurinational State of (**IBNORCA**) | 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**) | North Macedonia (**ISRSM**) | 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 (**SSC**) | Slovakia (**UNMS SR**) | Slovenia (**SIST**) | South Africa (**SABS**) | Spain (**UNE**) | Sri Lanka (**SLSI**) | Sudan (**SSMO**) | Syrian Arab Republic (**SASMO**) | Sweden (**SIS**) | Switzerland (**SNV**) | Tanzania, United Republic of (**TBS**) | Thailand (**TISI**) | Trinidad and Tobago (**TTBS**) | Tunisia (**INNORPI**) | Turkey (**TSE**) | Uganda (**UNBS**) | Ukraine (**DSTU**) | United Arab Emirates (**ESMA**) | United Kingdom of Great Britain and Northern Ireland (**BSI**) | United States of America (**ANSI**) | Uruguay (**UNIT**) | Uzbekistan (**UZSTANDARD**) | Viet Nam (**STAMEQ**) | Zimbabwe (**SAZ**)

CORRESPONDENT MEMBERS

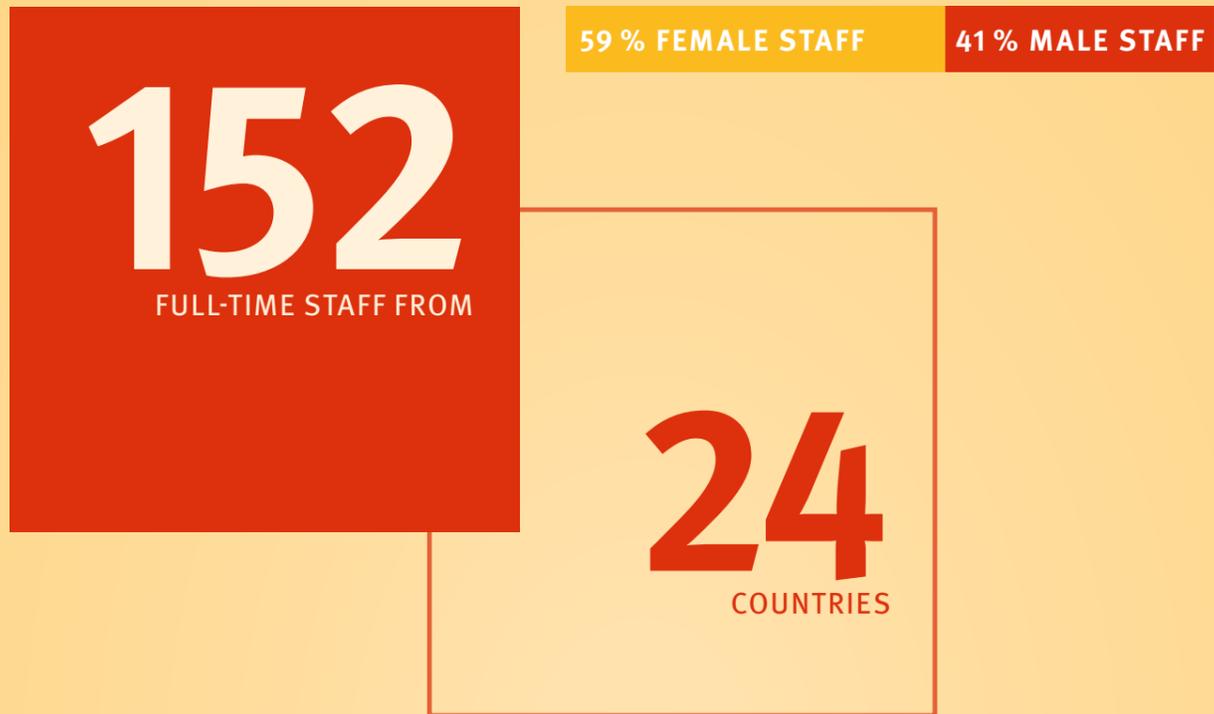
Albania (**DPS**) | Angola (**IANORQ**) | Bhutan (**BSB**) | Brunei Darussalam (**NSC**) | Burundi (**BBN**) | Cambodia (**ISC**) | Dominica (**DBOS**) | Eritrea (**ESI**) | Eswatini (**SWASA**) | Gambia (**TGSB**) | Georgia (**GEOSTM**) | Guatemala (**COGUANOR**) | Guyana (**GNBS**) | Haiti (**BHN**) | Honduras (**OHN**) | Hong Kong Special Administrative Region of China (**SAR**) | Kyrgyzstan (**KYRGYZST**) | Lao People's Democratic Republic (**DOSM**) | Macao Special Administrative Region of China (**SAR**) | 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**) | Tajikistan (**TJKSTN**) | Togo (**ATN**) | Turkmenistan (**MSST**) | Vanuatu (**VBS**) | Zambia (**ZABS**)

SUBSCRIBER MEMBERS

Antigua and Barbuda (**ABBS**) | Belize (**BZBS**) | Saint Vincent and the Grenadines (**SVGBS**) | Sao Tome and Principe (**SENAPIQ STP**)

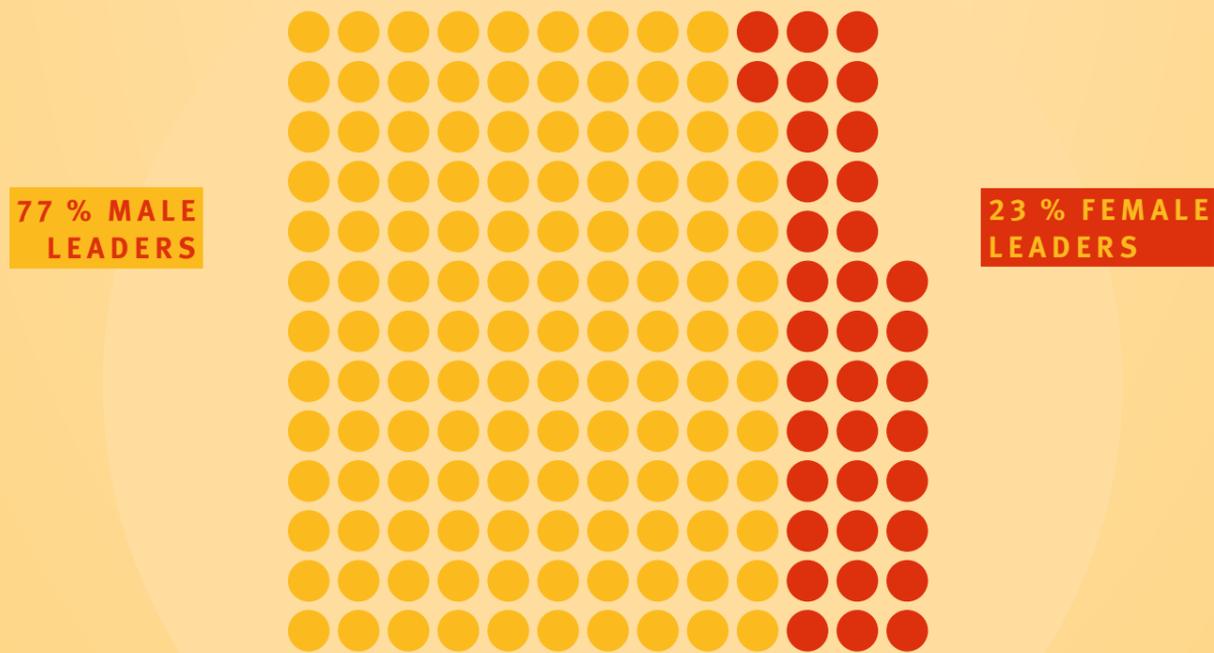
List of ISO members at 31 December 2019

ABOUT THE ISO CENTRAL SECRETARIAT



GENDER BALANCE AT A GLANCE – ISO MEMBERS

We've developed a specific gender action plan – find out why, and what we aim to do, in the **Initiatives section** of this report.



DISCLAIMER: The above gender map was compiled using assumptions of gender based on the titles and salutations as registered in our directory of members. It provides an approximation of gender balance of senior leaders within our members.

ISO AT WORK IN 2019

WORK IN PROGRESS

4702

ACTIVE PROJECTS OF WORK OF THE TECHNICAL COMMITTEES

2025

NEW PROJECTS REGISTERED

THE BREAKDOWN WAS AS FOLLOWS :

1513 PROJECTS AT PREPARATORY STAGE

1206 COMMITTEE DRAFTS

1983 DRAFT INTERNATIONAL STANDARDS (DIS) AND FINAL DRAFT INTERNATIONAL STANDARDS (FDIS)

ISO TECHNICAL COMMITTEE STRUCTURE

3632 TECHNICAL BODIES, COMPRISING :

248
TECHNICAL COMMITTEES

501
SUBCOMMITTEES

2782
WORKING GROUPS

101
AD HOC STUDY GROUPS

LIAISONS

768
INTERNATIONAL ORGANIZATIONS WERE IN LIAISON WITH ISO TECHNICAL COMMITTEES AND SUBCOMMITTEES

MEETINGS

28

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

3677

TECHNICAL MEETINGS WERE HELD IN 61 COUNTRIES

225 MEETINGS OF TECHNICAL COMMITTEES

436 MEETINGS OF SUBCOMMITTEES

3016 MEETINGS OF WORKING GROUPS OR AD HOC GROUPS

IN ADDITION TO...
1129 VIRTUAL MEETINGS

An aerial photograph of a tea plantation. The tea bushes are arranged in a complex, maze-like pattern of concentric circles and spirals. The color is a vibrant green. In the lower right quadrant, there is a small, simple wooden building with a gabled roof. A dirt path winds through the tea bushes. The overall scene is lush and organized.

OUR PARTNERSHIPS



WORLD STANDARDS COOPERATION (WSC) MEETING

In February, we hosted the annual WSC meeting, which is a forum for the leadership of ISO and its partner organizations, the International Electrotechnical Commission (IEC) and the International Telecommunication Union (ITU), to discuss matters of common interest. During the meeting, we were privileged to welcome Arancha González, then Executive Director of the International Trade Centre, who highlighted the necessity of international organizations like ISO to the system of multilateral trade. Other items on the agenda included the WSC Academic Day, which was held in October, building on the success of the ICES (International Cooperation for Education about Standardization) workshop that took place in Serbia, and preparations for World Standards Day 2019.



VIDEO STANDARDS CREATE A GLOBAL STAGE – WORLD STANDARDS DAY

Each year, on 14 October, the members of the IEC, ISO and ITU celebrate World Standards Day, which is a means of paying tribute to the collaborative efforts of thousands of experts worldwide who develop the voluntary technical agreements that are published as International Standards. In 2019, we celebrated video standards and the innovations of recent decades that have driven a huge leap forward in video quality. These gains in both the sophistication and accessibility of video are built on International Standards.

AWARD CONFIRMS THE POWER OF COLLABORATION

The video compression algorithms standardized through the joint efforts of the IEC, ISO and ITU received an Emmy Award in 2008 (for H.264 encoding) and 2017 (H.265 encoding) recognizing that these standards are central to the entertainment industry's ability to meet rising demand for streaming video, one of the most bandwidth-intensive applications running over global networks. In 2019, it was the turn of the experts behind the standard for JPEG to be commended with the Engineering Emmy, specifically for their contributions to digital compression and coding of continuous-tone still images. Now that's worth celebrating!



Standards have driven a huge leap forward in video quality.



GLOBAL STANDARDS COLLABORATION

In 2019, a dozen organizations came together to focus on AI (artificial intelligence) and smart, sustainable cities, and the role that global standards collaboration can play in realizing the full potential of these areas. This year's meeting was held in Montreux, Switzerland, where expert speakers brought special focus to discussions on a broad range of information technology topics.

Hosted by a different member each year, the meeting of the Global Standards Collaboration, GSC-22, was jointly organized by ISO and the IEC. The two-day event attracted participants from around the world, with notable representation from those countries where information communication technology is set to play an increasingly strong role in the economy.

UNCTAD WORLD INVESTMENT PANEL

The United Nations Conference on Trade and Development (UNCTAD) organized a week of meetings in October that brought together policy makers, researchers and industry representatives. In the context of non-tariff measures' impact on global trade, ISO took part in a panel exploring stronger regulatory cooperation. It was just one of many opportunities in 2019 where we used a global platform to underline the important role of International Standards in harmonizing regulation. As part of ongoing collaboration with ISO on consumer protection and sustainability issues, UNCTAD also participated in an advisory meeting of ISO's Committee on consumer policy, together with the ITU.

Standards are key
to furthering economic
development and
improving people's lives,
especially when it comes
to innovative technologies
like AI and smart,
sustainable cities.

IMPROVING HOUSEHOLD HEALTH WITH CLEAN COOKSTOVES

In 2019, we continued to build on the work we started in the area of clean cookstoves. Cooking using wood and other solid fuels on open fires or badly designed stoves inflicts respiratory illness and death on millions of people each year. By spreading the benefits of standards like ISO 19867 – the harmonized laboratory test protocols for cookstoves – developing countries acquired the skills to verify emission levels of stoves to make sure that products sold in their markets are clean and safe.

The move towards clean cooking needs to be addressed from multiple angles if developing countries are to meet health, climate and environmental goals. In order to achieve that, we're working with the World Health Organization, the United States Environmental Protection Agency and the Clean Cooking Alliance. Following the workshop in Nepal in 2018, the partners teamed up in Uganda in July 2019 for a regional workshop targeting eastern and southern African countries. It was attended by ISO members and stakeholders from ten countries and continued to build capacity to implement the ISO standards for clean cooking.

RECOGNIZING SUCCESS WITH SIDA

With the multiyear MENA STAR project coming to a close in 2018, 2019 provided an opportunity to undertake a full and independent assessment of how we performed in certain capacity building projects. You can find out more about the outcomes of that evaluation in the **Initiatives section** of this report. Here, we'd like to thank the Swedish International Development Cooperation Agency (Sida) for its generous support of ISO's action plan for developing countries, helping to spread the benefits of International Standards where they are most needed.

OUR INITIATIVES

2019 marked an important step on the journey to a new strategy for our organization. In developing ways to address the challenges of the next ten years, we've used a collaborative approach to examine our principles, the way we operate, the threats that we face, and the opportunities to be seized. Given our history of developing standards through a process of consensus, it's not surprising that we're taking a consultative, member-focused approach.

What was surprising was that during a year where we left no stone unturned in the quest for developing our new strategy, we also launched ambitious initiatives. We've gathered a selection of them in this section of the report; from scaling up our research, to strengthening our members through capacity building activities, 2019 was action-packed.

EASIER ACCESS FOR EXPERTS ENABLES BETTER COLLABORATION

At the end of 2018, we further improved ISO's single sign-on functionality. The changes aim to make standardization simpler for those experts who develop standards at ISO and the IEC. Improving efficiency and security at the same time, the new system means that people working in either organization can access both organizations' applications using a single sign-on.

Developing standards is a tough job. For the IEC and ISO experts who contribute to the world's best-known standards, we'd like to think 2019 was a little easier.



MAPPING THE RESEARCH AND INNOVATION LANDSCAPE

The newly created ISO Research and Innovation (R&I) unit kicked off 2019 with an open invitation to our members to tell us about their research activities and their expectations in this area. The aim was also to find out more about members' needs and their expectations of the new department.

The responses we received have given our R&I unit valuable information and clear directions for its work in 2020 and beyond. Most of our members expressed strong interest in research into the benefits of standards, specifically 1) the economic benefits, 2) the social benefits, and 3) the environmental benefits. These three areas will determine our main research focus.

Thank you to all our members who took part! We look forward to updating you on our progress throughout the current year.

UNECE DECLARATION ON GENDER-RESPONSIVE STANDARDS AND STANDARDS DEVELOPMENT

ISO, together with IEC and ITU, signed a UN declaration on gender-responsive standards (development), which was launched in May 2019 under the umbrella of the **United Nations Economic Commission for Europe (UNECE)**. One aim is to give standards developers a practical way to make the standards development process itself gender-responsive. At ISO, we want women to participate in standardization and aim to make our standards more relevant to women around the world. It's an important step in the right direction, but we've gone further. You can find out more about our Gender Action Plan in the following pages of this report.

THE NEW NETWORK FOR SHARING BIG IDEAS

In 2019, we decided to create a way for our members to share their work, questions and ideas on research in standardization. By pooling our resources and sharing our perspectives, each of us is better equipped to reap the benefits of research in this area. We believe that a solid base of evidence and experience is vital to inform our work going forward. The R&I unit's activities in 2019 paved the way for the launch of the dedicated Research and Innovation Network online platform at the beginning of 2020.

Member inputs have given
the new ISO Research
and Innovation unit valuable
information and direction.





ISO GENDER Action Plan

2019 - 2021

GENDER ACTION PLAN

MAKING STANDARDS WORK FOR EVERYONE

One of ISO's founding ideas is that we're stronger together. Through our members, we bring together experts from every corner of the world to develop the world's most relevant standards. We also believe that good enough is not enough.

Since ISO was created more than 70 years ago, the world has arguably become a more inclusive place. But the legacy of less tolerant times is that many people still struggle to participate as fully as they might wish. That includes women, or almost half the planet. To help ensure the fullest participation possible, ISO is addressing gender inequality, building on the Secretary-General's commitment as a UN International Gender Champion.

The ISO Gender Action Plan 2019-2021 outlines a series of actions to be undertaken across the next two years. The first of these is a robust assessment of the scale of the issue. By putting data collection and research as the first step, we can use a methodological approach in arriving at our end goal – a policy to address gender inequality in standardization.

IMPLEMENTATION OF THE GENDER ACTION PLAN

The Gender Action Plan is now in its implementation phase, and we're looking forward to updating you on progress. For more information on the five key steps in the Plan, visit ISO.org.

- Collect data**
 Gathering data will help to understand the current gender representation in ISO's work and enable the effective monitoring of ISO's progress towards its long-term objectives.
- Analyse and learn**
 We are determined to define best practices on standards in support of gender equality. To achieve this, we'll be working with our members to collect case studies on the benefits of using standards in support of gender equality. A network of "gender focal points" within our members will enable sharing of best practices.
- Assess gender responsiveness**
 Building on the work of our members, and relevant partners, our plan is to assess the gender implications of ISO standards. Ultimately, we hope to bring greater focus to gender issues in ISO's technical work.

- Raise awareness**
 Raising awareness of the link between gender equality and standards, especially amongst our members and the community of experts, is fundamental to the success of the ISO Gender Action Plan.
- Define policy**
 The preceding priority areas are central to gaining improved understanding of the current situation. They constitute a learning process, and we believe that these activities will pave the way for assessing the need to develop an ISO policy with long-term objectives to address gender equality.

At the same time as learning more about gender representation across the ISO system, we'll also be looking at the gender implications of standards and making sure that ISO's work and activities consider questions relating to gender from multiple perspectives.

PRIORITY AREA 1
COLLECT DATA ON GENDER REPRESENTATION

Collect data on gender representation at the following levels: NSB CEOs, technical committees (committee managers, chairs, convenors and experts) and ISO governance bodies

PRIORITY AREA 2
COLLECT CASE STUDIES AND BEST PRACTICES ON STANDARDS IN SUPPORT OF GENDER EQUALITY

Collect case studies on national and international standards to define best practices on standards in support of gender equality
A repository of NSB Gender Action Plans and applicable policies and processes to support gender equality and women's empowerment in standardization

PRIORITY AREA 3
ASSESS THE GENDER RESPONSIVENESS OF ISO STANDARDS

Improve understanding of the possible gender implications of selected ISO standards
Create tools to support the TCs to ensure that the standards they develop/revise are gender-responsive

PRIORITY AREA 4
RAISE AWARENESS ON STANDARDS IN SUPPORT OF GENDER EQUALITY AND WOMEN'S EMPOWERMENT

Improve understanding and knowledge of standards in support of gender equality and the empowerment of women

PRIORITY AREA 5
ISO'S POLICY ON GENDER

Define long-term objectives related to gender equality and women's empowerment

SOCIAL MEDIA ENGAGEMENT

117.2 k

TOTAL REACTIONS

96 k

TOTAL SHARES

18.5 k

TOTAL COMMENTS

2.7 k

NEW FOLLOWERS

53 k

5 k

12 k



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

IN 2019

15 430 684
VISITORS

VISITED ISO.ORG

23 238 425
TIMES

44

VISITS PER MINUTE

OUR VISITORS CAME FROM:

CANADA
2.39 %

UNITED KINGDOM
6.06 %

GERMANY
3.41 %

CHINA
3.76 %

FRANCE
6.04 %

JAPAN
2.61 %

MEXICO
2.73 %

USA
14.95 %

INDIA
7.76 %

AUSTRALIA
2.30 %

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

BRINGING FOCUS AND CREATING A CULTURE OF IDEAS

ISO members are committed to responding to new opportunities for standardization quickly. That's why, in 2019, we sought advice on how to strengthen "foresight" in the ISO system. As a suite of tools and activities, foresight gives us insights into possible futures, including social or technological developments. It's about establishing a method for understanding what is changing right now, and what might change in the future, to consider what standards might be needed and how the ISO system can respond.

We will continue to work closely with our members in 2020 to understand and respond to their priorities for foresight in the ISO system.

BUILDING STRENGTH THROUGH TRAINING, SUPPORT AND EVENTS

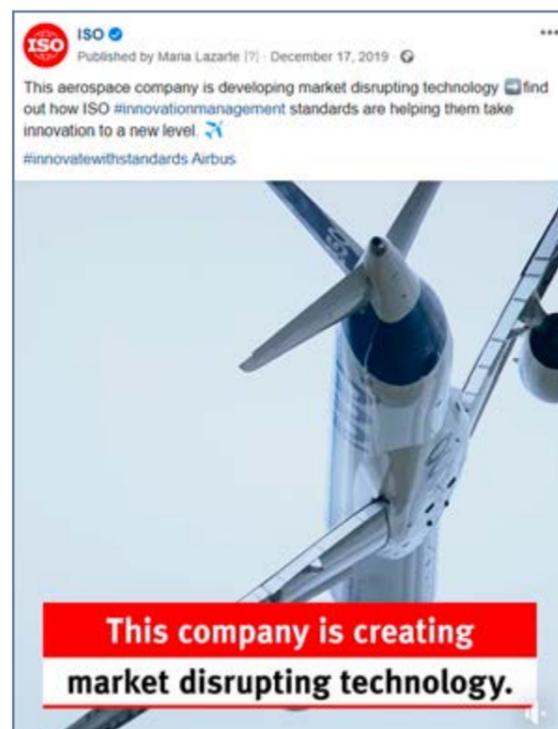
GETTING THE MOST OUT OF STANDARDS WITH MARKETING AND COMMUNICATION

More than 80 people met in Geneva for our Marketing and Communication Forum in 2019. Uniting communication and marketing specialists from 40 ISO member countries, the forum created an energetic and collaborative space to discuss some of our common challenges, and to share ideas! The event also benefited from insights from technical publishing professionals, bringing creativity and new ideas to members in 2019.

We also ran a workshop for the Central and Eastern European members in Uzbekistan, as well as sessions in China, that focused on marketing techniques and developing a better understanding of ISO's commercial policies aimed at members across the region. Virtual meetings helped facilitate engagement throughout the year and with a broader scope of members.

STRENGTHENING THE LINKS BETWEEN STANDARDS AND SERVICES

Singapore was the destination in 2019 for a workshop that attracted ISO members and partners, government policy makers and regulators, consumer organizations and industry stakeholders from the services sector. Examining the ways in which standards enable new technologies and business models in the services sector, it looked at areas including artificial intelligence and Big Data, e-commerce, cybersecurity and blockchain.



BRINGING PEOPLE TOGETHER, AND PROMOTING STANDARDS EVERYWHERE

CAMPAIGNS IN 2019

As in previous years, we identified the areas where standards are really making a difference and ran themed campaigns throughout the year. That enabled us, together with our members, to build awareness of the ways in which standards can be applied to make everyday life simpler, easier and safer.

We supported our members with communications materials and templates, enabling them to adapt globally relevant themes to their specific situation. And of course, as in previous years, we made use of our social media channels to reach out to thousands of people, inviting them to share their views, learn more about the benefits of standardization and share in the energy and internationalism of ISO.



REACHING OUT TO REGULATORS

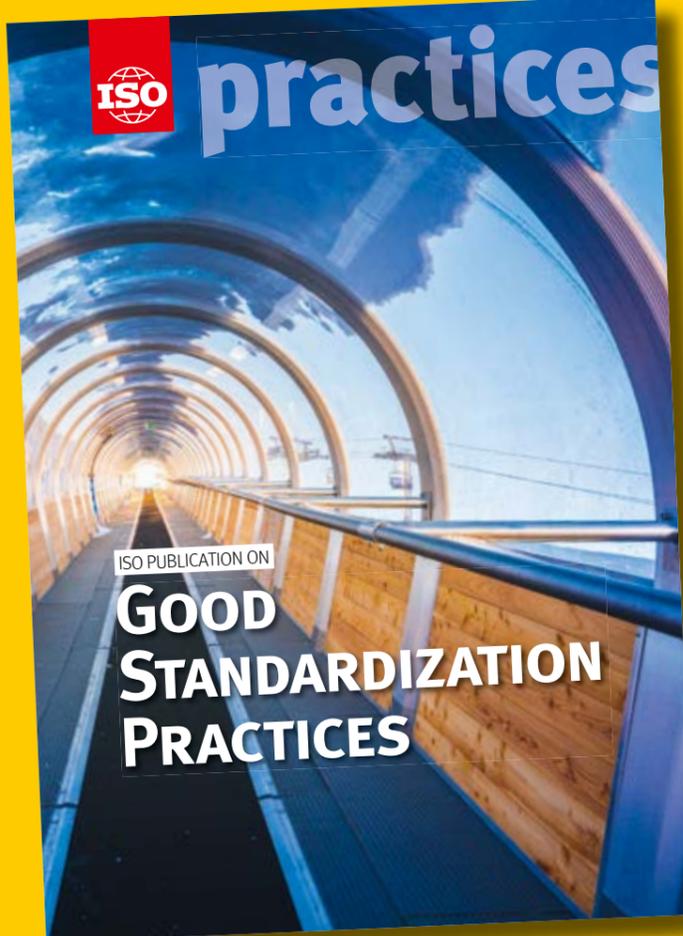
A specialized workshop was held in New Zealand in April, bringing together standardizers and regulators from around the world, with strong participation from the Asia-Pacific Region. How government thinks about regulation in the 21st century is changing, so participants were encouraged to explore the ways in which standards play a part in regulatory stewardship, and identify innovative and efficient approaches for government regulatory agencies.



TAKING CARE OF BUSINESS: COMMITTEE MANAGERS' TRAINING

With more than 1 600 standards published in 2019, the people who administer and organize our technical committees were busier than ever. Their work is vital to the standards process: simply put, there wouldn't be any standards without them. To help them manage this responsibility, better understand the processes, and get the most from the tools that they need to be effective, we regularly run training sessions that are specially tailored to their needs. In 2019, we ran global sessions in Switzerland, a session for the Asia-Pacific region in Singapore, and sessions to cover specific national needs in China.

The training supported the work of all those involved in committee management, including secretaries and chairs. In addition to recognizing the support offered by our trainers, we'd like to give special thanks to all those who make our committees run smoothly and helped make standards happen in 2019.



CAPACITY BUILDING

GOOD STANDARDIZATION PRACTICES

Good standardization practices (GSP) describe a collection of widely accepted best practices for developing standards. Given the importance of standards to growing economies, promoting innovation and the objectives of the SDGs, GSP are a central pillar of our Action Plan for developing countries.

In addition to creating a publication on GSP²⁾ that contains a diagnostic tool, we carried out training in three different regions in 2019, which attracted participation from more than 80 people including ISO's members and representatives from government and industry.

2) To learn more, or download the publication, search "GSP" on [ISO.org](https://www.iso.org).

INSTITUTIONAL STRENGTHENING FOR THE WORLD'S LEAST-DEVELOPED COUNTRIES

ISO's capacity building programmes operate on a needs-based approach. We work with members to identify their priorities, ensuring relevant and useful support. Out of the 104 ISO members eligible to receive technical assistance, 31 represent "least-developed countries" (LDCs). In support of this objective, in September 2019, we launched an in-country programme which is expected to run throughout 2020. Initially run with six members from LDCs (Bhutan, Cambodia, Madagascar, Mali, Senegal and Sudan), the programme provides concrete guidance and tailored support to improve the application of good standardization practices.

OBJECTIVE INSIGHTS ON OUR ACTION PLAN FOR DEVELOPING COUNTRIES

Improving the lives of people in developing countries has been a specific focus for ISO for more than 50 years. We invest ourselves with passion and energy in our mission to spread the benefits of standardization as widely as possible. For everyone in the ISO system, our members and our partners, it's important to make sure that we're on the right track and making effective use of the resources that we allocate. That's why, in 2019, we commissioned an independent review, carried out by SAANA Consulting, which evaluated the success of the recently completed ISO MENA STAR³⁾ project and provided an assessment of progress on our Action Plan for developing countries 2016-2020.

Overall, we're pleased with the results of their evaluation, which interviewed national standards bodies, stakeholders and donors. They praised the way in which standards-related knowledge is transferred,

3) ISO's MENA STAR regional project was designed to strengthen institutional infrastructure on standards and regulations to support business and industry in the Middle East and North Africa. The programme ran from 2015 to 2018.

mentioning the honesty and transparency of our approach. We recognize the importance of constantly reflecting on the change brought by our programme and our role as change agents. We recently improved our results-based management system by adopting a revised results framework and monitoring system that enables us to effectively measure outcomes, support reporting and inform the design of follow-up activities. This is a critical part of good programme management and accountability.

HELPING PUT AN END TO CORRUPTION

Bribery is one of the world's most destructive and challenging issues. According to the Organisation for Economic Co-operation and Development, over USD 1 trillion are paid in bribes each year, with catastrophic consequences that reduce quality of life, increase poverty and erode public trust.

In 2019, ISO ran a tailor-made training programme for east and south-east Asian countries. Including virtual sessions and a week-long workshop held in Malaysia, the programme supported countries in the region to make the best use of ISO 37001. Aimed at increasing the uptake of the International Standard that is designed to help end bribery, the training also addressed ways to expand Asia member participation in the future development of related standards. It was attended by 27 participants from 19 countries.

By raising awareness of the standard and helping organizations to implement an anti-bribery management system, or enhance existing controls, we believe that we can reduce the risk of bribery occurring and enable organizations to show their stakeholders that they have put in place an internationally recognized way of stamping out corruption.

The training was funded by the Swedish International Development Cooperation Agency (Sida). Find out more about our work with Sida and others [on page 41](#).

STRENGTHENING MEMBERS THROUGH STRONGER LEADERS AND MANAGERS

Mauritius was the destination in 2019 for CEOs and senior managers from national standards bodies of ten different countries to attend the first session of a pilot programme designed to build the skills, knowledge and competencies relevant to their work, both nationally and in international ISO participation.

Organized together with ISO's member for Mauritius, the session was aimed at members from Africa and Europe. This created a model for training in 2020, which will consist of two sessions, focusing on our members from Asia-Pacific and the Middle East, as well as the Americas and the Caribbean.



With the Action Plan for developing countries, ISO offers an up-to-date, comprehensive package for capacity building in developing countries.

OUR OFFICERS



ISO PRINCIPAL OFFICERS

JOHN WALTER, ISO PRESIDENT CANADA



John Walter was President of ISO from 1 January 2018 to 31 December 2019. He served as ISO President-elect throughout 2017. Prior to that, Mr Walter served as ISO Vice-President (policy) from 2014 to 2016, amongst other ISO roles.

Mr Walter was the CEO of the Standards Council of Canada (SCC) from 2009 to

2018; he led Canada's standardization network and built wide recognition, within government and business, of the role of standardization in strengthening Canada's economy and improving quality of life.

Mr Walter was Vice-President, Standards Development, for the Canadian Standards Association (CSA), founding President and CEO of the Technical Standards and Safety Authority (TSSA), and Assistant Deputy Minister in the Technical Standards Division of the Ontario Ministry of Consumer and Commercial Relations.

He strengthened international standardization by assisting regional organizations such as the Pan American Standards Commission (COPANT) and the Pacific Area Standards Congress (PASC). He was appointed as an advisor to the China Standardization Expert Committee (CSEC) of the Standardization Administration of the People's Republic of China (SAC).

Mr Walter received a bachelor of Arts degree from the University of Guelph in 1973.

EDDY NJOROGE, ISO PRESIDENT-ELECT KENYA



Eddy Njoroge served as President-elect throughout 2019, with his two-year term as ISO President beginning on 1 January 2020.

An experienced entrepreneur, Mr Njoroge was CEO of KenGen (Kenya Electricity Generating Company) from 2003 to 2013, where he oversaw certification to ISO 9001 – a first for a

parastatal company. He spearheaded the subsequent transformation of KenGen from parastatal to a publicly listed company with a focus on sustainability. From 2008 to 2012, he was the President of the Union of Producers and Distributors of Electric Power in Africa, giving him a unique overview and perspective of Africa's power sector.

Mr Njoroge is current chairman of a number of companies and previously chaired the Nairobi Securities Exchange. He is a Board member of the Kenya Bureau of Standards (KEBS), the ISO member for Kenya.

Holding a BSc (Hons.) degree in (Bio)chemistry from Makerere University and an MBA from the University of Cumbria, Mr Njoroge received the French Ordre National du Mérite, and is an Elder of the Burning Spear (EBS) and Chief of the Burning Spear (CBS), conferred by the President of Kenya. He also received a Lifetime Award in recognition of his contribution to the transformation of the energy sector in Africa.

SCOTT STEEDMAN, ISO VICE-PRESIDENT (POLICY) UNITED KINGDOM



Scott Steedman has been reappointed ISO Vice-President (policy) for the 2020 to 2021 term, having served in the role since 2017.

He brings substantial skills in strategy, communication and technical leadership to ISO, serving both as Director of Standards at BSI (the ISO member for the UK) since

2012 and as an Executive Director of the Board of the BSI Group.

Dr Steedman is an advocate of new thinking about the role of standards and the standardization process. He energetically promotes models of consensus and good practice to governments, industry and consumers, at the same time as highlighting the role of standards in furthering innovation, trade and economic growth.

Prior to joining BSI, Dr Steedman held senior roles in civil engineering, academia and a number of professional bodies. He is former Vice-President of both the Institution of Civil Engineers (UK) and the Royal Academy of Engineering (UK) and was Vice-President Policy of the European Committee for Standardization (CEN) from 2013 to 2016. Scott Steedman holds a doctorate in Engineering from Cambridge University. In 2010, he was appointed to the title Commander of the Order of the British Empire (CBE) for services to engineering.

SAUW KOOK CHOY, ISO VICE-PRESIDENT (TECHNICAL MANAGEMENT) SINGAPORE



Sauw Kook Choy has been appointed as ISO Vice-President (technical management) for the 2019 to 2020 term, serving as Vice-President elect (technical management) throughout 2018. She represented the ISO member for Singapore on ISO Council from 2015 to 2017.

Since 2013, she is the Assistant Chief Executive Officer, and in 2017 was concurrently appointed the Director-General for Quality and Excellence, at Enterprise Singapore.

Ms Choy's career spans civil-engineering consultancy, SME development and standardization. She brings extensive experience in standards policy, planning, capacity building and SME financing. Today, she leads the country's national standardization and accreditation programmes, building trust in Singapore's products, services and organizations. She also oversees the Weights and Measures Office, and the Board's regulatory function, ensuring consumer product safety in Singapore. Ms Choy is the Administrator for the Singapore Quality Award.

Holding a BSc in Engineering from the National University of Singapore and an MBA from the Nanyang Technological University, Ms Choy was awarded the National Day Public Administration Medal (Silver) as well as the Miflora M Gatchalian Medal in 2011.

MITSUO MATSUMOTO, ISO VICE-PRESIDENT (FINANCE) JAPAN



Mitsuo Matsumoto has been appointed as ISO Vice-President (finance) until the end of 2020.

He is Chief Operating Officer and Deputy Secretary-General of the Japanese Industrial Standards Committee (JISC), the ISO member for Japan, and Principal Advisor for International

Standardization Policy at the Japanese Ministry of Economy, Trade and Industry (METI).

Mr Matsumoto has made substantial contributions to standardization, serving as JISC representative on both the ISO Council and the ISO Technical Management Board, and participating in ISO Policy Development Committees.

Underpinned by a 20-year career as a JISC official, Mr Matsumoto brings ISO deep knowledge of standardization and conformity assessment as well as financial skills in the conduct of projects, including budget forecasting, financial planning and execution, operations and auditing of expenditures. He was a major actor in the establishment of ISO 9001 use and certification in Japan. Mr Matsumoto was central in improving harmonization of standardization policies and collaboration among countries, especially in the Asia-Pacific region.

Mr Matsumoto holds a BSc, Organic Chemistry, from Osaka Kyoiku University.

DOMINIQUE CHRISTIN, ISO TREASURER SWITZERLAND

Dominique Christin has been reappointed as ISO Treasurer for the 2019-2021 term, having served in the role since 2017.

Mr Christin is counsel at Swiss law firm BianchiSchwald, which he co-founded in 2001. He practised in two prominent Swiss firms, specialized in business law, from 1991 to 2001.



With international experience working for Swiss bank Pictet, Mr Christin brings outstanding financial acumen to ISO. This is further reinforced by his extensive knowledge of business and tax law, which he has practised on behalf of corporate, private and NGO clients. The quality of his work is recognized by independent

legal guides including Chambers Global and Legal500 Europe.

Mr Christin sits on the Board of a charitable foundation as well as the Boards of several Swiss companies, including Caran d'Ache.

Admitted to the Geneva Bar in 1987, Mr Christin holds a bachelor's in Law from the University of Lausanne and a postgraduate degree in Law from the University of London.

SERGIO MUJICA, ISO SECRETARY-GENERAL (CHIEF EXECUTIVE OFFICER) ISO CENTRAL SECRETARIAT



Sergio Mujica joined ISO as Secretary-General in July 2017.

Mr Mujica is a passionate advocate for global trade and multilateral cooperation. A major component of his work at ISO is to spread the benefits of International Standards to support economic and social development. Mr Mujica

has brought renewed prominence to the role of ISO standards in addressing the United Nations Sustainable Development Goals, including his commitment as an International Gender Champion.

Mr Mujica's previous experience at the World Customs Organization (WCO), where he led the design and implementation of the strategic plan and focused on enhancement of customs procedures and capacity building initiatives, provides a solid platform for the member-focused approach that he brings to ISO.

Before serving as Deputy Secretary-General of the WCO, Mr Mujica spent 15 years working with the government of Chile in a wide range of sectors, including the Ministry of Agriculture, the Ministry of Economic Affairs as Director-General of Fisheries, and the Ministry of Finance as the Director-General of Chile Customs.

Mr Mujica holds a law degree from the Pontificia Universidad Católica de Chile and a master's degree in International Law from the American University in Washington, D.C.



OUR FINANCES

BALANCE SHEETS AS OF 31 DECEMBER (IN kCHF)

	2019	2018
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	15 646	34 644
Receivables, prepaid expenses and accrued income	3 877	3 512
Total current assets	19 523	38 156
NON-CURRENT ASSETS		
Securities and investments	17 262	0
Rent guarantee for ISO Central Secretariat premises	2 167	2 167
Fixed assets	448	579
Total non-current assets	19 877	2 746
TOTAL ASSETS	39 400	40 902
LIABILITIES		
CURRENT LIABILITIES		
Suppliers and accrued liabilities	3 448	2 689
Members' retrocessions	4 185	4 079
Revenue received in advance	1 462	1 280
Total current liabilities	9 095	8 048
FUNDS		
Restricted funds	3 771	4 704
Unrestricted funds	22 679	22 212
Operating result before allocation to funds	3 855	5 938
Total funds	30 305	32 854
TOTAL LIABILITIES	39 400	40 902

SUMMARY OF FINANCIAL PERFORMANCE (IN kCHF)

	2019	2018
REVENUE		
Membership fees	21 181	21 178
Royalties received from members selling ISO standards	12 924	13 057
Revenue from members	34 105	34 235
Revenue – net sales	6 592	6 831
Funding of capacity building projects	2 286	2 706
Funding of ISO strategic projects	273	323
Funding of ISO projects	2 559	3 029
Financial revenue (loss)	(99)	(16)
TOTAL REVENUE	43 157	44 079
EXPENDITURE		
Operations	36 475	34 855
Capacity building projects	2 286	2 706
ISO strategic projects	273	323
ISO projects	2 559	3 029
Amortization of fixed assets	268	257
TOTAL EXPENDITURE	39 302	38 141
Operating result before allocation to funds ¹⁾	3 855	5 938

1) Final allocation 2019 to be approved by General Assembly in September 2020

SUMMARY OF CASH FLOW STATEMENTS (IN kCHF)

	2019	2018
Net cash from / (used in) operating activities	(104)	2 248
Net cash used in capacity building projects	(1 378)	(1 762)
Net cash used in investing activities	(17 516)	(491)
Net decrease in cash and cash equivalents	(18 998)	(5)
CONTROL		
Cash and cash equivalents at the beginning of the period	34 644	34 649
Cash and cash equivalents at the end of the period	15 646	34 644
Decrease	(18 998)	(5)



A NEW PATH BUILT ON A STRONG LEGACY

I write this at the outset of my two-year presidency, in anticipation of the ambitious changes ahead, at the same time reflecting on 2019, my year as President-elect of ISO. Throughout my term, I commit to promising that my every action reflect the expectations of the role and the trust placed in me by our members.

2019 was a foundational year, both for our organization as well as me personally. I have used the time to prepare for my presidency by building my knowledge of ISO and the processes behind standards. Such thorough preparation was made possible largely due to the support given to me by the members, my fellow Principal Officers and the Central Secretariat. I would like to use this opportunity to express my gratitude to all of them for sharing not only their deep knowledge of standardization, but an authentic passion for the way in which standards can improve our world. During my various visits to our members, I listened to them while they shared their most pressing challenges and their expectations. I may not have all the solutions to the challenges, but I am sure that, together, we can start addressing them during my presidency.

The bar has been set high, especially when it comes to the ISO Strategy 2021-2030, which has undergone further development in 2019, and is being refined in 2020. It is thanks to my own involvement in this process that I begin this journey well equipped: aware of the scale of the challenges. I am confident that we will overcome them together. We have defined our directions by considering the needs of our stakeholders, so that our organization will continue to meet their needs today and in 2030.

To this end, I have identified four key areas that will underpin my work as ISO President over my term to the end of 2021, and I would like to share these with you here.

My first priority will be to encourage the use of standards as instruments to redress the world's trade imbalance and the resultant inequalities. I will champion the use of ISO standards as a basis for technical regulations that can not only serve as a template to regulators but also support trade by widening acceptance of both domestic and imported goods. In addition to encouraging, implementing and monitoring harmonized standards and policies, I am committed to promoting our standards for their potential to facilitate frictionless trade.

My second priority will be to promote standards as strategic tools for industrial growth, ensuring that they remain relevant by addressing current market needs. As President, I aspire to further the recognition of our organization as pivotal in creating the systems and processes that underpin innovation and will advance the Fourth Industrial Revolution.

With today's convergence of connectivity and technology, we are at the threshold of a potentially transformative era. It's an exciting time to take on the role of ISO President, but it's not without risk. The global pursuit of new technology must be undertaken sustainably, safely and fairly. In spreading the benefits of technology and fostering free and efficient trade, equality of opportunity remains of paramount importance.

To that end, I would like to state my unequivocal support for ISO's commitment that developing countries face no barriers in the development, implementation and application of International Standards. I intend to enhance the presence of developing countries in standardization through resource mobilization in the areas of technical expertise, the development of robust standards and the creation of a system that allows their full participation.

In committing myself to these three objectives, my hope is that I will realize a fourth overarching goal for this organization : to see ISO standards used everywhere. I will continue to encourage standards in all facets of life, including trade, services, innovations, research and development. I will continue to support our members in building wider awareness of standards' real-world benefits as well as their applicability to small and medium-sized businesses. In addition, I will continue to promote their role in realizing the SDGs. To encourage wider uptake, we will endeavour to ensure more availability of standards at affordable levels. I will take every opportunity to leverage my personal networks and the office of the ISO President in achieving this, at the same time as fully utilizing the expertise of the ISO Central Secretariat.

What I intend to do in the coming two years will define ISO's future as we look towards 2030, securing our reputation and relevance for a long time beyond. I will act as a focal point and tireless advocate for the international standards community, creating fertile ground for our members and amplifying the impact of their activities in pursuit of a better life for people through standards.

In addition to both the member-focused and public-facing aspects of my work, I would like to conclude our 2019 Annual Report by affirming my support to the ISO Secretary-General and his team. Their work interlinks the global ISO system of members and the experts who contribute to our standards. Through them, we have seen a significant demand for ISO standards globally, attesting to our relevance.

Over the coming two years, I'm looking forward to working with you on our journey to 2030. There is much to be done, but I am undaunted, because I believe ISO is needed now more than ever before.



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