



annual report
2015

Reaching **milestones**

in standards innovation





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making together

Message from the Acting ISO Secretary- General

As a 162-member-strong organization with a long history, ISO has often looked to the past to be inspired for the future. And so this year, perhaps more than any other, has also been about building on a strong base for the future, about remembering what made ISO the organization it is today, and celebrating the best of what we do.

2015 has seen renewed emphasis on our strong network of ISO members, supported by a wide variety of stakeholders, helping to make ISO standards more globally known.

We are proud of our achievements in 2015. The energy with which we pursued the development of International Standards was mirrored by a focus on productivity and new directions. Highlights included the revisions of ISO's flagship standards – ISO 9001 for quality management and ISO 14001 for environmental management; the latest revisions and additions to the ISO/IEC 27001 series on IT security; and the ISO 16075 series for water treatment. In 2015, we saw the highest output of International Standards (1505 in total), reflecting the strength and ambitions of the ISO system.

We also continued to foster greater connectivity and a “one team” mentality. Initiatives at the UN World Conference on Disaster Risk Reduction and COP21 on battling climate change were important, as was the enhancement of collaboration with key partner organizations.

milestones together

And we continued to invest in enhancing our members' capabilities, including the execution of the final year of ISO's *Action Plan for Developing Countries 2011-2015*.

Alongside this increase in greater productivity and engagement, we also placed an ever greater emphasis on the new **ISO Strategy 2016-2020**, that was approved at ISO's General Assembly in Seoul, Republic of Korea, in September 2015. At its core are the major strategic directions for how ISO will strive to have its standards used everywhere – through its members, effective engagement and partnerships, and underpinned by great people, technology and communications.

As the Acting ISO Secretary-General, I am pleased to highlight some of the organization's 2015 achievements to foster collaborative, cross-sector solutions to a wide array of global priorities. The highlights that appear throughout this Annual Report represent just a sample of the breadth of our international community's cooperative work.

I wish to extend my thanks to the 162 members of the ISO community for their exceptional achievements this past year, and to the external network of partners, international organizations and experts who play such an important part in our success. It is my privilege to be working alongside you in the ISO family, of which we are all intensely proud.



Acting ISO Secretary-General, **Kevin McKinley**.



Reaching milestones

By the end of the year, ISO had published a total of 21 133 International Standards and standards-related documents.

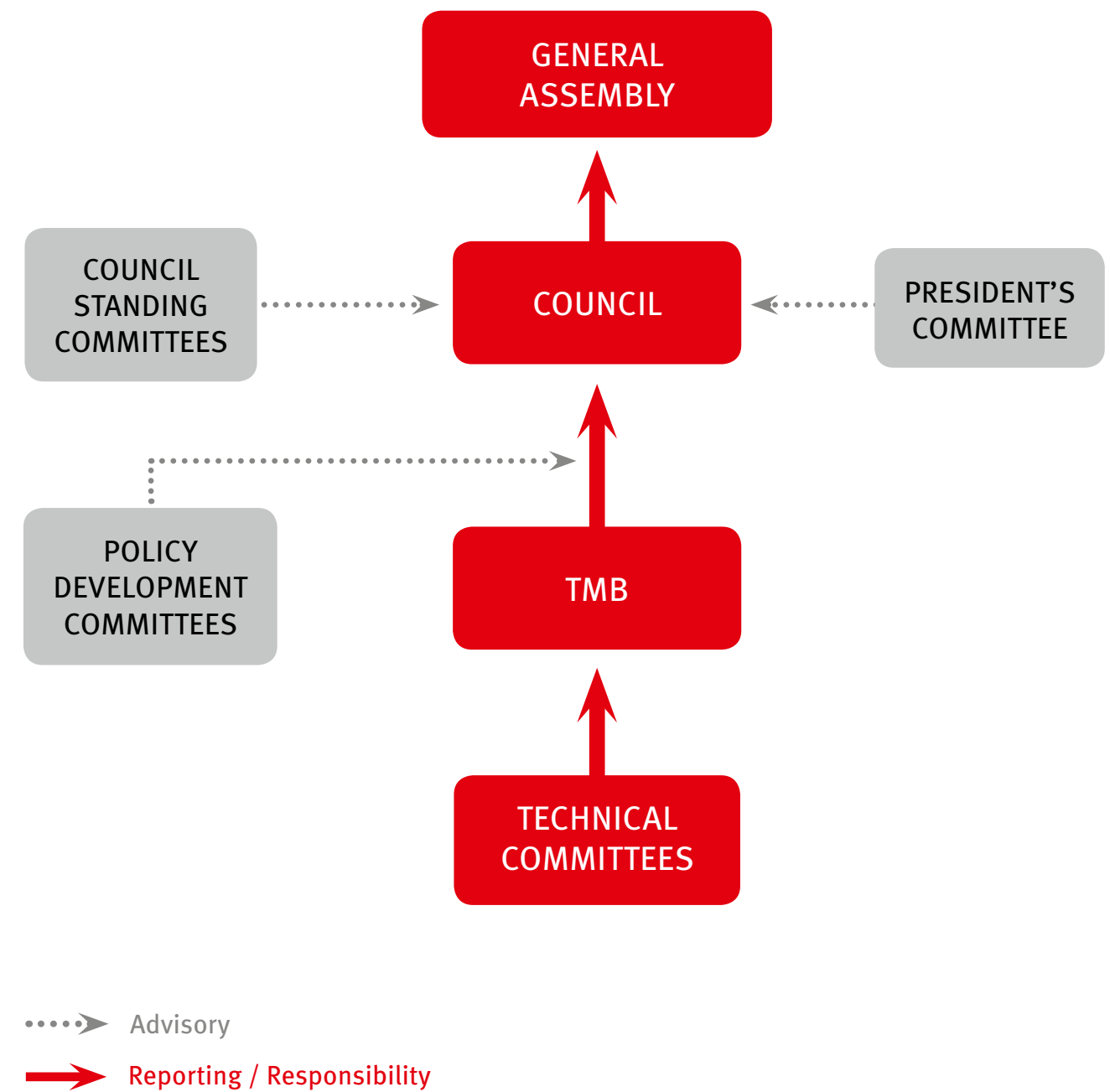
In 2015, ISO reached several milestones in its capacity and network-building activities for both ISO and its 162-member-strong community around the world. Throughout the year, the standards business continued to develop very positively and proactively, creating many “firsts”.

ISO in 2015 approved a new Strategic Plan that will guide the organization through the 2016-2020 period. The Plan was based on a comprehensive consultation of its members, its governance, its committees and key global partners involved in various aspects of ISO’s work.

Also adopted in 2015 was the *ISO Action Plan for developing countries 2016-2020*, which aims to increase the participation of ISO’s developing country members and strengthen their standardization infrastructures. Building on these directions and priorities, ISO will be well positioned to continuously improve its services, processes and products to meet market needs.

Finally, 2015 marked a new record for ISO. By the end of the year, the organization had published a total of 21 133 International Standards and standards-related documents. In fact, 2015 saw an all-time record annual production of 1 505 ISO standards publications.

ISO governance structure



Principal officers



Zhang
Xiaogang

ISO President

Dr Zhang Xiaogang started his term as President of ISO in January 2015. He is currently Vice-Chairman of Ansteel Group Corporation, which ranks amongst the world's top 500 corporations. During a career that spans 35 years, he has distinguished himself in various high-level leadership positions for several related iron and steel conglomerates. An active member of the iron and steel industry, Dr Zhang holds a doctorate in metal material and heat treatment.



John
Walter

ISO Vice-President (policy)

In 2015, John Walter was reappointed ISO Vice-President (policy) until the end of 2017. Since 2009, John has been Chief Executive Officer of the Standards Council of Canada (SCC). During his career, he has also worked with standards in both an industry and a regulatory setting, including serving as Assistant Deputy Minister at the Ministry of Consumer and Commercial Relations in Ontario.



Elisabeth
Stampfl-Blaha

ISO Vice-President (technical management)

In 2014, Elisabeth Stampfl-Blaha was reappointed ISO Vice-President (technical management) until the end of 2016. She has been Chief Executive Officer of the Austrian Standards Institute (ASI) and Austrian Standards plus GmbH (a sister company of ASI) since 1 February 2013. During her term at ASI, she has been responsible for several organizational and business development projects.



Olivier
Peyrat

ISO Vice-President (finance)

In 2014, Olivier Peyrat was reappointed ISO Vice-President (finance) until the end of 2016. Director General of AFNOR Group since 2003, he started his professional career in 1984 in the Regional Administration of Industry and Research of Ile de France before holding several management positions related to quality and certification in public administration.



Miguel
Payró

ISO Treasurer

In 2015, Miguel Payró was reappointed as ISO Treasurer until the end of 2018. Since 2015, Miguel is Chief Financial Officer at GeNeuro SA, a Geneva-based biotechnology company. Previously, he was Chief Financial Officer at the Franck Muller Group, one of the world's leading luxury watch groups. There, he was instrumental in reorganizing the corporate structure and implemented the first consolidation and international accounting standards.



Kevin
McKinley

Acting ISO Secretary-General*

Kevin McKinley was Deputy Secretary-General of ISO from 2003 until taking up the post of Acting Secretary-General in August 2015. Prior to this, he was Director at the Standards Council of Canada, a Crown Corporation responsible for Canada's national standards system. Kevin has also held senior posts at the Canadian Standards Association, the country's largest standards development organization, and was involved in national standardization issues in business management and worker safety.

* Rob Steele announced his resignation from his position as ISO Secretary-General effective 31 July 2015.



Season highlights

In 2015, ISO International Standards provided practical tools for tackling many of today's global challenges, from managing planetary water resources to driving innovation forward. The following pages contain our season highlights.

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Management systems

A highlight of the year was the publication of ISO 9001:2015 on quality management systems, the fifth edition of the standard first published in 1987, which has become the global benchmark for providing assurance about the ability to satisfy quality requirements and enhance customer satisfaction in supplier-customer relationships. This concludes over three years of revision work by experts from nearly 95 participating and observing countries to bring the standard up to date with modern needs.

In 2015, ISO also published ISO 14001:2015, the third edition of the standard that was first developed in 1996, in order to continue to help organizations build and maintain their environmental management systems in line with the new realities of today's marketplace. The new standard responds to the latest trends, such as an increasing recognition by companies of the need to factor in external elements that might have an impact on their business, including climate volatility. This is a big leap forward as the effect of the environment on an organization was previously not included in the scope of the standard.

ISO's most popular management system standards are thoroughly appreciated, as indicated by the 2014 ISO Survey of Certifications, with a combined total of almost 1500 000 certificates around the world.

Global conversations and communication surrounding the release of the new versions further underlined the importance of these two standards. The hashtags used in ISO's social media garnered impressive results. We reached over 138 000 unique Facebook users for ISO 9001 alone – the highest-ranked post in ISO's Facebook history!

The 2014 ISO Survey of Certifications showed a combined total of almost 1500 000 certificates for ISO 9001 and ISO 14001.



In conjunction with the publications of its two flagship standards, ISO released a video that communicates the benefits each management system provides. To view these and other ISO videos, visit ISO's video channel on YouTube: www.youtube.com/PlanetISO.



For more information about these management systems, see:
www.iso.org/iso/iso_9000
www.iso.org/iso/iso14000



UN Climate Change
Conference COP21 was
certified to ISO 20121.



Climate change

2015 was a crucial year in the international effort to address climate change, culminating in the United Nations Climate Change Conference in Paris (COP21) at the end of the year.

ISO partnered with the Greenhouse Gas Management Institute (GHGMI) to present an official side event during COP21 on the theme “Climate neutrality and resilience”, where participants looked at ways to grow collaboration among standards-setting organizations, decrease duplication and increase usability of climate change standards. Attendees also considered where demand for international standards comes from and how we can move forward from today to build lasting strategies and increased global collaboration between ISO and all major standards development organizations.

Respect for the environment was also given high priority in the organization of COP21 and, for the first time ever, a UN Climate Change Conference was certified to ISO 20121 for sustainable events. ISO 20121 has been designed to improve sustainability management throughout all event-related activities during the entire management cycle.

“Thanks to the ISO 20121 certification, COP21 has significantly reduced its environmental footprint. I hope that the gradual implementation in bid invitations for future international events will position France as a leader in the emerging market for responsible events,” said Béatrice Eastham, CEO of Green Événements, the agency that supported the COP21 organizing committee in its endeavour.



**For more information about
climate change, see:**
www.iso.org/iso/climate_change



Treating and reusing wastewater in agriculture can boost economies and save communities.



Water

Among the many ISO standards published in 2015 were three that provide a well-stocked toolbox for water treatment.

Water is one of the world's most precious – and lucrative – resources. Treating and reusing wastewater in agriculture can not only provide an oasis in the desert, it can boost economies and save communities.

The series includes:

- ISO 16075-1:2015, *Guidelines for treated wastewater use for irrigation projects – Part 1: The basis of a reuse project for irrigation*, which contains guidelines for all elements of a project using treated wastewater for irrigation
- ISO 16075-2:2015, *Guidelines for treated wastewater use for irrigation projects – Part 2: Development of the project*, which covers such issues as criteria for the design and specifications for quality
- ISO 16075-3:2015, *Guidelines for treated wastewater use for irrigation projects – Part 3: Components of a reuse project for irrigation*, which covers the system's components needed for the use of treated wastewater for irrigation

Water, the most basic resource crucial to our survival, may become compromised when disaster strikes. To help water utilities be prepared and continue to operate in adverse circumstances, ISO also published ISO 24518:2015, *Activities relating to drinking water and wastewater services – Crisis management of water utilities*. The new standard lists the steps utilities must take in order to be ready for any crisis situation. ISO 24518 also looks at what to do during an emergency, and how to re-establish services and learn from the situation.



For more information about water, see: www.iso.org/iso/water

Information security

Cyber-attacks are among the greatest risks an organization can face. Having standards and systems in place to keep information safe has therefore never been more important than in today's digital world. This is why, in 2015, the ISO/IEC 27000 series on security techniques for information technology was updated to provide organizations with that added value and confidence.

Below are the latest revisions and additions to the ISO/IEC 27000 series – all published in 2015 – which form part of the ISO/IEC 27001 “cyber-risk toolbox”, to help keep these risks in check.

- ISO/IEC 27006:2015 sets out the requirements that certification and registration bodies need to meet to be accredited, so they can offer ISO/IEC 27001 certification services.
- ISO/IEC 27010:2015 is a sector-specific addition to the ISO/IEC 27000 toolbox, which guides the initiation, implementation, maintenance and improvement of information security in inter-organizational and inter-sector communications.
- ISO/IEC 27013:2015 offers a systematic approach to facilitate the integration of an information security management system with a service

management system, which results in lower implementation costs and avoids duplication efforts as only one audit, instead of two, is needed when seeking certification.

- ISO/IEC 27017:2015 will help service providers come to a common understanding with their customers regarding adequate security controls and their implementation guidance. This International Standard for cloud security controls will facilitate the development and expansion of secure cloud computing systems.
- ISO/IEC 27039:2015 gives guidelines to prepare and deploy an intrusion detection system (IDPS), covering such crucial aspects as selection, deployment and operation. The standard is particularly useful in today's market where there are many commercially available and open-source IDPS products and services based on different technologies and approaches.
- ISO/IEC 27040:2015 provides detailed technical guidance on how to effectively manage all aspects of data storage security, from the planning and design to the implementation and documentation.



IT security experts win technical excellence award in 2015.

The remarkable contribution of the men and women participating in the subcommittee responsible for the ISO/IEC 27000 series was honoured with the Lawrence D. Eicher Leadership Award at the 38th ISO General Assembly, which was held in Seoul, Republic of Korea. With more than 70 countries participating, the subcommittee has taken on the challenges of the digital world to deliver both management and technical standards that address the information security and privacy risks facing business, governments and cities around the world.

Acting ISO Secretary-General Kevin McKinley presented the prestigious award to subcommittee SC27, *IT security techniques*, of joint technical committee ISO/IEC JTC 1, *Information technology*, for excellence in creative and innovative standards development. “ISO/IEC 27001 has become a common language for organizations to protect their information and is now a leading standard for international certification in information security,” said Kevin McKinley during the awards ceremony.



Walter Fumy and Krystyna Passia receiving their award from ISO President Dr Zhang Xiaogang, accompanied by Elisabeth Stampfl-Blaha, ISO Vice-President for technical management, (far right) and Kevin McKinley, Acting ISO Secretary-General (far left).

**For more information about
ISO/IEC 27001, see:**
www.iso.org/iso/iso27001





Now, the certification process is even better with a new standard for certification bodies.



Conformity assessment

An important factor in both business and the regulatory field is provided by conformity assessment – a range of activities including inspection, testing and certification. Now, the certification process is even better with a new standard for certification bodies and their auditors who certify to ISO’s management system standards (MSS). To assist them, ISO, along with its sister organization IEC, published ISO/IEC 17021-1:2015, *Conformity assessment – Requirements for bodies providing audit and certification of management systems – Part 1: Requirements*, related to the competence of certification bodies themselves and their auditors. It applies to the auditing and certification of all types of management systems in order to increase their value to public- and private-sector organizations worldwide.

ISO/IEC 17021-1 (previously ISO/IEC 17021) is the latest in the “certification of MSS” family of standards to be revised and updated. The ISO/IEC 17021 series includes six more standards for specific types of management systems:

- ISO/IEC TS 17021-2 for environmental management systems
- ISO/IEC TS 17021-3 for quality management systems
- ISO/IEC TS 17021-4 for event sustainability management systems
- ISO/IEC TS 17021-5 for asset management systems
- ISO/IEC TS 17021-6 for business continuity management systems
- ISO/IEC TS 17021-7 for road traffic safety management systems

In addition to its standards development programme, the ISO Committee on conformity assessment (ISO/CASCO), together with the IEC and ITU under the auspices of the World Standards Cooperation (WSC), held a workshop on conformity assessment in November 2015. Some 130 industry representatives, government regulators, economic leaders and other stakeholders attended the event, which was hosted by the United Nations Economic Commission for Europe (UNECE).

The importance and benefits of using the ISO/CASCO toolbox was highlighted as the bridge between defining requirements in standards and determining fulfilment of those requirements through conformity assessment.

For more information about ISO/CASCO, see :
www.iso.org/iso/conformity_assessment





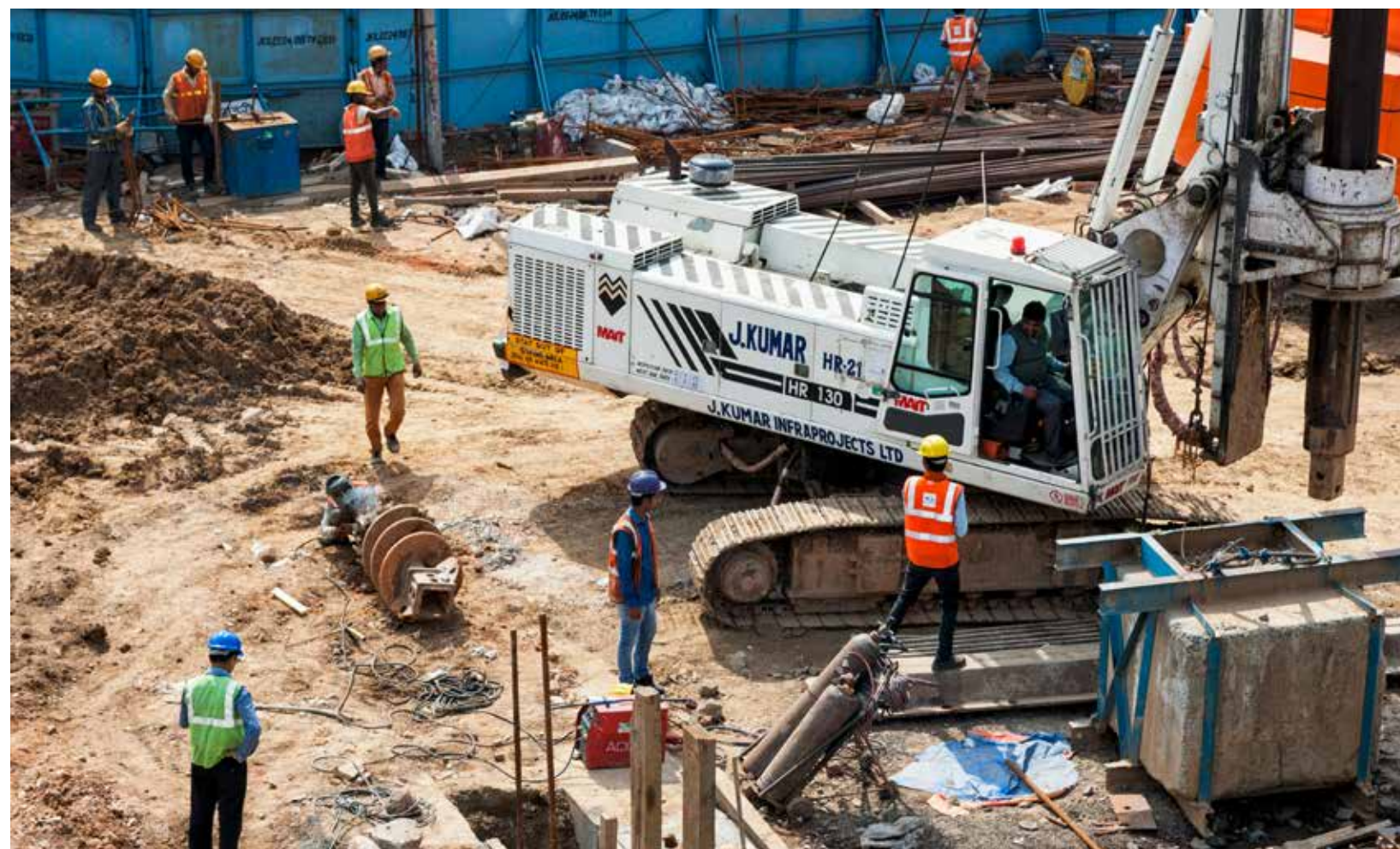
Developing countries

2015 saw the culmination of the *ISO Action Plan for developing countries 2011-2015*. The five-year period experienced a significant volume of technical assistance activities to support ISO members in developing countries, marked, in particular, by an increase in the first part of the plan (2011-2013) due to the generous contribution of the Swedish International Development Cooperation Agency (Sida) and other donors and development partners.

Under the Action Plan 2011-2015, ISO's development programme featured 791 technical assistance and training activities, with a total of 20 622 participants, including 3 080 participants to regional and international events fully sponsored by ISO. Ultimately, the programme helped bolster the presence of developing countries in ISO's technical work, supporting over 300 participants in over 100 technical committee and subcommittee meetings and standards development work.

In addition, almost 40 ISO members, primarily from least developing countries, benefitted from country-based, institutional strengthening projects aimed at developing the capacity of the national standards body in various areas. Overall, a total of 124 ISO members in developing countries received assistance during this five-year period.

Furthermore, within the framework of the *ISO Action Plan for developing countries 2011-2015*, ISO, with the support of Sida, implemented a four-year capacity building project (2011 to 2014) for ISO members in the



Middle East and North Africa region. The project helped contribute to sustainable development in the region by increasing the uptake of the ISO 26000 standard on social responsibility. It covered seven pilot countries – Algeria, Egypt, Iraq, Jordan, Lebanon, Morocco and Tunisia – with 109 national project experts trained on ISO 26000 and its application.

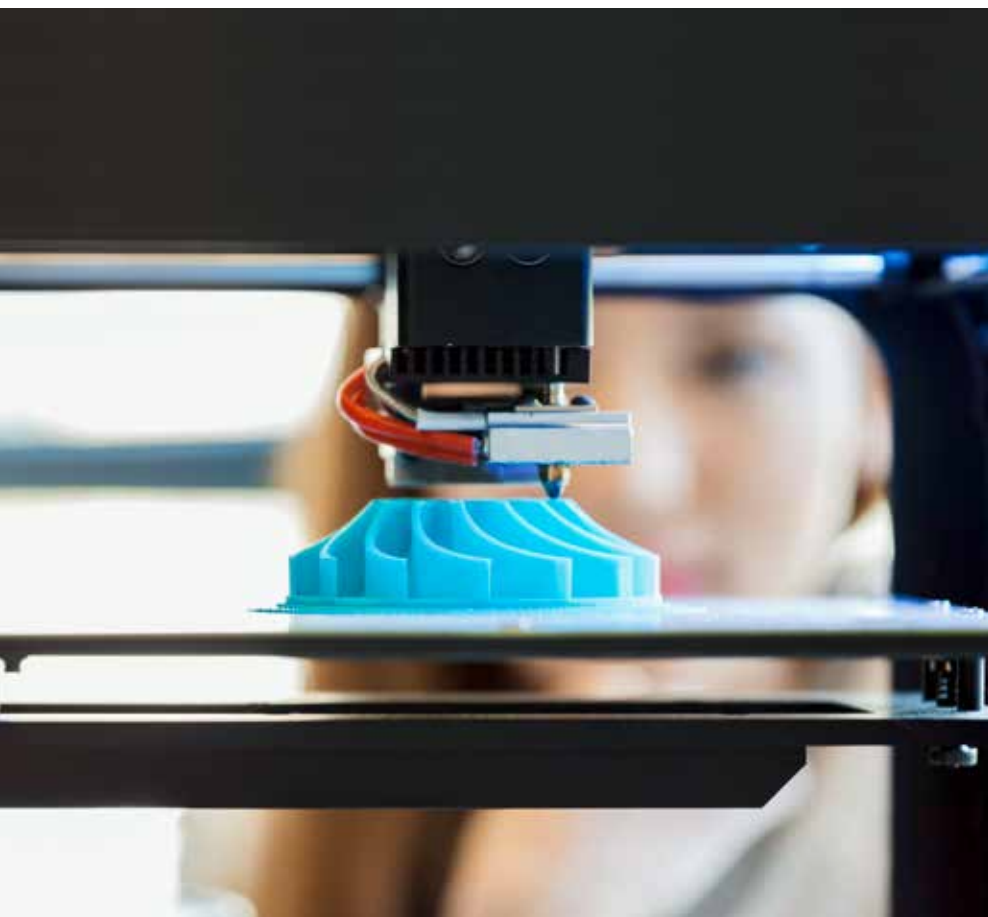
As a result of the project, a total of 91 organizations coming from a wide range of sectors including NGOs, hospitals, government departments, manufacturers, banks and hotels have been advised on how to integrate social responsibility issues within their respective organizations. Over 4 600 participants attended the national events hosted by ISO members in the region and facilitated by the national project experts.

Under the Action Plan 2011-2015, 124 ISO members in developing countries received assistance.





Innovation and high technology also featured prominently on the communication agenda with an issue of *ISOfocus* magazine and a social media campaign.



Innovation

2015 was an important year for driving innovation forward. ISO issued a special publication dedicated to the ISO and CERN (European Organization for Nuclear Research) conference held in late 2014, which aimed to shed light on the relationship between standardization and innovation in the field of science and technology. At the request of the participants, the publication contains the transcripts of the remarkable stories shared by the conference speakers.

Innovation and high technology also featured prominently on the communication agenda with an issue of *ISOfocus* magazine and a social media campaign. The aim was to highlight the role of standards as “enablers” of innovation in such technological areas as drones, nanotechnologies and additive manufacturing, just to name a few.

Any mention of innovation would be of course lacking without a reference to new innovation-related standards and other deliverables. Here are just some of the highlights from 2015:

- ISO 18458:2015, *Biomimetics – Terminology, concepts and methodology*, provides a framework for the terminology on biomimetics in scientific, industrial and educational fields.
- ISO 18459:2015, *Biomimetics – Biomimetic structural optimization*, specifies the functions

and scopes of biomimetic structural optimization methods as effective tools for reducing the weight of components and increasing their lifespan in support of sustainable development.

- ISO/TS 18110:2015, *Nanotechnologies – Vocabularies for science, technology and innovation indicators*, provides the necessary definitions that specify the bounds of key innovation indicators as they relate to nanotechnology, in order to facilitate and unify the global assessment of nanotechnology activities in different areas.

In 2015, we also branched out in our scope, launching several new technical committees and project committees in such diverse fields as:

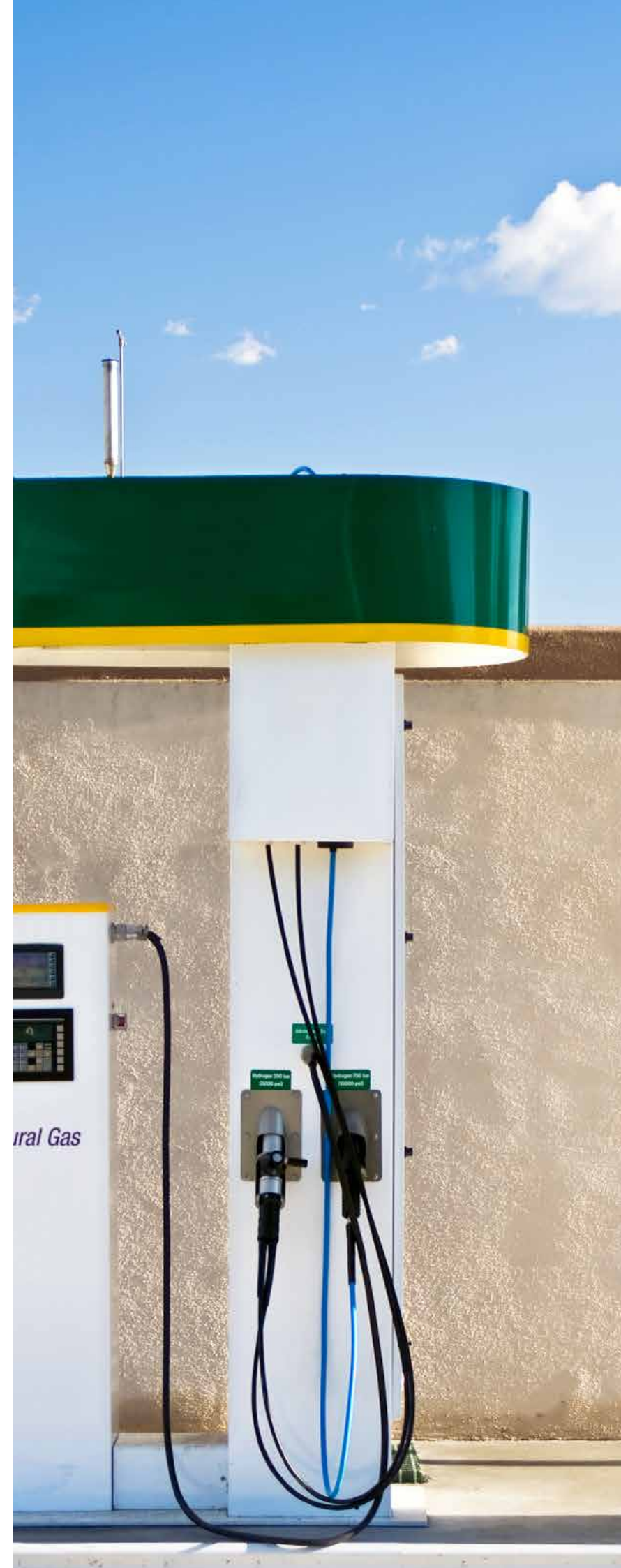
- ISO/PC 294, *Guidance on unit pricing*
- ISO/PC 295, *Audit data collection*
- ISO/TC 296, *Bamboo and rattan*
- ISO/TC 297, *Waste management, recycling and road operation service*
- ISO/TC 298, *Rare earth*
- ISO/TC 299, *Robots and robotic devices*
- ISO/TC 300, *Solid recovered fuels*



Sustainability

In 2015, ISO published a number of standards related to sustainability. These standards are designed to help sectors such as construction, agriculture and IT reduce their contribution to the build-up of greenhouse gases. Here are just a few examples:

- ISO 17989-1:2015, *Tractors and machinery for agriculture and forestry – Sustainability – Part 1: Principles*, helps manufacturers identify the sustainability aspects that are relevant to their organization and the life cycle of its products.



ISO published a number of standards related to sustainability.

- ISO/TS 21929-2:2015, *Sustainability in building construction – Sustainability indicators – Part 2: Framework for the development of indicators for civil engineering works*, establishes a core list of aspects and impacts for assessing the sustainability performance of civil engineering works.
- ISO 13065:2015, *Sustainability criteria for bioenergy*, provides a practical framework for considering environmental, social and economic aspects to facilitate the evaluation and comparability of bioenergy production and products, supply chains and applications.
- ISO/IEC 19395:2015, *Information technology – Sustainability for and by information technology – Smart data centre resource monitoring and control*, is aimed at making communication greener. This is the first of a series of standards related to sustainable ICT being developed by subcommittee SC 39, *Sustainability for and by information technology*, of ISO/IEC JTC 1.

For more information about sustainable development, see:

www.iso.org/iso/sustainable_development

**An ISO international
workshop drew
more than 80 social
responsibility experts.**



Social responsibility

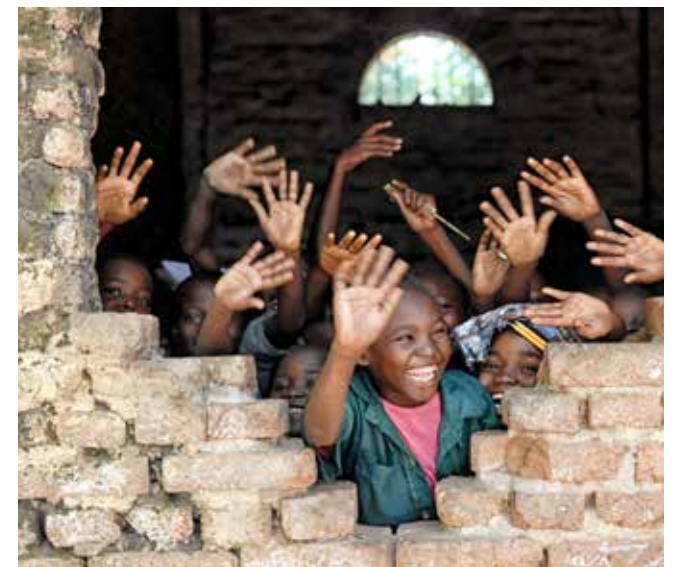
Social responsibility continues to be a crucial issue both for business and society. Focused around ISO 26000, one of the world's most widely used social responsibility standards, an international workshop drew more than 80 social responsibility experts from around the world to exchange ideas and discuss the outlook and challenges of the future.

Hosted in Sweden by the Swedish Standards Institute (SIS), the event was held in conjunction with the stakeholder advisory group meeting of the ISO 26000 Post Publication Organization (PPO). ISO 26000 PPO Vice-Chair Staffan Soderberg believes the uptake of ISO 26000 is only expected to grow. "The standard's use continues to increase and will result in more companies and organizations speaking the same language when talking about sustainability and social responsibility," he said.



For more information
about ISO 26000, see:
www.iso.org/iso26000

ISO 26000 is also a key ingredient in the Corporate Reporting Dialogue's online tool launched in 2015. Responding to calls for greater coherence between frameworks, the landscape map of some of the world's leading corporate reporting initiatives provides a helping hand to organizations everywhere that face more and more reporting requirements. ISO was one of eight leading standards and framework setters to contribute, with its International Standard for social responsibility. By working together towards a common goal, participants aim for better alignment and reduced burden in corporate reporting.



A large, ornate interior space with high ceilings, arched windows, and a central staircase. People are walking around, and there are ticket machines and a clock in the foreground.

International collaboration

In 2015, there were some 700 organizations in liaison with ISO. These are proof of the recognition amongst international organizations that International Standards play significant roles in the global economy and improve the welfare of humankind and of the planet. The following are just some examples of what the benefits of collaboration with partners can bring.

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United Nations
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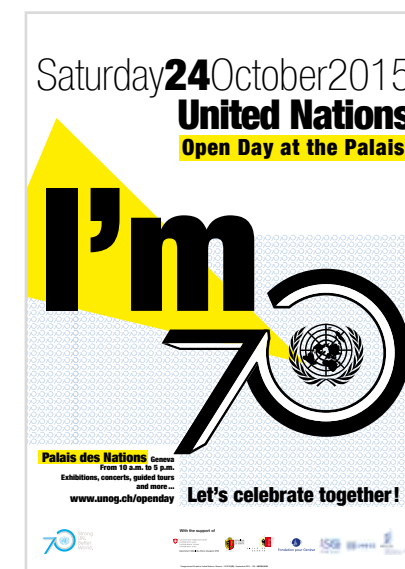
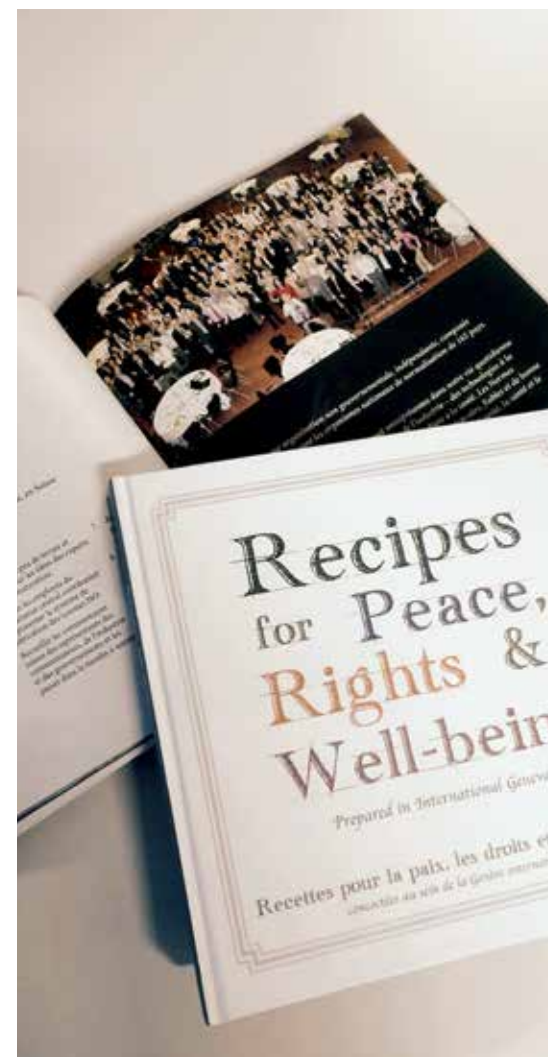
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United Nations

2015 was a particularly active year for ISO with the UN Perception Change Project.

ISO enjoys a strong partnership with United Nations agencies and offices. In this respect, 2015 was a particularly active year for ISO with the UN Perception Change Project, which seeks to highlight the impact of the work done by all of the UN and international organizations, non-governmental organizations and other institutions based in Geneva, Switzerland. ISO features among the 80 partners on board since November 2015. The objective of the project is to broaden the overall understanding of just how relevant the work carried out by international Geneva is, not only in the context of humanitarian assistance, peacekeeping or global health, but also to everyday life. Numerous awareness-raising efforts were made by ISO in 2015. Here are just some of the highlights:

- ISO and SNV, the ISO member for Switzerland, took part in a travelling exhibition around Switzerland that aimed to introduce the Swiss to the important work of the international organizations based in Geneva.

- In November 2015, ISO was one of eight international organizations to take part in the United Nations' Forum on Business and Human Rights, which promotes dialogue and cooperation on issues surrounding business and human rights in global governance frameworks.
- ISO's Italian member UNI represented ISO at the Universal Exhibition in Milan around the theme "Feeding the Planet, Energy for Life", highlighting the benefits of International Standards in the realm of food.
- *Recipes for Peace, Rights and Well-being* is a cookbook authored by the partners of the International Geneva Perception Change Project. Available in English, French, Italian and German, it brings together recipes showing the impact of the UN family across diverse areas of human activity such as health, sanitation, intellectual property, innovation and governance.
- The 29th Salon international du livre et de la presse (International Book and Press Fair) in Geneva brought visitors to the "Perception Change Kitchen", which offered a taste of international Geneva's impact through a variety of publications from numerous organizations, including ISO.
- The United Nation's 70th anniversary celebrations, which were attended by more than 19 000 visitors, included stands, guided tours, lectures, movie screenings, concerts, dance performances and activities for children and adults.
- Infographics were developed for social media to showcase the many benefits of ISO standards and rendered many thousands of hits and likes.
- An extensive mapping of the UN's Sustainable Development Goals 2015-2030 helped chart the organizations who will contribute and how ISO will help.



Global trade

In November 2015, ISO gathered with other organizations in Bangkok for a training workshop that brought together 18 member countries from the Asian region. Hosted by the World Trade Organization (WTO), the workshop focused on commitment and implementation issues arising from the two WTO Agreements on Technical Barriers to Trade (TBT) and Sanitary and Phytosanitary Measures (SPS).

Discussions focused on the importance of international standards and conformity assessment schemes in support of regulation as well as the obligation for WTO members to notify measures that may have a significant trade impact on other members. Country representatives described the TBT and SPS challenges they face and how operations were organized in their respective countries.

The one-day event explored how standards can help implement policy commitments taken at the global level.

Public policy

International Standards can help governments and regulators achieve public policy goals – this was one of the conclusions drawn by experts at the conference on standards and policy held in November 2015 in Geneva, Switzerland.

Jointly hosted by IEC, ISO and the United Nations Economic Commission for Europe (UNECE), “Using and referencing International Standards to support public policy” looked at the many ways that standards can benefit policy makers.

The one-day event explored the benefits of referencing standards in regulations, how standards can help implement policy commitments taken at the global level (e.g. sustainability, resilience and development goals), and much more. It provided a unique opportunity to connect national and international policy makers with standards developers in order to share experience and best practices.





About
100 participants
from some
40 countries
came together
at the
ISO/COPOLCO
workshop.

Consumers

In 2015, the growing partnership between consumers and ISO reached another important milestone with ISO's participation in the Consumers International World Congress in Brazil's capital, Brasilia, as part of a coordinated outreach from ISO on the benefits of standards for consumer protection.

The World Congress, which takes place every four years, was opened by Her Excellency, Dilma Rousseff, President of Brazil, who greeted over 700 delegates from Brazil and all over the world. ISO organized two side events with Consumers International to reinforce the role of standards as an important tool in consumer protection and to raise the level of understanding about standards.

Acting ISO Secretary-General Kevin McKinley, representing ISO, joined two separate panel discussions on how standards benefit consumers, and their role in legislation. "Standards play a key role in consumer protection," he said, "but only if they are understood and implemented effectively". He and other panellists highlighted the importance of consumer participation and cited examples of gas cylinders, accessibility, and water services standards, which are often used in legislation.

Also held in 2015 was the ISO Committee on consumer policy (ISO/COPOLCO) workshop, entitled "The connected consumer in 2020 – Empowerment through standards", which took place in Geneva, Switzerland. About 100 participants from some 40 countries came together to discuss whether International Standards could help secure adequate privacy and protection of personal data in a rapidly changing business environment comprising new Internet-based peer-to-peer business models and technological breakthroughs such as cloud computing and the Internet of Things.

In addition to its annual open workshop, ISO undertook a number of actions in 2015 to encourage consumer participation in standardization. A special training day for COPOLCO members from developing countries was held just prior to the COPOLCO workshop, and a training workshop took place at the ARSO (African Organisation for Standardisation) General Assembly in Addis Ababa, Ethiopia, following heightened interest in consumer issues.

One of COPOLCO's mandated roles is to propose potential new standardization or policy areas. One example from 2015 is a new project committee: ISO/PC 294, *Guidance on unit pricing*. Its aim is to develop a standard that will enable easy comparison of products of different sizes or quantities, allowing consumers to make an informed choice.

A handbook has been
designed for use
alongside ISO 50001
and provides concrete
examples.



Energy efficiency

ISO reinforced its cooperation on energy efficiency with agencies such as the United Nations Industrial Development Organization (UNIDO) and the International Trade Centre (ITC). In partnership with the two organizations, ISO published a handbook, *ISO 50001 – A practical guide for SMEs*. It explains why tailored advice for SMEs will help them cut costs, be less impacted by future variations in energy prices, and make their business more sustainable in the long term. The handbook has been designed for use alongside ISO 50001 and provides concrete examples of how to plan and implement energy efficiency measures, often without the need for investment in new technology or systems.

In addition to the United Nations family, ISO collaborates with other standards developing organizations. One such example from 2015 is the American Society of Mechanical Engineers (ASME) and the publication of ISO/ASME 14414, *Pump system energy assessment*.

The jointly developed standard sets the requirements for conducting and reporting the results of a pumping system assessment, allowing facilities to not only calculate their current energy consumption but identify ways to reduce energy and improve its efficiency. By providing a common definition for an assessment, it also enables consistency across organizations and countries, ensuring contracting for assessment services is a whole lot easier.





World Standards Cooperation

Throughout the year, ISO continued to collaborate with its World Standards Cooperation (WSC) partners, the International Electrotechnical Commission (IEC) and the International Telecommunication Union (ITU), with whom ISO continued to reap the fruits of collaborative success. Following are just some of the highlights from 2015.

Standards are an education!

A roundtable discussion was organized by the WSC at the University of Washington, WA, USA. Two themes were on the agenda. The first, on innovation, featured examples from the fields of medical devices and communication, while the second focused on entrepreneurship and the supporting role of standards for entrepreneurs from business management, policy and legal sectors. Several courses of action were identified by the participants to

promote teaching about standards and standardization:

- Creating demand – if academia recognizes a need, it will seek to fill it
- Embedding standardization modules in other courses, which is often the easiest and most practical way to introduce this area of study in academic curricula
- Taking a holistic approach to the subject in order to cover a wider range of disciplines

World Standards Day 2015

WSC partners also join together each year to issue a World Standards Day message. In 2015, the theme was “Standards – the world’s common language”, in which IEC, ISO and ITU underlined their enduring commitment. International Standards are like the Rosetta Stone of technology. They are essential for products to work together smoothly and for people to communicate easily. When standards are in place, things just work; but if they are not used, we instantly notice it. In a world without standards, routine activities we take for granted, like making a call, surfing the Web or using our credit cards when we travel, would be much more complicated, nearly impossible.

15 seconds to #speakstandards

The first video competition was organized by the WSC to celebrate World Standards Day 2015. The challenge: How do you get people inspired by the work we do in standardization? We asked people to imagine a life without standards. In a video of just 15 seconds! Submissions featured people from all over the world and all walks of life in stories involving gigantic credit cards, randomly placed door handles, square wheels, crazy scientists and much more. The #speakstandards competition results? Over 130 video entries garnering a total of more than 6 500 votes. And the winner is...



The winning team from Mexico: **Norma Noemí Herrera Ramírez, Gabriel Enrique Hernández García, Edgar Antonio Hernández García and Miguel Ángel Romero Cortés.**



We asked people
to imagine a life without
standards.

Global awareness



To build global cooperation and increase public consciousness, ISO and its members undertook in 2015 a series of awareness campaigns. The aim was to leverage the power of the ISO family so that we could jointly maximize our impact. With impressive results.





Members' achievements

Australia (SA)
Singapore (SPRING SG)
page 46

Netherlands (NEN)
page 47

United States of America (ANSI)
Denmark (DS)
page 48

United Kingdom of Great Britain and Northern Ireland (BSI)
page 49

Indonesia (BSN)
Republic of South Korea (KATS)
page 50

Swaziland (SWASA)
page 51

China (SAC)
page 52

Argentina (IRAM)
Costa Rica (INTECO)
page 53

In 2015, there were many examples of excellence and best practice from ISO members, including awareness campaigns, education and stakeholder engagement. Many of these stories were shared on our communication channels throughout the year. Here are just some of the highlights.



Photo : IEC

Members:

- Standards Australia (SA), Australia
- SPRING Singapore (SPRING SG), Singapore

Project:

The first joint project by Australia and Singapore to build institutional capacity in a third country (Myanmar Scientific and Technological Research Department – MSTRD) in collaboration with ISO.

“Businesses need certainty in a new environment and International Standards help to create that certainty. This ground-breaking project, the first of its kind between Singapore and Australia, aims to reduce barriers to trade and increase opportunities for two-way and regional trade and investment with Myanmar.”

Dr Bronwyn Evans, Chief Executive Officer of SA

SA

Find out more :
www.iso.org/iso/news.htm?refid=Ref1958



NEN

Find out more :
ISOfocus #112 “Urban living”, p. 39

Member:

- Netherlands Standardization Institute (NEN), Netherlands

Project:

Regelhulp ISO 26000

“In collaboration with the Dutch Federation of Rubber and Plastics Industry (NRK), we identified over 400 unique measures that organizations could ‘pick up’ to implement ISO 26000 in their business and manufacturing sector. An online company dossier enables organizations to schedule and manage their selected measures. What’s more, it conveniently enables information sharing and compliance management with Dutch government agencies and relevant stakeholders.”

Peter Maas, Manager Standardization Business Support at NEN



Photo: NEN

We identified over 400 unique measures that organizations could ‘pick up’ to implement ISO 26000.





Photo: ISO

Member:

- American National Standards Institute (ANSI), United States of America

Project:

www.standardsboostbusiness.org

“As the US member body to ISO and other global standardization forums, and the coordinator of the US voluntary standards and conformance system, the American National Standards Institute (ANSI) makes it a continual priority to educate business and policy leaders – and tomorrow’s generation – about the role of globally relevant standards in fostering innovation.”

ANSI

S. Joe Bhatia, President and CEO of ANSI

Find out more:

ISOfocus #110 “Hi-tech heats up”, p. 2

DS

Member:

- Danish Standards Foundation (DS), Denmark

Project:

Experimentarium

“We wanted this message to reach far and wide, so we decided to create a learning centre where you can see, touch and feel what standards are all about, and learn about the value they create for Danish business and society.”

Jesper Jerlang, Director of Standardization at DS

Find out more:

ISOfocus #110 “Hi-tech heats up”, p. 36



Photo: DS



Photo: BSI

Member:

- British Standards Institution (BSI), United Kingdom of Great Britain and Northern Ireland

Project:

Stakeholder engagement

“BSI’s approach to stakeholder engagement is strategic. We organize events and roadshows, and meetings with senior figures. Subscribing members have access to a dedicated enquiry line, and our accounts teams work with customers to understand their needs. But BSI’s focus on excellence in customer service also makes business sense: our public funding is very low, and sales of standards and services support our activities.”

Scott Steedman, Director of Standards at BSI

BSI

Find out more:

ISOfocus #112 “Urban living”, p. 40

Member:

- National Standardization Agency of Indonesia (BSN), Indonesia

Project:

Standardization education

“Up until now, Indonesia has had no formal curricula for standards education. The next step will be to provide a course curriculum all the way from kindergarten to high school.”

Teguh Budiono, Public Relations at BSN

Find out more:

ISOfocus #110 “Hi-tech heats up”, p. 40



Photo: BSN

Member:

- Swaziland Standards Authority (SWASA), Swaziland

Project:

Government support and collaborative partnerships

“Two memoranda of understanding were signed – the first with the Swaziland Environment Authority in the interest of furthering the use of standards, and the second with the University of Swaziland (UNISWA). [...] What’s more, a recently concluded agreement with the Ministry of Agriculture has enabled SWASA to commission its new food science laboratory.”

SWASA

KATS

Member:

- Korean Agency for Technology and Standards (KATS), Republic of South Korea

Project:

38th ISO General Assembly

“For the first time in Korea’s history, KATS will host the upcoming ISO General Assembly in its capital, Seoul. We hope the event will attract greater interest in standards, and, at the same time, encourage the country’s enterprises to participate in their development.”

Si-Heon Seong, Administrator of KATS

Find out more:

ISOfocus #111 “When disasters strike”, p. 48



Photo: KATS



Photo: SWASA

“Together, these three collaborations are designed to extend SWASA’s reach in both the public and private sectors. They help maximize a return on investment by reducing government red tape and, in so doing, allow the consolidation of related functions. All of these developments will be used in the imminent review of the SWASA Founding Act.”

Lomkhosi Mkonta, Former Executive Director at SWASA

Find out more:

ISOfocus #112 “Urban living”, p. 41

Baidu removed more than 500 000 illicit documents, while Docin deleted over 160 000 illegal copies of ISO standards.



Photo: SAC

Member:

- Standardization Administration of China (SAC), China

Project:

Anti-piracy campaign

“Determined to stamp out the problem [online piracy], SAC, ISO’s member for China, took action to crack down on copyright piracy, which resulted in Baidu removing more than 500 000 illicit documents, while Docin deleted over 160 000 illegal copies of ISO standards.”

Guo Hui, Vice Administrator of SAC

Find out more:
ISOfocus #109 “The small-business advantage”, p. 28

SAC

Member:

- Instituto de Normas Técnicas de Costa Rica (INTECO), Costa Rica

Project:

INTECO’s path for 2020

“Several important agreements have been signed with public bodies in order to increase the use of standards, especially in procurement processes for both services and products. We have also increased the number of staff in the standardization department in order to better coordinate the work of our technical committees, in the hope of increasing participation at the international level.”

**Mauricio Céspedes,
Executive Director of INTECO**



Photo: INTECO

INTECO

Find out more:
ISOfocus #112 “Urban living”, p. 38

IRAM



Photo: IRAM

Member:

- Instituto Argentino de Normalización y Certificación (IRAM), Argentina

Project:

Awareness around the revisions of ISO 9001 and ISO 14001

“Training courses are being organized by IRAM – 64 courses related to quality management and 49 courses related to environmental management – and we are updating their contents to the new editions to ensure a smooth transition from the previous versions of ISO 9001 and/or ISO 14001.”

Osvaldo D. Petroni, Standardization Director at IRAM

Find out more:
ISOfocus #113 “Just out!”, p. 36



*We are a
network
of national
standards
bodies*

In 2015, 162 countries were part of ISO's worldwide membership: 119 countries were full members, 38 countries were correspondent members and 5 countries were subscriber members.

FULL MEMBERS

AFGHANISTAN (ANSA); ALGERIA (IANOR); ARGENTINA (IRAM); ARMENIA (SARM); AUSTRALIA (SA); AUSTRIA (ASI); AZERBAIJAN (AZSTAND); BAHRAIN (BSMD); BANGLADESH (BSTI); BARBADOS (BNSI); BELARUS (BELST); BELGIUM (NBN); BENIN (ABENOR); 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); CZECH REPUBLIC (UNMZ); DENMARK (DS); 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); LIBYA (LNCSM); 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 (SNZ); NIGERIA (SON); NORWAY (SN); OMAN (DGSM); PAKISTAN (PSQCA); PANAMA (COPANIT); PERU (INACAL); PHILIPPINES (BPS); POLAND (PKN); PORTUGAL (IPQ); QATAR (QS); ROMANIA (ASRO); RUSSIAN FEDERATION (GOST R); RWANDA (RSB); SAINT LUCIA (SLBS); SAUDI ARABIA (SASO); SENEGAL (ASN); SERBIA (ISS); SINGAPORE (SPRING SG); SLOVAKIA (SOSMT); SLOVENIA (SIST); SOUTH AFRICA (SABS); SPAIN (AENOR); SRI LANKA (SLSI); SUDAN (SSMO); SWEDEN

(SIS); SWITZERLAND (SNV); TANZANIA, UNITED REPUBLIC OF (TBS); THAILAND (TISI); THE FORMER YUGOSLAV REPUBLIC OF MACEDONIA (ISRM); TRINIDAD AND TOBAGO (TTBS); TUNISIA (INNORPI); TURKEY (TSE); UGANDA (UNBS); UKRAINE (DSTU); UNITED ARAB EMIRATES (ESMA); UNITED KINGDOM OF GREAT BRITAIN AND NORTHERN IRELAND (BSI); URUGUAY (UNIT); UNITED STATES OF AMERICA (ANSI); UZBEKISTAN (UZSTANDARD); VIET NAM (STAMEQ); YEMEN (YSMO); ZIMBABWE (SAZ)

CORRESPONDENT MEMBERS

ALBANIA (DPS); ANGOLA (IANORO); BAHAMAS (BBS); BHUTAN (BSB); BOLIVIA, PLURINATIONAL STATE OF (IBNORCA); BRUNEI DARUSSALAM (ABCI); BURUNDI (BBN); CAMBODIA (ISC); DOMINICA (DBOS); DOMINICAN REPUBLIC (INDOCAL); ERITREA (ESI); GAMBIA (TGSB); GEORGIA (GEOSTM); GUATEMALA (COGUANOR); GUYANA (GNBS); HAITI (BHN); HONG KONG, CHINA (ITCHKSAR); KYRGYZSTAN (KYRGYZST); LESOTHO (LSQAS); MACAO, CHINA (CPTTM); MADAGASCAR (BNM); MAURITANIA (DNPQ); MOLDOVA, REPUBLIC OF (INS); MONTENEGRO (ISME); MOZAMBIQUE (INNOQ); MYANMAR (MSTRD); NICARAGUA (DNM); NIGER (DNPQM); PALESTINE, STATE OF (PSI); PAPUA NEW GUINEA (NISIT); PARAGUAY (INTN); SEYCHELLES (SBS); SIERRA LEONE (SLSB); SURINAME (SSB); SWAZILAND (SWASA); TAJIKISTAN (TJKSTN); TURKMENISTAN (MSST); ZAMBIA (ZABS)

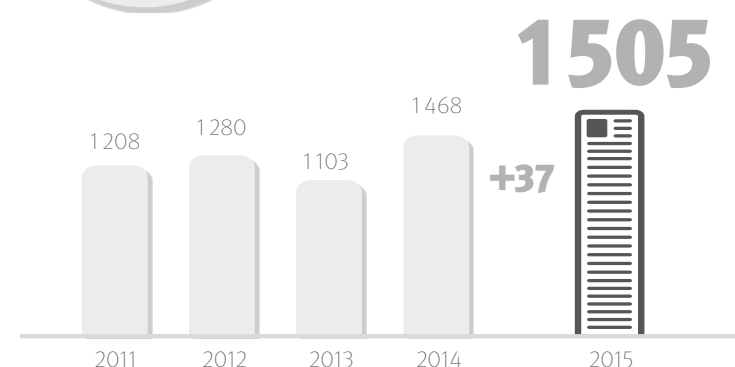
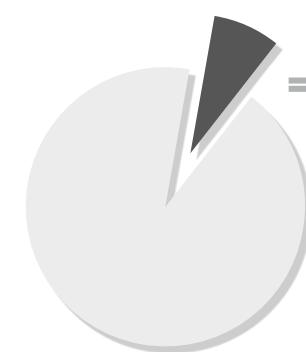
SUBSCRIBER MEMBERS

ANTIGUA AND BARBUDA (ABBS); BELIZE (BZBS); HONDURAS (OHN); LAO PEOPLE'S DEMOCRATIC REPUBLIC (DISM); SAINT VINCENT AND THE GRENADINES (SVGBS)

DEVELOPMENT OF INTERNATIONAL STANDARDS

21 133 International Standards and standards-type documents published to date

1505 deliverables in 2015 alone
= **940 797** pages in English and French
(terminology is also often provided in other languages)



ISO in figures (2015)

PORTFOLIO OF ISO STANDARDS

(by technical sector at the end of 2015)

27.2%
Engineering technologies

22.5%
Materials technologies

17.6%
Electronics, information technology and telecommunications

10.7%
Transport and distribution of goods

9.1%
Generalities, infrastructures, sciences and services

5.7%
Agriculture and food technology

4%
Health, safety and environment

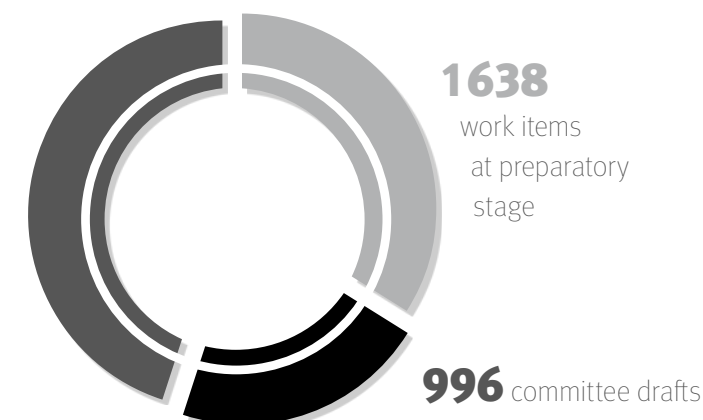
2.5%
Construction

0.8%
Special technologies

WORK IN PROGRESS

4 771 work items appeared on the work programmes of technical committees

2 137
Draft International Standards (DIS) and Final Draft International Standards (FDIS)



NEW PROJECTS

1 827
new projects (work items) registered

LIAISONS

702 international organizations were in liaison with ISO technical committees and subcommittees

TECHNICAL COMMITTEE STRUCTURE

238 technical committees

521 subcommittees

2 625 working groups

151 ad hoc study groups

3 535
technical bodies

STAFF

TECHNICAL SECRETARIATS

37 member bodies provide the administrative and technical services for the secretariats of committees in the ISO technical programme

CENTRAL SECRETARIAT IN GENEVA

137 full-time staff from **19 countries** coordinate the worldwide activities of ISO

MEMBERS



119 countries were full members

38 countries were correspondent members

5 countries were subscriber members

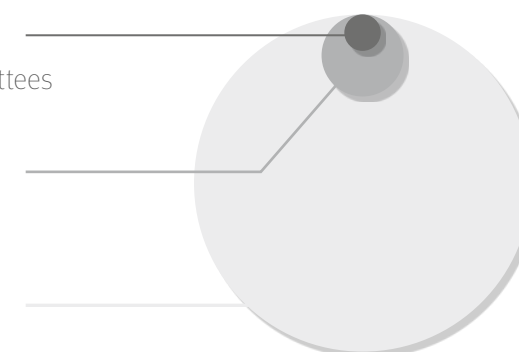
MEETINGS

2 468 technical meetings organized in 2015

189 meetings of technical committees

445 meetings of subcommittees

1 834 meetings of working groups or ad hoc groups



23

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

50

countries around the world hosted ISO meetings

ISO finances (2015)

BALANCE SHEETS AS OF 31 DECEMBER (IN KCHF)

	2015	2014
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	29 972	25 057
Receivables, prepaid expenses and accrued income	3 374	3 535
Total current assets	33 346	28 592
NON-CURRENT ASSETS		
Securities and investments	0	600
Rent guarantee for ISO Central Secretariat premises	2 167	2 167
Fixed assets	582	852
Total non-current assets	2 749	3 619
TOTAL ASSETS	36 095	32 211
LIABILITIES AND FUNDS		
CURRENT LIABILITIES		
Suppliers, accrued liabilities and provisions	2 980	3 159
Members' retrocessions	4 770	3 571
Revenue received in advance	1 827	1 693
Total current liabilities	9 577	8 423
FUNDS		
Restricted funds	3 914	2 094
Unrestricted funds	22 604	21 694
Total funds	26 518	23 788
TOTAL LIABILITIES AND FUNDS	36 095	32 211

SUMMARY OF FINANCIAL PERFORMANCE (IN KCHF)

	2015	2014
REVENUE		
Membership fees	21 146	21 190
Royalties received from members selling ISO standards	8 598	8 677
Revenue from members	29 744	29 867
Revenue – net sales and services	7 062	6 739
Funding for developing countries	1 551	1 892
Funding for promotion of ISO system	39	210
Funding for ISO projects	1 590	2 102
Net financial revenue	54	201
TOTAL REVENUE	38 450	38 909
EXPENDITURE		
Operations	33 938	34 226
Projects for developing countries	1 551	1 892
Projects for promotion of ISO system	39	210
ISO projects	1 590	2 102
Amortization of fixed assets	685	1 204
TOTAL EXPENDITURE	36 213	37 532
Operating result	2 237	1 377
Changes in restricted funds	(1 250)	-
Changes in unrestricted funds	(987)	(1 377)
Addition to restricted and unrestricted funds	(2 237)	(1 377)
Unattributed net result	0	0

SUMMARY OF CASH FLOW STATEMENTS (IN KCHF)

	2015	2014
Net cash from operating activities	4 121	3 864
Net cash from projects for developing countries	609	(1 509)
Net cash used in investing activities	185	(1 876)
Net increase / (decrease) in cash and cash equivalents	4 915	479
CONTROL		
Cash and cash equivalents at the beginning of the period	25 057	24 578
Cash and cash equivalents at the end of the period	29 972	25 057
Increase	4 915	479

A solid agenda

Message from the ISO President

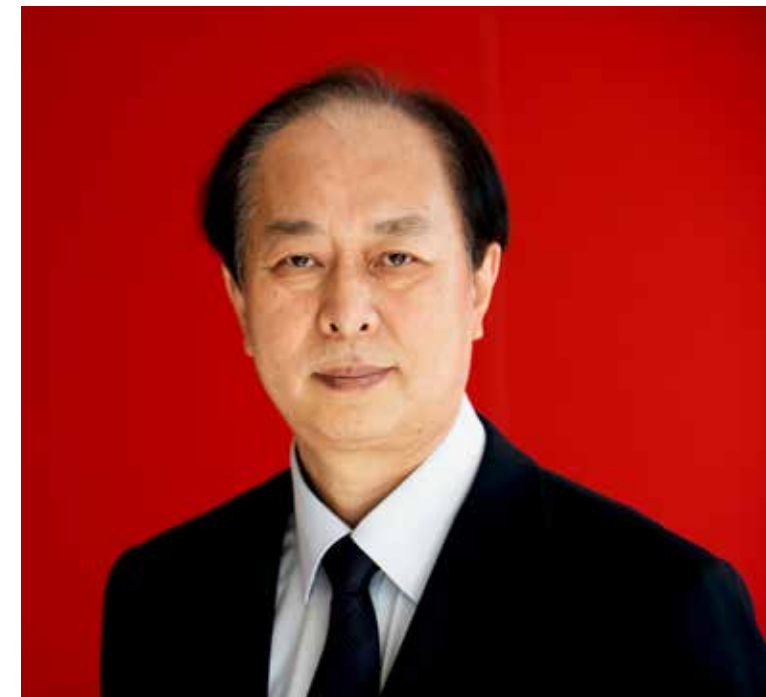
It is an honour to be the President of ISO. This is a particularly exciting time to be involved in the strategic management of the organization, as important challenges are high on the agenda. The year 2015 may well come to be recognized as a turning point in the life of ISO. It was a moment for asking “the hard questions”. Are we on the right track? Are our objectives still valid? Do we have the right strategies for reaching them? Do we have the resources necessary? Is our behaviour congruent with our values? To capture the potential of this moment, we advanced towards the *ISO Strategy 2016-2020*, a solid agenda with renewed energy, resolve and focus.

As we look to our next chapter, the macroeconomic uncertainty and rapidly evolving demands require ever greater agility and a more dynamic mindset to stay ahead. Through all this, however, certain fundamentals have remained constant. Our mission to develop and deploy solutions to address global challenges. Our unique and united culture of 162 members from around the world. Our passionate and committed experts. These have been – and remain – critical to our success.

2015 has also been a year of changes in top leadership. During the year, we saw a management transition following the resignation of ISO Secretary-General Rob Steele in July. This meant a needed focus on ensuring confidence and the continued success of ISO, while embarking on a succession plan for a new ISO Secretary-General. In the interim, the Deputy Secretary-General, Kevin McKinley, took the helm and provided strong and steady leadership in 2015, for which I extend my thanks.

Looking ahead to 2016, with the start of the new ISO Strategy, ISO will continue to produce market-relevant International Standards while embedding a more productive and efficient process throughout the organization.

Finally, we recognize that our continued success is dependent upon the hard work of our 162-member-strong community and, on behalf of ISO, I would like to thank them all for their efforts. I would also like to thank the thousands of dedicated experts involved in the development of standards. Not only do they stand at the heart of the action, which is crucial in today’s fast-evolving world, but they take part in building a better and safer future.



Dr Zhang Xiaogang, ISO President.

**International Organization
for Standardization**

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ISBN 978-92-67-10667-0

