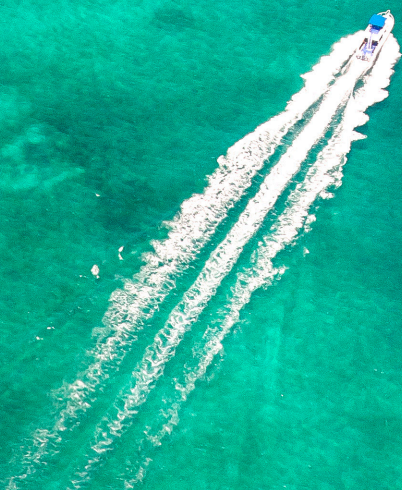




annual report

2016

NAVIGATING
a world
in transition



What's **inside**?



Navigating a world in transition

Comment by Kevin McKinley, Acting ISO Secretary-General, and Dr Zhang Xiaogang, ISO President.

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But first... the basics

An introduction to the ISO system.

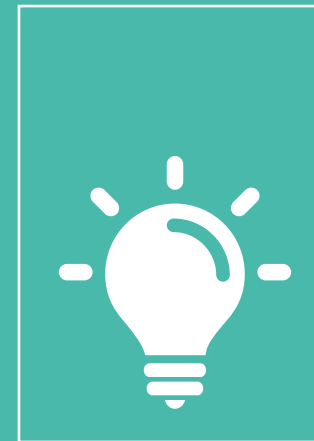
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Highlights from 2016

How ISO contributed to navigating a world in transition.

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Impact of our work on the world

Quotes and numbers showing the influence of standards.

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ISO in figures 2016

Facts, figures and finances.

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Kevin McKinley
Acting ISO Secretary-General

Loved by some, hated by others, 2016 was an eventful year.

Our world is in transition. We are being pulled in different directions by the forces of globalization, climate change and the unprecedented speed of technological breakthroughs. We stand on the brink of a fourth industrial revolution driven by increased automation, advanced technologies and robotics.

These developments carry enormous potential for positive transformation, but our success will depend on our ability to seize and navigate the waves of change. We can only get there if we work together. Global supply chains, interoperability, safety and traceability are just some of the issues that need concerted international effort.

For me, a defining highlight of the year was the international community's call to action on the new Sustainable Development Goals adopted by the United Nations in September 2015. These objectives offer an ideal platform that we can all aspire to, a common vision that can guide our journey to a more sustainable world. ISO is in a unique position to help make real tangible progress on these goals.

Our mission is to channel international knowledge and expertise to develop consensus-based solutions to global challenges. ISO standards can be used to ensure food security for a growing population, build more accessible and smarter communities, protect our privacy, increase cyber security and promote economic development. The ISO system and its network of 163 national standards bodies and committed, passionate experts are a perfect example of what can be achieved by working together. More than ever, we need to make sure the ISO family is at its strongest to support this vision.



Dr Zhang Xiaogang
ISO President

ISO embraced 2016 with a fresh start – a new strategy for the next five years.

Looking back, we have taken strides in the right direction, but there is still a long road ahead to 2020. The waves of change the world is experiencing today have had an impact on our organization. A service economy, a global supply chain, new technologies and a stronger impetus to mitigate climate change have increased the demand for standards. This means more work in the shape of new committees and new projects. We must keep up the momentum and continue to improve our processes so that we can deliver timely solutions.

One of our priorities this year has been helping our members – which are a vital part of the ISO system – to better engage and participate in standards development. Strengthening partnerships with international organizations has been

“One of our priorities this year has been helping our members.”

another important goal, because we can only solve today's global challenges through a collaborative effort. But developing standards is not enough. People need to be aware that they exist and are there to help them. Engaging with influencers is key, as is reaching out to the general public. I have worked hard as ISO President to communicate about the work we do, because I believe it's essential to the success of our organization. 2016 was not just a time to reflect on how we can help the world transition, but how we too must adapt to meet our own challenges. Great things happen when we work together and get the world to agree. We must continue to strengthen our engagement, our cooperation and our outreach within the ISO family and beyond, to help the world navigate the waves of change successfully towards a future we want.

Who are we?



We are ISO, the **International Organization for Standardization.**



We are a member-based **not-for-profit, non-governmental** organization.



We are coordinated by a **Central Secretariat (ISO/CS)** in Geneva, Switzerland.



Our job is to **make International Standards.**



We are a global network of national standards bodies with **one member per country.**



We put together groups of experts that represent **every sector imaginable.**

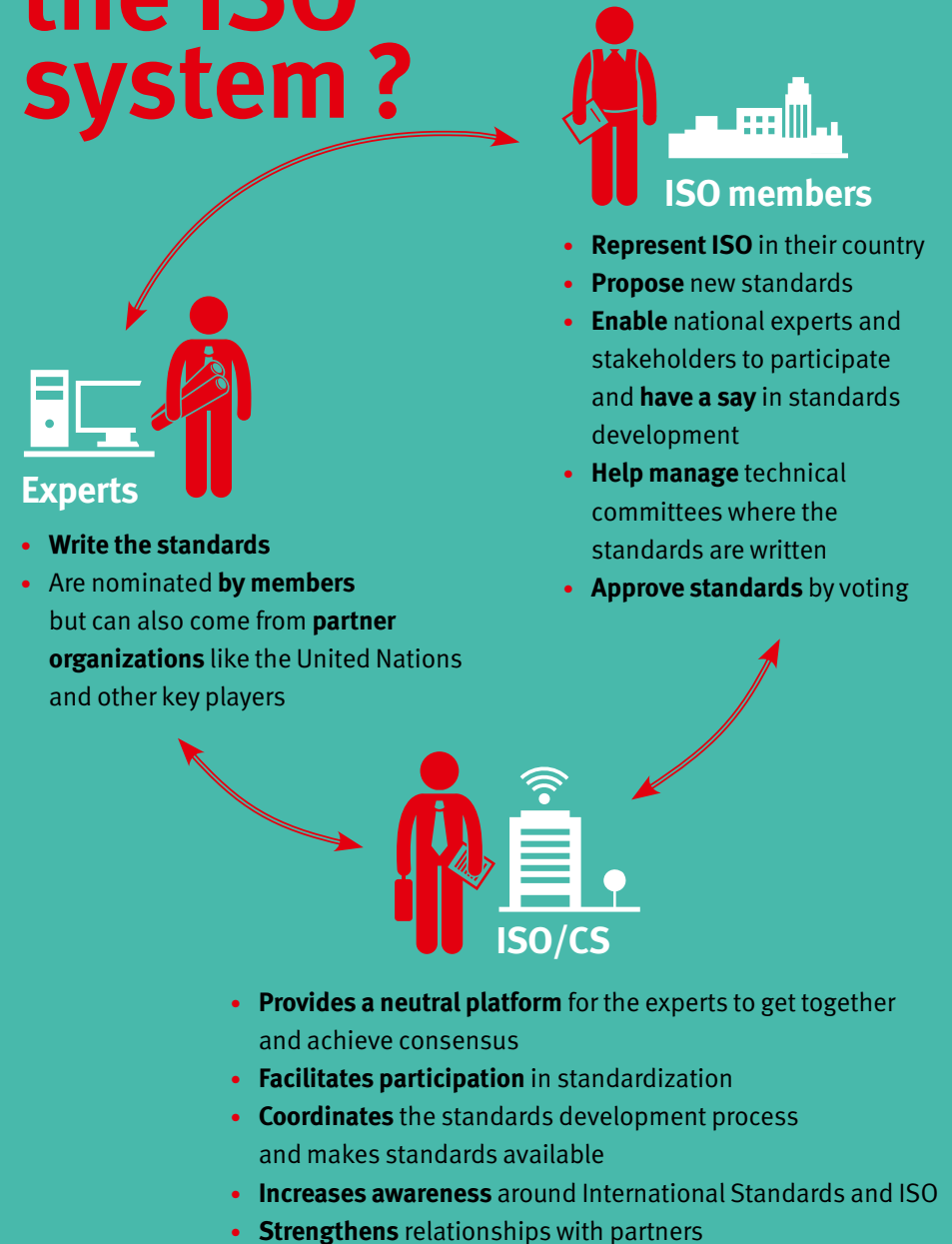


We provide a **neutral platform** for the experts to get together and achieve consensus.



We chose “ISO” because it is derived from the **Greek word isos (equal)**, so that it’s the same in all languages.

Who makes up the ISO system?



BUT FIRST... THE BASICS

ISO MEMBERS

The national standards bodies that make up our membership bring their country's voice to the international standardization process.

ISO standards are created by the people who will use and be impacted by them. It's the members' role to identify these people in their own country and make sure that their views are heard at the international decision-making table. Members also propose new standards, help manage technical work, vote on upcoming standards, and distribute ISO standards within their country – they are vital to making the ISO system work.



163
members

119 full members
40 correspondent
members
4 subscriber
members

Did you know?

38 members provide administrative and technical services for ISO committee secretariats. These services involve a full-time staff equivalent to 500 persons!

Who are our 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); CZECHIA (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 (BSI); 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 (NZSO); NIGERIA (SON); NORWAY (SN); OMAN (DGSM); PAKISTAN (PSQCA); PANAMA (COPANIT); PERU (INACAL);

PHILIPPINES (BPS); POLAND (PKN); PORTUGAL (IPQ); QATAR (QS); ROMANIA (ASRO); RUSSIAN FEDERATION (GOST R); RWANDA (RSB); SAINT LUCIA (SLBS); SAUDI ARABIA (SASO); SENEGAL (ASN); SERBIA (ISS); SINGAPORE (SPRING SG); SLOVAKIA (SOSMT); SLOVENIA (SIST); SOUTH AFRICA (SABS); SPAIN (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); UNITED STATES OF AMERICA (ANSI); URUGUAY (UNIT); UZBEKISTAN (UZSTANDARD); VIET NAM (STAMEQ); YEMEN (YSMO); ZIMBABWE (SAZ)

CORRESPONDENT MEMBERS

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

SUBSCRIBER MEMBERS

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

ISO OFFICERS**Zhang Xiaogang****John Walter****Elisabeth Stampfl-Blaha****Olivier Peyrat****Miguel Payró****Kevin McKinley****Zhang Xiaogang**
ISO President

Dr Zhang Xiaogang started his term as President of ISO in 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 corporations. 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)

John Walter was ISO Vice-President (policy) from 2014 to 2016. At the September 2016 General Assembly, he was elected

ISO President for the 2018-2019 term, thus serving as President-elect in 2017. Since 2009, John has been Chief Executive Officer of the Standards Council of Canada. During his career, he has advocated for the development and use of standards in business, industry and government at national, regional and international levels.

Elisabeth Stampfl-Blaha
ISO Vice-President (technical management)

In 2014, Dr 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 daughter company of ASI) since 1 February 2013. She was also 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 ISO Treasurer¹⁾. Miguel is Chief Financial Officer at GeNeuro SA, a Geneva-based biotechnology company. Previously, he was Chief Financial Officer at the Franck Muller

¹⁾ Mr Payró resigned as ISO Treasurer with effect on 17 January 2017.

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.

BUT FIRST... THE BASICS

A FRESH START

In 2016, we launched the new ISO Strategy, which will lead the way for the next five years.

The ISO Strategy provides guidance and strategic direction, helping us to respond to a future where constant change will require us to continually improve the ISO system.



New strategy

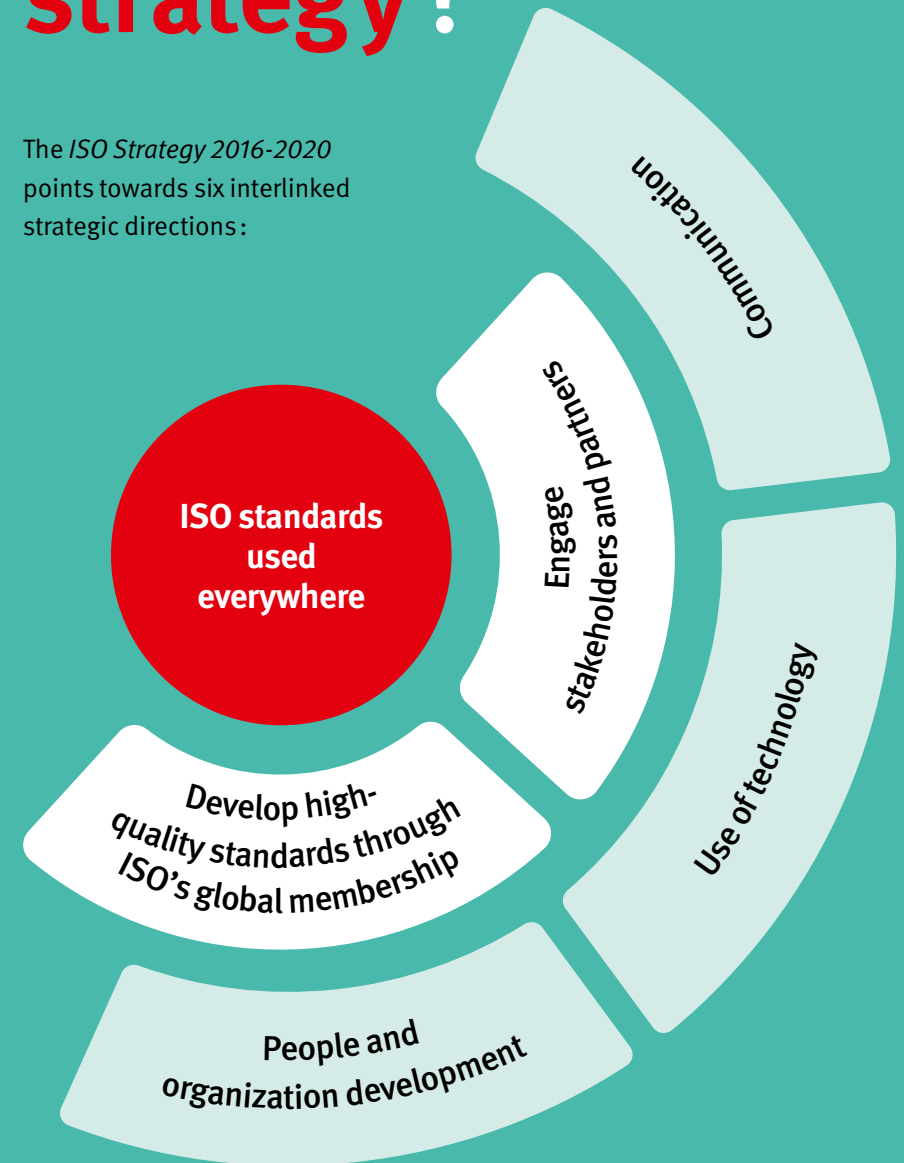


“A leader in its field and supported by a broad member base, ISO enjoys a strong governance, code of ethics and standards development process.”

ISO Strategy 2016-2020

What is the focus of our new strategy?

The ISO Strategy 2016-2020 points towards six interlinked strategic directions:



HIGHLIGHTS FROM 2016

ISO'S CONTRIBUTION TO NAVIGATING A WORLD IN TRANSITION IN 2016

If the world is to profit from the changes brought by global supply chains, rapid technological developments and increasing interconnectivity, a few hard questions must first be addressed.

How can we mitigate the impacts of our increasing consumption of the Earth's limited resources?

How will we offer a good quality of life to a growing world population?

How can we keep people safe and protect their privacy?

In the next section, we look at what ISO has done to address these issues among others.

1

INCREASING INTERNATIONAL COLLABORATION AND REACH

because the world needs to work together



2

LOOKING OUT FOR OUR HEALTH

for quality, safety and harmony across borders



STIMULATING A SERVICE ECONOMY

to drive economic growth



BUILDING A SMART AND SUSTAINABLE WORLD

for the generations of today and of the future

IMPROVING STANDARDS DEVELOPMENT

because continuous improvement starts at home



STRENGTHENING DEVELOPING COUNTRIES

making sure no one gets left behind



7

KEEPING UP WITH THE TECHNOLOGICAL REVOLUTION

to innovate in a positive and progressive track



“Standards have become the common language of the world.”

President Xi Jinping of China

HIGHLIGHTS FROM 2016

INCREASING INTERNATIONAL COLLABORATION AND REACH

Partnership and collaboration are at the heart of ISO's consensus-based standardization process.

In 2016, we continued to reach out to partners and standards users. This is how we stay relevant and maintain confidence in our standards.

OVER 700
INTERNATIONAL
ORGANIZATIONS
ARE INVOLVED IN ISO WORK.

Together with our members and partners, we organized a number of thematic global social media campaigns.

- #SDGwednesday (SDGs launch)
- #healthstandards (World Health Day)
- #servicestandards (ISO services workshop)
- #energyefficiency (COP22)
- #fakesunsafe (anti-counterfeiting)

“International Standards are a critical catalyst for economic recovery.”

Joakim Reiter, UNCTAD Deputy Secretary-General

- ISO worked to identify and emphasize the role of standards in supporting and meeting the **United Nations Sustainable Development Goals (SDGs)** adopted by world leaders.
- During the **World Standards Day competition**, organized by the World Standards Cooperation (IEC, ISO, ITU)¹⁾, participants from around the world created 15-second videos imagining a world without standards.
- The **World Bank Group** and ISO signed a Memorandum of Understanding (MoU) to increase collaboration and support the integration of developing countries in the global economy.
- As an active member of the **International Geneva Perception Change Project**, ISO joined the United Nations and other international organizations in various initiatives emphasizing the relevance of our work within an international framework (infographics, children's book, etc.).
- Ms Ranyee Chiang spoke about ISO standards for clean cookstoves at a **UN-hosted #TEDxNations**.
- ISO held its **first insurance industry workshop** in London to show how conformity assessment standards can help manage and reduce risk.
- ISO continued **to support small and medium-sized enterprises (SMEs)** with new dedicated handbooks on adventure tourism safety, risk management and quality management.

SMEs handbooks



1) International Electrotechnical Commission (IEC) and International Telecommunication Union (ITU).

HIGHLIGHTS FROM 2016

LOOKING OUT FOR OUR HEALTH

Good health and well-being are one of the SDGs aiming to improve lives by 2030.

Standards give us confidence that medical equipment, laboratory testing and evaluations are reliable and that our patient data is safe. They can help governments ensure their communities receive the quality of care they deserve. They are a harmonizing force that helps increase the effectiveness and reliability of medical care across countries. And they make it easier to develop the medical solutions that the market needs.

- ISO is updating its standards for the **Identification of Medicinal Products (IDMP)** to harmonize medical drugs globally and ensure the right medication for the right patient.
- ISO began work on standards for **vapes** (e-cigarettes).

ISO HAS MORE THAN **1300 STANDARDS FOR HEALTH** COVERING: DENTISTRY; OPTICS; EQUIPMENT FOR TRANSFUSIONS; INFUSIONS AND INJECTIONS; MEDICAL DEVICES; HEALTH INFORMATICS, ETC.

New ISO 24521:2016 for wastewater treatment could improve sanitation for 2.4 billion people.

2



ISO 13485:2016 on the quality of medical devices became the most popular new standard (most downloaded/bought) in 2016.

“[The] IDMP will help eliminate death and injury caused by medication interactions or allergies, and greatly improve pharmacovigilance and drug monitoring.”

Lisa Spellman, Director of Global Standards,
American Health Information Management Association

STIMULATING A SERVICE ECONOMY

In today's economy, services are becoming drivers of economic growth, but their rapid expansion carries many risks – lack of control, consumer exploitation, poor quality, inefficiency, questionable business practices and other obstacles for which International Standards can help.

It is estimated that, by 2018, the services sector will account for about 79% of employment. Anticipating this growth, we launched our services strategy in 2016 to ensure that ISO and its members have the tools and knowledge to meet the demand for service standards.

- Opened by the World Trade Organization (WTO), the **ISO workshop on standards as solutions for services** was held in Geneva in June 2016 and featured standardization bodies as well as consumer and international trade organizations.
- ISO organized its **first ever Facebook Live**, reaching out to **over 300 000 people** so they could engage with participants at its services workshop.

“With the growth in number of [service] providers, standards play an absolutely vital role.”

David Shark, Deputy Director-General, World Trade Organization (WTO)

ISO HAS MORE THAN 700 STANDARDS RELATED TO SERVICES. IN 2016, **5 CASE STUDIES** WERE PUBLISHED ON THE APPLICATION OF SERVICE STANDARDS FOR TELEHEALTH, DRINKING WATER FACILITIES, THALASSOTHERAPY, EVENT SUSTAINABILITY, AND FINANCIAL MESSAGING.

The new *ISO strategy for services 2016-2017* focuses on communication and outreach initiatives and fostering a better understanding of market interests.



HIGHLIGHTS FROM 2016

STRENGTHENING DEVELOPING COUNTRIES

ISO's future is strategically linked to that of developing countries. They make up a great portion of our world and the majority of our membership.

The advancement of developing countries is imperative if humankind is to progress. In 2016, our goal was to support those ISO members that struggle because of limited resources or complex national situations while encouraging members from emerging economies that stand to make important contributions to international standardization in the short term.

105* COUNTRIES PARTICIPATED
IN ISO NATIONAL,
REGIONAL AND GLOBAL
CAPACITY-BUILDING
INITIATIVES, TRAINING
3 005 PEOPLE.

*Out of 124 developing country ISO members.

OVER 2 MILLION SWISS FRANCS
WORTH OF TECHNICAL ASSISTANCE AND TRAINING
ACTIVITIES WERE CARRIED OUT UNDER THE NEW
ISO ACTION PLAN FOR DEVELOPING COUNTRIES IN 2016,
COMPARED WITH 1.5 MILLION SWISS FRANCS IN 2015.

43 developing countries took
advantage of ISO sponsorship to
attend various technical meetings.

ISO Action Plan



- The new *ISO Action Plan for developing countries 2016-2020* was launched, setting the strategic direction for the next five years.
- A project aimed at **strengthening institutional infrastructure on standards and regulations** to support business and industry in the Middle East and North Africa (MENA STAR) was rolled out in eight countries thanks to the support of the Swedish International Development Cooperation Agency (Sida).
- The “**new rights**” pilot, which allows correspondent and subscriber members to participate in up to five committees as full members, had 33 participants in 2016 (3/4 of all correspondent and subscriber members).
- Ms Majd Majed Shatnawi of Jordan won the **ISO/DIN essay contest for young standardizers in developing countries** for her work on developing Jordan's urban environment with ISO standards.

HIGHLIGHTS FROM 2016

IMPROVING STANDARDS DEVELOPMENT

To ensure the relevance of our work and continue to develop the solutions the world needs, it is important that we constantly strive to improve the standards development process.

In 2016, we focused on project management to increase efficiency and timeliness. Our ambition is not simply to go fast, but to get the standards out when the market needs them. We also saw the emergence of many new technical committees, which emphasize the relevance of our work to meet today's changing needs.

New ISO committees in 2016:

- Energy management and energy savings (ISO/TC 301)
- Auditing management systems (ISO/PC 302)
- Consumer warranties and guarantees (ISO/PC 303)
- Healthcare administration (ISO/TC 304)
- Sustainable non-sewered sanitation systems (ISO/PC 305)
- Foundry machinery (ISO/TC 306)
- Blockchain and electronic distributed ledger technologies (ISO/TC 307)
- Chain of custody (ISO/PC 308)
- Governance of organizations (ISO/TC 309)
- Wheeled child conveyances (ISO/PC 310)

IN 2016, ISO PRODUCED A RECORD NUMBER OF PAGES OF ISO DELIVERABLES, UP BY NEARLY 10% COMPARED TO 2015.

5

On average, 14 technical meetings were in progress every working day, somewhere in the world.

- The **International Classification of Standards (ICS)** was updated.
- In 2016, the focus was on **project management** for standards development.
- The **ISO Committee on conformity assessment** developed a set of frequently asked questions to help ISO technical committees develop the right type of standard for each situation.
- ISO 14001 experts won the **Lawrence D. Eicher Award** for excellence in standards development.

BUILDING A SMART AND SUSTAINABLE WORLD

Smart and sustainable communities were big on the agenda in 2016. It is estimated that 70 % of our expanding world population will live in cities by 2050.

“We decided to use ISO 37101:2016 to increase economic development, improve quality, reduce our environmental impact and advance social governance and public services.”

Ms Shao Xinhua, Director General, Hangzhou Administration of Quality and Technology Supervision, on the city of Hangzhou, China, being one of the first to use ISO 37101 for sustainable communities

In order to meet the needs of the future, we must start putting in place solutions now. Sustainability is key to managing the needs of tomorrow while limiting our impacts today. From carbon footprint to smart cities and the many environmental challenges that businesses face, ISO standards can inspire us all to take action and use our resources efficiently, helping countries to meet their Paris Agreement commitments to combat climate change and the United Nations Sustainable Development Goals.

A new International Workshop Agreement (IWA 18:2016) will help communities adapt to ageing populations.

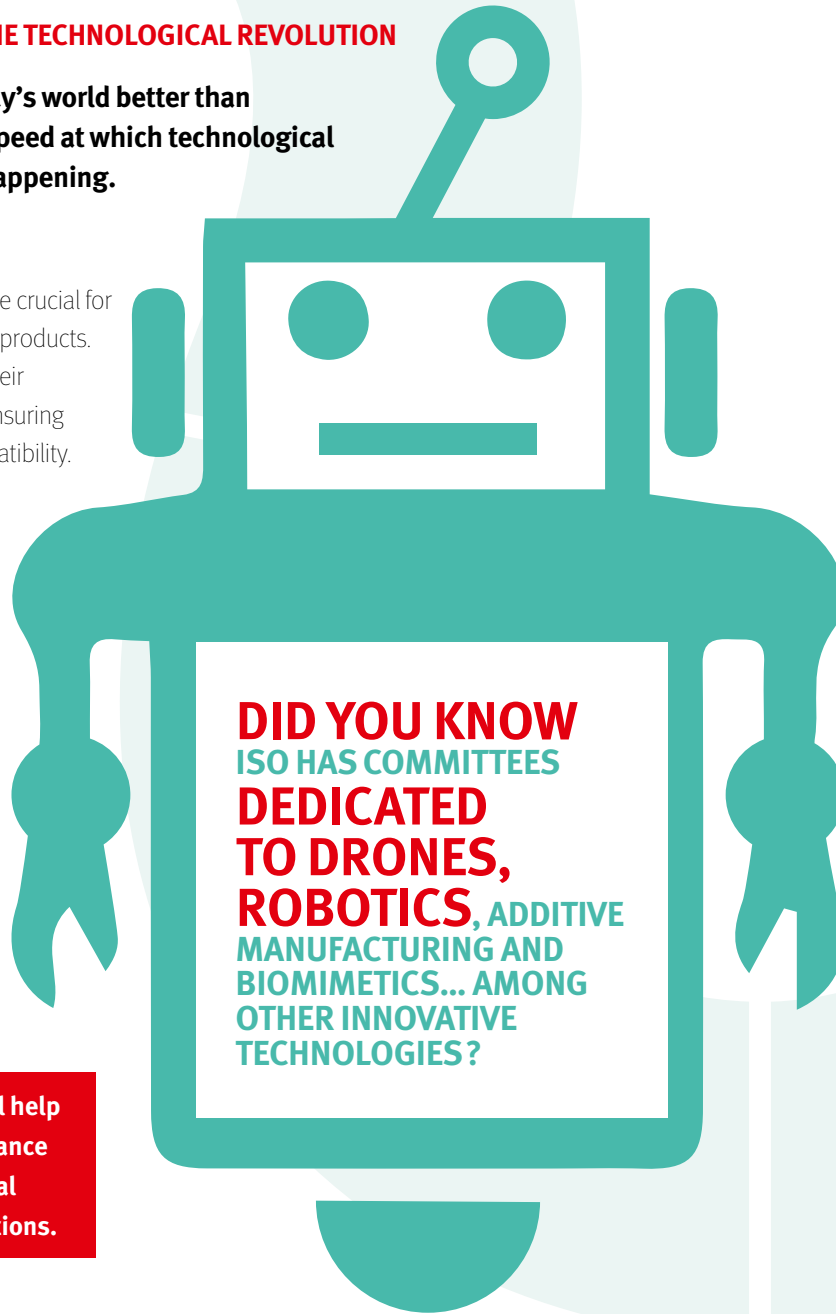
- ISO and its partners CDP Worldwide and Climate-KIC held a side event at COP22 on how non-party stakeholders could contribute to the **low-carbon transition**, and participated in another side event for organizations in the **climate finance community**.
- The **World Smart City Forum** was held in Singapore in July 2016 by IEC, ISO and ITU, during the World City Summit, to look at how standards can help build smarter, more sustainable and resilient cities.
- ISO 14021 on **environmental labelling** was published to help organizations make voluntary declarations.

IN 2016, ISO STARTED THE PERIODIC REVIEW OF ISO 50001 FOR ENERGY MANAGEMENT SYSTEMS, WHICH HAS CONSISTENTLY DELIVERED SAVINGS OF 5 % TO 30 % ON CURRENT ENERGY COSTS TO USERS.

KEEPING UP WITH THE TECHNOLOGICAL REVOLUTION

Nothing defines today's world better than the unprecedented speed at which technological breakthroughs are happening.

International Standards are crucial for innovators to market new products. They give confidence in their quality and safety while ensuring interoperability and compatibility. International Standards are needed to guide researchers and designers in the right direction. But to stay relevant, we need to move fast. In 2016, ISO continued to make strides into the most exciting emerging technologies.



DID YOU KNOW
ISO HAS COMMITTEES
DEDICATED
TO DRONES,
ROBOTICS, ADDITIVE
MANUFACTURING AND
BIOMIMETICS... AMONG
OTHER INNOVATIVE
TECHNOLOGIES?

- **Robots** and humans can now work together thanks to new guidance from ISO/TS 15066 on the safety of collaborative industrial robot systems.
- ISO/IEC 27004, which helps assess the effectiveness of an **information security management system** based on ISO/IEC 27001, was updated to help businesses protect themselves from the growing diversity of today's cyber-attacks.
- The **ISO Smart Manufacturing Coordinating Committee** was established to identify gaps, harmonize work, coordinate efforts and share information, both within ISO and with relevant organizations such as the IEC.

“ISO is a ‘united nations’ of technology. Only cooperation can lead to mutual benefit and win-win outcomes.”

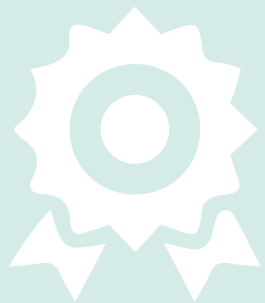
Chinese Premier Li Keqiang speaking at the 2016 ISO General Assembly in Beijing

IMPACT OF OUR WORK ON THE WORLD

ISO standards are everywhere. They impact every part of our lives, but to what extent? Here are a few examples of what we saw in 2016 (certification results, innovator stories and user benefits).

CERTIFICATES WORLDWIDE

ISO does not perform certification, yet this remains one of the most popular ways of demonstrating conformance to our management systems standards (MSS). To evaluate the impact we make on the world, each year we perform a survey compiling the number of valid certificates to key MSS standards worldwide. Only the certificates issued by certification bodies accredited by members of the International Accreditation Forum are taken into account. In 2016, we published the results for the previous year. Here are some highlights at end of 2015.

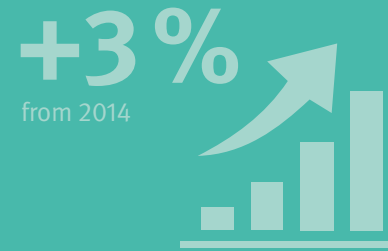


ISO/IEC 27001 (INFORMATION SECURITY)

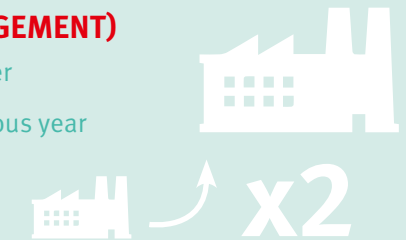
experienced a **20%** growth from the previous year (2014) despite it being an already widely used standard – a reflection of the global concern with cyber security.



The **9 ISO MANAGEMENT SYSTEMS** standards evaluated in the survey amassed a combined total of more than **1 500 000** certificates.



Results for **ISO 50001 (ENERGY MANAGEMENT)** were striking, with nearly double the number of certificates (almost **12 000**) of the previous year (almost **6 800**).



ISO 14001 (ENVIRONMENTAL MANAGEMENT) grew by **8%**, exceeding the threshold of **300 000** certificates.



3 months after publication, already **4 200** organizations had been certified to the new **ISO 9001:2015 (QUALITY MANAGEMENT)** and **1 000** organizations to **ISO 14001:2015 (ENVIRONMENTAL MANAGEMENT)**.



IMPACT OF OUR WORK ON THE WORLD

STANDARDS FOR INNOVATORS

By offering a solid base, a common language and a layer of confidence, ISO standards help the world's greatest minds concentrate on pushing the limits and taking us to new places. The 2016 "Dare to dream big" campaign featured three inspiring innovators who revealed how standards helped them reach new heights. (www.iso.org/innovators)



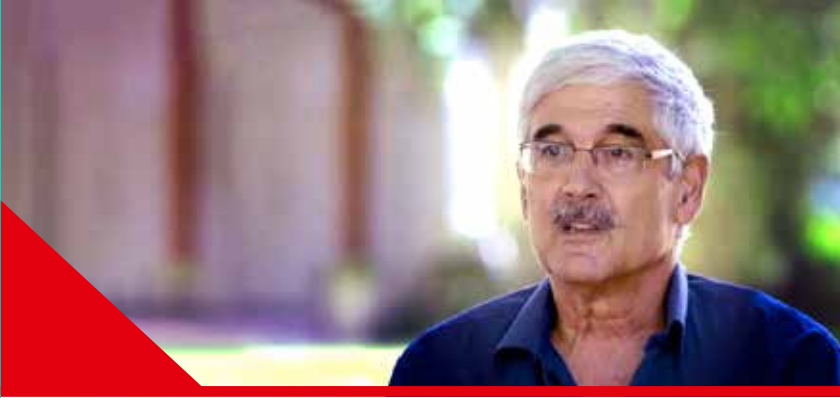
“[ISO standards] provide that solid base that allows us to exchange between partners, in fact between all the people involved in finding solutions. Without [standards], we would never have been able to understand each other.”

André Borschberg, pilot and co-founder of Solar Impulse, on making aviation history by completing the longest solo solar-powered flight ever achieved without fuel or polluting emissions



“If we can have an ISO standard, then it's easier to design suitable devices. ISO is very important for promoting new designs. After obtaining ISO 13482, we can expand our technology to different countries. We couldn't have done it without ISO.”

Prof. Yoshiyuki Sankai, founder and CEO of Cyberdyne, on designing a new type of cyborg-like robot



“[Drip irrigation] will bring real revolution to the developing world. Standards are guiding us in the manufacturing process. The developing world deserves to get the best, and the best is achieved if you follow the standards.”

Naty Barak, Chief Sustainability Officer of Netafim, on increasing awareness of drip irrigation as a sustainable and water-saving technology

Videos



IMPACT OF OUR WORK ON THE WORLD

BENEFITS OF STANDARDS

Throughout the year, our magazine *ISOfocus* put forward stories of users who have benefitted from using standards. Here are some of the success stories.

“ISO 22000 is a world-class standard. It incorporates the best in management practices and the latest in food safety systems design.”

Albert F. Chambers, President of Monachus Consulting, *ISOfocus* #117

“ISO/TR 8124-8 provides us with an additional and important tool for use in the determination of the appropriate lower age grade for a product. It is also viewed as the most current document that includes guidelines for new technologies that are being incorporated into toys.”

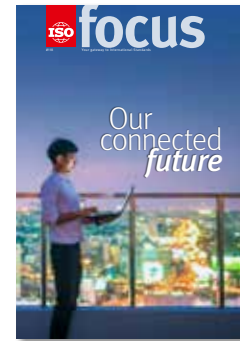


Lisa Deluise, Quality Product Analyst at Hasbro, *ISOfocus* #117



“One of the key benefits of ISO/TS 13131 has been the provision of quality telehealth services, thus ensuring seamless cooperation globally, interoperability of systems and a reliably high standard of delivery, no matter where in the world our assistance is required.”

Dr Ryan Copeland, Regional Medical Director at International SOS, *ISOfocus* #115



“The development of open, voluntary, consensus-based and globally relevant standards is a major driver for a robust and competitive Internet of Things (IoT) marketplace. Standards are particularly crucial for IoT because they provide the basis for interoperability, which is needed to ensure that new IoT systems and legacy technology systems can work together.”

David Welsh, Corporate Standards at Microsoft, *ISOfocus* #118

“ISO 26000 is the most comprehensive and concise guidance of what an organization should do to contribute to sustainable development. It is vitally important to increase the global use of ISO 26000, and, in so doing, enable partnerships among governments, private sector and civil society. These will be key to ensuring the Sustainable Development Goals are met.”

Professors Adriana Rosenfeld and Adriana Norma Martínez from the National University of Luján in Argentina, *ISOfocus* #114

ISO 50001 (ENERGY MANAGEMENT)

brought tangible benefits to users :

- Cummins, Inc. saved **OVER USD 3 MILLION ANNUALLY.**
- LG Chem Ltd reduced its energy consumption **BY 10 %** and costs **BY USD 9 MILLION.**
- The US Department of Energy demonstrated that facilities using the standard outperformed those that didn't **BY UP TO 65%.**



ISOfocus #119

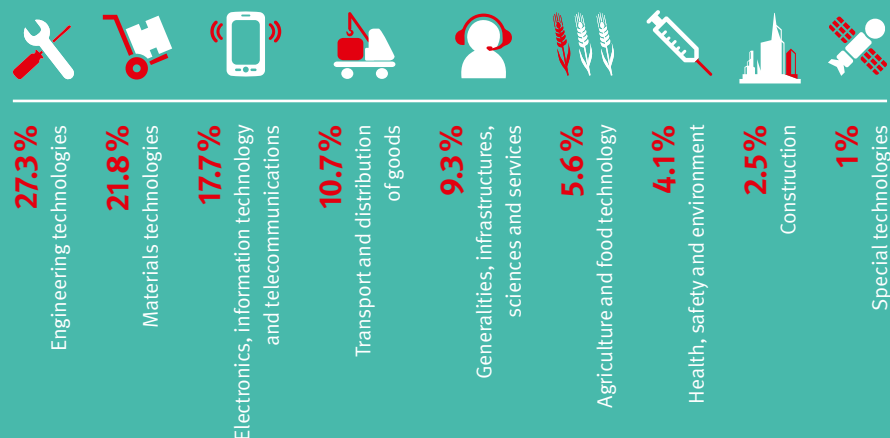
Portfolio of ISO standards

21478 International Standards and standards-type documents published



including **1381** deliverables
= **973914** pages in English and French (terminology is also often provided in other languages)

By technical sector at the end of 2016



Work in progress

4997 work items appeared on the work programmes of technical committees

= **1648** work items at preparatory stage
+ **754** committee drafts
+ **2595** Draft International Standards (DIS) and Final Draft International Standards (FDIS)

Meetings

1509 technical meetings organized in 2016 in 45 countries

= **169** meetings of technical committees
+ **376** meetings of subcommittees
+ **964** meetings of working groups or ad hoc groups

New projects

1855 new projects (work items) registered

Liaisons

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

ISO members

163 national standards bodies
= **119** full members
+ **40** correspondent members
+ **4** subscriber members

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

ISO technical committee structure

3555 technical bodies
= **247** technical committees
+ **508** subcommittees
+ **2674** working groups
+ **126** ad hoc study groups

ISO staff

144 full-time staff from **20** countries coordinate the worldwide activities of ISO

ISO FINANCES
2016 was a record-breaking year for ISO finances.

The growing demand for standards resulted in higher revenue compared to 2015, but a drive towards efficiency and optimized spending meant that our operating expenses were considerably reduced compared to the previous year. The added surplus allowed us to partly fund the ISO Action Plan for developing countries and reinvest into projects supporting the deployment of the ISO Strategy 2016-2020.

Summary of cash flow statements (in kCHF)

	2016	2015
Net cash from operating activities	5 665	4 121
Net cash from projects for developing countries	32	609
Net cash (used in)/from investing activities	(64)	185
Net increase in cash and cash equivalents	5 633	4 915

CONTROL

Cash and cash equivalents at the beginning of the period	29 972	25 057
Cash and cash equivalents at the end of the period	35 605	29 972
Increase	5 633	4 915

Summary of financial performance (in kCHF)

	2016	2015
REVENUE		
Membership fees	21 149	21 146
Royalties received from members selling ISO standards	10 505	8 598
Revenue from members	31 654	29 744
Revenue – net sales and services	6 075	7 062
Funding for developing countries	2 035	1 551
Funding for promotion of ISO system	-	39
Funding for ISO projects	2 035	1 590
Net financial revenue	62	54
TOTAL REVENUE	39 826	38 450

EXPENDITURE

Operations	31 629	33 938
Projects for developing countries	2 035	1 551
Projects for promotion of ISO system	-	39
ISO projects	2 035	1 590
Amortization of fixed assets	294	685
TOTAL EXPENDITURE	33 958	36 213
Operating result	5 868	2 237
Changes in restricted funds	(3 629)	(1 250)
Changes in unrestricted funds	(2 239)	(987)
Addition to restricted and unrestricted funds	(5 868)	(2 237)
Unattributed net result	0	0

Balance sheets as of 31 December (in kCHF)

	2016	2015
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ASSETS

CURRENT ASSETS

Cash and cash equivalents	35 605	29 972
Receivables, prepaid expenses and accrued income	2 676	3 374
Total current assets	38 281	33 346

NON-CURRENT ASSETS

Securities and investments	0	0
Rent guarantee for ISO Central Secretariat premises	2 167	2 167
Fixed assets	352	582
Total non-current assets	2 519	2 749

TOTAL ASSETS	40 800	36 095
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LIABILITIES AND FUNDS

CURRENT LIABILITIES

Suppliers, accrued liabilities and provisions	2 300	2 980
Members' retrocessions	3 977	4 770
Revenue received in advance	2 105	1 827
Total current liabilities	8 382	9 577

FUNDS

Restricted funds	7 575	3 914
Unrestricted funds	24 843	22 604
Total funds	32 418	26 518

TOTAL LIABILITIES AND FUNDS	40 800	36 095
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For more information
about ISO and its work:

iso.org

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