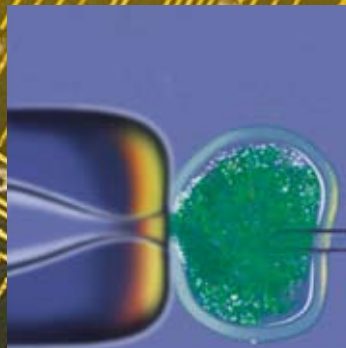


ISO standards.



Integrated confidence.



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ISO in brief

ISO is the International Organization for Standardization. It has a membership of 161* national standards bodies from countries large and small, industrialized, developing and in transition, in all regions of the world. ISO's portfolio of more than 18 000* standards provides business, government and society with practical tools for all three dimensions of sustainable development: economic, environmental and societal.

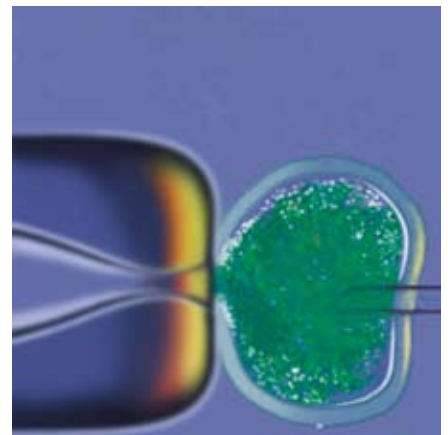
ISO International Standards make a positive contribution to the world we live in. They facilitate trade, spread knowledge, disseminate innovative advances in technology, and share good management and conformity assessment practices.


ISO standards provide solutions and achieve benefits for almost all sectors of activity, including agriculture, construction, mechanical engineering, manufacturing, distribution, transport, medical devices, information and communication technologies, the environment, energy, quality management, conformity assessment and services.

ISO makes optimal use of the resources entrusted in it by its stakeholders by only developing standards for which there is a clear market requirement. This work is carried out by experts from the industrial, technical and business sectors which have asked for the standards, and which subsequently put them to use. These experts may be joined by others with relevant knowledge, such as representatives of government agencies, testing laboratories, consumer associations and academia, and by international governmental and nongovernmental organizations.

ISO International Standards represent a global consensus on the state of the art in the technology or good practice concerned.

*As of May 2009.





ISO standards. Integrated confidence.

Refined to its essence, the objective of ISO standards is to provide confidence. When a product or service meets the specifications or requirements of an ISO standard, this provides confidence that they incorporate essential features. These features can include quality, ecology, safety, reliability, interoperability, efficiency and effectiveness. ISO standards also help to ensure such benefits at an economical cost.

For organizations, implementing ISO standards is a means of integrating confidence with their offering. More and more organizations highlight the conformity of their products or services with ISO standards as an added value.

In other words, ISO is well on its way to becoming a powerful, international brand which is a synonym for confidence.

During 2008, this ability of ISO standards to ensure and instil confidence became even more important as the repercussions of the global financial crisis made themselves felt across business sectors and economies worldwide. This *ISO Annual Report* shows how in both times of stability and times of risk, ISO and its work provide practical tools for generating confidence, reducing uncertainty and managing risk in a globalized world.



Confidence in the ISO system

As the crisis bit in 2008, falling consumption and slim order books made reduced activity the norm – except for ISO, underlining the confidence of public and private sector stakeholders in the organization and the global relevance of its standards.

At the end of the year, the ISO system comprised 157 national members, representing 98 % of the world economy and 97 % of its population. In 2008, the organization published 1 230 standards, bringing its portfolio to 17 765.

ISO experienced a surge in activity, launching two new technical committees – to develop standards respectively for solid biofuels and industrial furnaces and associated thermal processing – as well as an increasing scope, launching seven project committees (PCs) to develop standards for the following areas :

- Network services billing
- Product recall



- Road-traffic safety management
- Energy management
- Consumer product safety
- Cross-border trade of second-hand goods
- Anti-counterfeiting tools.

Confidence in an organization is created when that organization is seen to spare no effort to improve its endeavours and processes for satisfying its internal and external stakeholders. Examples of such efforts in 2008 are given below.

Self-improvement

ISO undertook a number of actions to increase the efficiency and effectiveness of its standards development processes by improved support of the more than 50 000 participating experts and the thousands more who contribute via national mirror committees (NMC).

These actions included the launching of a project portal and an NMC server to facilitate electronic working still further by allowing for broad and speedy consultations

on standards under development. This enables faster consensus-building and decisions, while at the same time greatly reducing the environmental impact associated with travel and physical meetings. Also introduced in 2008 was the ISO Concept database (ISO/CDB), a state-of-the-art development for making the content of standards available in the form of an accessible database, as opposed to separate documents.

The November 2008 issue of *ISO Focus* included a feature on “e-standardization”, highlighting ISO’s collaborative information technology (IT) applications for standards development.

Confidence begins at home

The partnership between ISO, its national members and the experts who develop standards is fundamental to the organization’s existence. Confident partners listen and learn from each other. On 5-6 June 2008, ISO hosted the 4th Committee Chairs’ Conference. The event was highly interactive and the Chairs were able to give their views, ask questions and share experiences and ideas on issues such as sustainability, standards and public policy and improvement of the standards development system.

The experts who develop ISO standards are often “unsung heroes”,

so it was refreshing that in 2008 a number of groups received highly public recognition of their work.

Every year, ISO itself recognizes superior performance by one of its standards development groups through the Lawrence D. Eicher Leadership Award. The 2008 edition went to ISO technical committee ISO/TC 127, *Earth-moving machinery*. The global relevance of standards developed by ISO/TC 127



ISO President **Mr. Håkan Murby** presents the Lawrence D. Eicher Leadership Award 2008 to the Chair of ISO/TC 127, *Earth-moving machinery*, **Mr. Dan Roley**, and Secretary, **Mrs. Sara Desautels**.

is demonstrated by the fact that they have been adopted as national standards or are referred to in regulations in the Americas, Asia, Australasia, Central Asia, Europe and the Far East.

Presenting the award at the 31st ISO General Assembly in Dubai, United Arab Emirates, ISO President Håkan Murby said: “The work of ISO/TC 127 has provided a core of

To be worthy of confidence, ISO pursues self-improvement.



Scott Jameson, then Chair of ISO/IEC JTC 1, Information technology, and Director of Standards Strategy at Hewlett-Packard with the Emmy Awards he received on behalf of ISO and IEC at a ceremony in Hollywood on 23 August 2008.

(Photo: Craig T. Mathew/Mathew Imaging.)

state-of-the-art knowledge, based on international expertise, on which national standards and regulations have been able to draw. Its standards have helped to cut design and manufacturing costs by harmonizing requirements worldwide and ultimately benefiting the customers for, and users of, earth-moving machinery.”

The US Academy of Television Arts & Sciences awarded the prestigious Emmy Award for Excellence to the Joint Video Team made up of experts from ISO and its partners, the International Electrotechnical Commission (IEC) and the International Telecommunication Union (ITU), for their work in producing the standard **ISO/IEC 14496-10** on Advanced Video Coding (AVC) – also known within ITU as H.264.

Their landmark achievement was developing a “high profile” that extends the reach of high quality video from mobile telephones right through to High Definition Television (HDTV).

Confidence without frontiers

The majority of ISO’s members are from developing countries – 119 out of 157 in 2008 – and strengthening their standardization infrastructure and ability to participate in and benefit from international standardization is one of ISO’s strategic objectives, crystallized in *The ISO Action Plan for developing countries 2005-2010*. The seriousness with which this plan is being implemented and an indication of its success can be judged from the fact that in 2008, funds spent on the programme had nearly tripled from their 2005 level to reach CHF 1 526 000. This increase also underlines the confidence in ISO on the part of donor and partner organizations.

During 2008, implementation of the *Action Plan* included **61** technical assistance events for a total of **2 996** participants, out of which **418** participants were sponsored by

ISO. In addition, **20** training services events were held that attracted **316** participants.

ISO's partners in its efforts to assist developing countries include the United Nations Industrial Development Organization (UNIDO) with whom ISO published in 2008 the handbook, *Fast forward – National Standards Bodies in Developing Countries*. The aim of the book is to help developing countries and economies in transition develop the optimal organization and use of a national standardization infrastructure as a lever for their economic development, trading capacity and a support for consumer, social and environmental protection.

Encouraging the young to have confidence in the future by recognizing achievements now is one of the objectives of the ISO Contest for Young Standardizers in developing countries and economies in transition. Mr. Victor Ryan Biran, a

Standards Officer with the Trinidad and Tobago Bureau of Standards (TTBS), was presented with the ISO Helmut Reihlen Award 2008 at ISO's 31st General Assembly for the best essay submitted in the contest on the theme, "International Standards supporting public policies".

draft, indicating that a high level of consensus and mutual confidence has been built among the multi-stakeholder representation within the ISO Working Group on Social Responsibility (ISO/WG SR).

Consumers are an important group of ISO stakeholders whose



**ISO encourages
the young to
have confidence.**



ISO Vice-President (technical management), Mr. Jacob Holmblad, presents the ISO Helmut Reihlen Award 2008 to Mr. Victor Ryan Biran for his winning essay.

Stakeholder confidence

As the scope of ISO's work increases, so does the need to win the confidence of new groups of stakeholders who will be affected by ISO's standards and who can contribute expertise to developing them.

An example is the project to develop **ISO 26000**, the standard giving guidance on social responsibility, which passed an important stage in its development in 2008 by moving from the status of a working draft to a committee

interests are represented by the ISO Committee on consumer affairs, ISO/COPOLCO. Its recommendations have been responsible for launching a number of new initiatives, including ISO 26000 and several of the project committees referred to earlier. In 2008, ISO approved an action plan for the involvement of consumer interests in standardization.

Among the documents published by ISO in 2008 and particularly useful for consumers was **ISO/IEC Guide 76:2008**, *Development of service*



ISO Secretary-General **Alan Bryden** (centre), ILAC Chairman **Daniel Pierre** (left) and IAF Chairman **Thomas Facklam** express their resolve for the three organizations to work hand-in-hand.

standards – Recommendations for addressing consumer issues, which provides an introduction to how key consumer principles relate to standards development. The Guide not only benefits standards developers, but is also of value to service providers in reducing customer complaints and cutting the business costs of poor service.

In 2008, ISO and IEC also published a free brochure, *How ISO/IEC Guides add value to international standards*, which gives an overview of joint guides that provide a rich source of helpful advice not only for consumer representatives active in standardization and standards writers themselves, but also for designers, product manufacturers, service providers, retail chains, testing laboratories, regulators and associations representing the interests of consumers, the disabled, children and senior citizens, in addition to environmentalists, academics and their students.

Confident partners

Confidence, both in people and in organizations, can depend on the company they keep. In this case, ISO is well placed since it has developed an extensive network with more than 700 international and regional, governmental, nongovernmental and private sector organizations with a stake in specific aspects of ISO's work. Their input helps both to increase the global relevance of ISO's work and to heighten its international profile.

During 2008, ISO signed new or reinforced agreements to cooperate with the following organizations:

- International Mobile Satellite Organization

- International Accreditation Forum and International Laboratory Accreditation Cooperation
- World Meteorological Organization
- Universal Postal Union
- IEEE, the world's largest technical professional society.

The focal point for collaboration between ISO and its principal partners, the International Electrotechnical Commission (IEC) and the International Telecommunication Union (ITU), is the World Standards Cooperation (WSC). In September 2008, WSC held a Standardization Community Management Course in Geneva, Switzerland, to prepare managers of ISO, IEC and ITU's standardization bureau, ITU-T, members to participate effectively in international standardization.

The confidence in ISO of its partners is one result of the vigorous networking undertaken by top officers of the organization and its

**Confident partners
listen and learn
from each other.**

members. For example, opportunities to emphasize ISO's contributions to creating confidence in new technologies were taken at the World Economic Forum (WEF) held on 23-27 January 2008 in Davos, Switzerland.

Much of the debates focused on how "collaborative innovation" could provide responses to the three major global challenges: climate change, water supply and security, and food. ISO Secretary-General Alan Bryden took part in various sessions and workshops during the meeting. He outlined how voluntary International Standards of the type produced by ISO, based on a broad and double level of consensus – amongst stakeholders and across countries – can pave the way for the dissemination of technology through the creation of world markets and through good management and organizational practices.

Another major networking opportunity came with the 24-28 February 2008 meeting in Orlando, Florida, USA, of the Healthcare Information and Management Systems Society (HIMSS). ISO's prolific work in the domain of IT healthcare standards can help ensure the confidence of healthcare professionals and patients, while optimizing the use of new technologies.

Individual confidence

ISO standards based on international consensus derived from broad stakeholder representation can assist in building confidence



in technological developments by ensuring aspects such as safety, ecology, privacy and accessibility. They can also help to make sure that as many people as possible can benefit from them, including the elderly and handicapped. Some examples follow of such standards published by ISO in 2008.

ISO 27799 addresses the highly sensitive area of personal health information and how best to protect its confidentiality and integrity while assuring its availability for healthcare delivery.

A related issue is providing appropriate protection for healthcare data conveyed via the Internet and how to achieve this in a practical, cost-effective way. Digital certificate technology provides a means to address this challenge and **ISO 17090** on protection via public key infrastructure offers solutions.

**Building confidence
in new
technologies.**

ISO 22307 defines a methodology to help organizations in private and public sectors identify privacy issues and mitigate risks associated with electronic processing of the financial data of customers and consumers, business partners and citizens.

Biometric technologies are currently required in many public and private sector applications worldwide to authenticate an individual's identity, secure national borders and restrict access to secure sites, including buildings and computer networks. Societal, cultural and ethical issues related to the use of biometrics in security systems for identifying people are clarified in **ISO/IEC TR 24714-1**.

ISO 19092 is designed to increase the security of financial transactions over electronic media. It establishes the security requirements for the

implementation and management of state-of-the-art biometric identification technology within the financial industry.

Whether for holidays or business trips, travellers are increasingly making use of information technology systems (ITS) to plan their journey, such as evaluating travel times, distances and costs. **ISO/TS 14823** presents a system of standardized codes for existing signs and pictograms used to deliver traffic and traveller information (TTI) and will help ITS to work more effectively.

ISO/TR 22411 offers technical information, data and ergonomic know-how for design that will make products, services and environments more accessible to older persons and those with disabilities.



Confidence in the workplace

Many ISO standards support safety and accessibility in the workplace, thus contributing in a broad sense to confidence and well being in people's working lives. Following are some examples published in 2008.

ISO/IEC 10779 provides guidelines for the design and evaluation of office IT equipment to facilitate its operation by persons with the widest range of capabilities, including persons with disabilities, or with temporary disabilities.

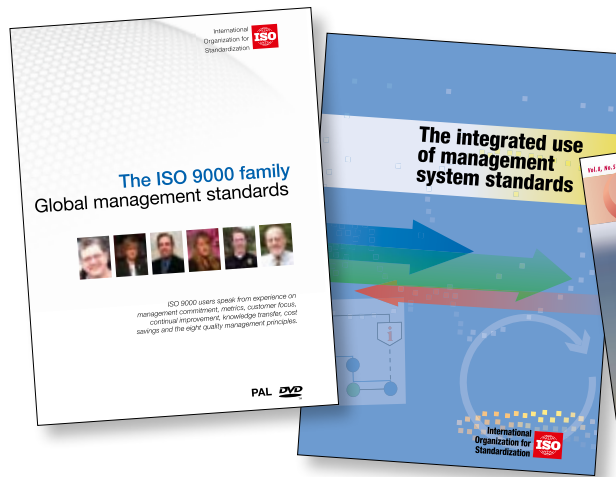
ISO 15743 describes methods and practices for assessing and managing occupational health and performance risks in cold workplaces.

Implementation of the fully updated edition of **ISO 11612**, originally

published in the 1990s, provides performance requirements for protective clothing worn in environments where people may be exposed to heat, flames, flashes and molten metal splashes.



Business confidence



Confidence is the bedrock of business and ISO standards help to integrate confidence into all aspects of business.

Management systems

ISO's best known management system standards, **ISO 9001** and **ISO 14001**, are thoroughly integrated with the global economy, as indicated by *The ISO Survey*, which revealed that ISO 9001 was implemented in 175 countries at the beginning of 2008 and ISO 14001 in 148. Beyond their specific missions as frameworks, respectively, for quality management and environmental management, they provide confidence for business-to-business transactions, for consumers when choosing products, for government departments when awarding procurement contracts, and for enterprises when qualifying suppliers in global supply chains.

On 14 November 2008, ISO published ISO 9001:2008, the fourth 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 to enhance customer satisfaction in supplier-customer relationships.

On the eve of the publication of ISO 9001:2008, ISO launched a video

clip in which users share their perspectives on earlier ISO 9001 editions. *The ISO 9000 family – Global management standards* takes the form of a business news report on ISO 9000 in which real users speak from their personal experience in the varied contexts of multinational industry, a humanitarian aid organization and a police department – which underlines the combination of flexibility, efficiency and effectiveness of the ISO 9000 approach.

The management system approach pioneered by ISO 9001 and ISO 14001 has been adopted by many other standards – both developed by ISO and externally – for the needs of specific sectors or specific business issues. More and more organizations are applying not only one, but a range of management system standards to satisfy their own needs as well as those of external stakeholders. To assist them, ISO in 2008 published a combined handbook and CD, *The integrated use of management system standards*, which is proving highly successful and is being translated into several languages.

Some of the participants from public and private sector organizations who attended the September 2008 Geneva conference on International Standards as enablers of e-business.



e-business

To promote confidence in e-business (the use of information technology to support business processes), standards are indispensable tools which influence the capture, processing and exchange of data, ensure interoperability, support security of data handling and financial transactions, promote good practice and facilitate customer-supplier relations. An international conference that boosted efforts to develop International Standards to enable e-business was organized in Geneva on 18-19 September 2008 by ISO and partner organizations from both public and private sectors.





Business continuity

Confidence in the ability of businesses and other organizations to continue functioning in times of crisis has become a major concern and ISO has responded in recent years with intensive work on standards for risk assessment, management, mitigation and recovery, and business continuity. ISO published two new standards in this area in 2008.

ISO/IEC 24762 offers guidance on the information and communications technologies and services necessary for disaster recovery as part of business continuity management.

Organizations of all types are very concerned by threats that could compromise their information security and managing this aspect has become a primary concern for their IT departments. **ISO/IEC 27005** describes the information security risk management process and associated actions, and so will help them to manage risks.

Most of the systems that developed economies now depend upon are either software-intensive or software-critical, i.e. they cannot work without one or more functional software components. Confidence in software is therefore crucial. Organizations wishing to benefit from the confidence of applying the quality management requirements of ISO 9001 to the acquisition, supply, development, operation and maintenance of IT systems and related support services now have a valuable tool since 2008 in **ISO/IEC TR 90005:2008** *Systems engineering – Guidelines for the application of ISO 9001 to system life cycle processes*.



Confidence in governance

Inadequate IT systems can sap confidence in the ability of organizations to perform competitively or even expose them to the risk of regulatory non-compliance. **ISO/IEC 38500** provides a framework for creating confidence in effective governance of IT by assisting those at the highest level of organizations to understand and fulfil their legal, regulatory, and ethical obligations in respect of their organizations' use of IT.

Confidence in basics

Unless people can be confident that the words and figures they are using mean the same thing to all parties, business transactions, manufacturing, research and development, healthcare, education and science – in fact, just about everything – become very difficult. Therefore, an important part of ISO's work for all sectors includes providing such basic confidence through standardization of terms, definitions and vocabulary.

An agreed system of measurement is one of the most basic conditions for confidence. The SI, the International System of Units (Système International d'Unités), which is an ISO standard, is the only system of units recognized worldwide and so has the advantage of establishing a universal language of measurement.



In 2008, ISO published a new edition of the *SI Guide*, a handy, 32-page pocket-sized publication useful for many people including engineers, scientists, technical writers, teachers and students. The information in the guide is based on the International Standard ISO 31, *Quantities and units*, now being successively replaced by the **ISO 80000** and **IEC 80000** series.

Also published in 2008 was **ISO/IEC Guide 98-3** – a reissue of the 1995 version of the *Guide to the Expression of Uncertainty in Measurement* (GUM). Measurement uncertainty enables users to obtain the probability of making an incorrect decision based on measurement, and to manage the consequential risks.

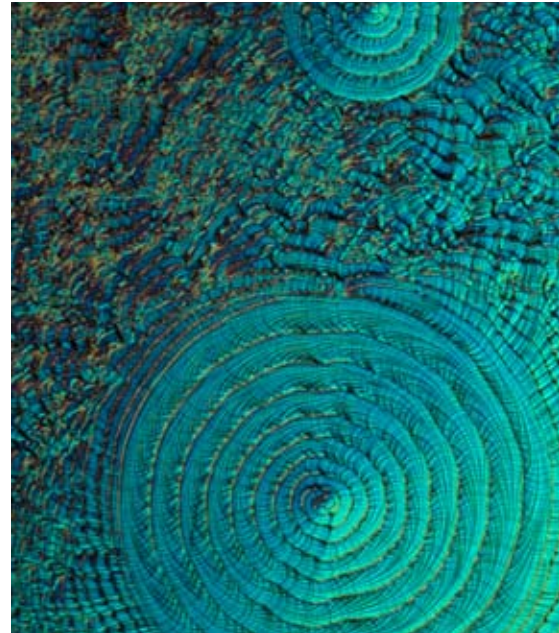
The above publications can help to build confidence in many sectors of activity. A more specific publication in 2008 was **ISO 25639**, which is expected to bring greater transparency and consistency to the exhibition industry worldwide

by providing internationally agreed terminology and statistical methods, thus reducing the potential for misunderstanding and disappointment between organizers and exhibitors.

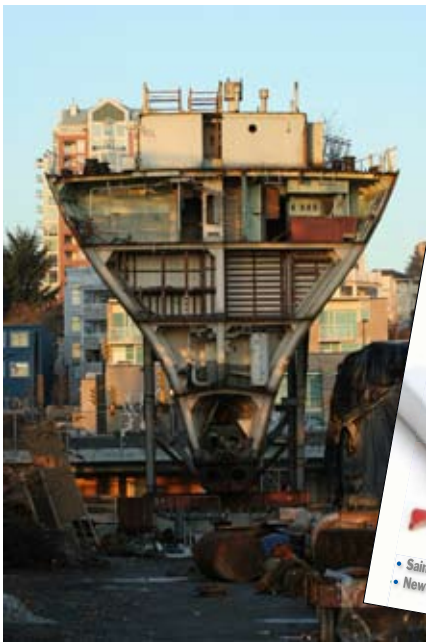
**Confidence
from A to Z.
From 0 to ∞.**

Confidence in innovation

ISO standards on terminology can also help to disseminate innovative technologies and speed up time to market of derived products and services. By making new technologies familiar and accessible, ISO standards also help to establish confidence in them.



An example comes from the innovative field of nanotechnologies which is expected to be a key economic driver in the 21st century. The first concrete result of the work ISO launched in 2005 to develop standards to support this field came with the publication in 2008 of **ISO/TS 27687** which provides terms and definitions related to nano-objects. It is intended to facilitate communications between organizations and individuals in industry and those who interact with them.



The confidence business

An important confidence factor in both business and in the regulatory field is provided by conformity assessment – a range of activities including inspection, testing and certification to verify that products, services, processes, systems, materials and personnel conform to requirements, specifications and standards.

The focal point of ISO's standardization work for these activities is the ISO Committee on conformity assessment (ISO/CASCO). In addition to making progress on its standards development programme, ISO/CASCO organized a workshop in October 2008 in Geneva on the theme of, "Conformity assessment standards in support of market surveillance". The committee is now developing an action plan to address the points raised at the workshop.

ISO/CASCO is also the focus of ISO's relations with IAF, the international association representing national accreditation bodies. In 2008, ISO and IAF established a joint Action Plan to monitor and improve the

effectiveness of accredited management system certification.

Among new tools published in 2008 to support "the confidence business" – conformity assessment – were the following two in very different domains.

The ISO publicly available specification, **ISO/PAS 30003** provides the requirements for bodies carrying out audit and certification of ship recycling management systems. It will help to increase the safety of workers and protection of the environment by providing requirements for independent recognition of good practice.

The increasing globalization of the software industry implies that a software engineering professional is likely to work in different countries over the course of a career. **ISO/IEC 24773**, *Software engineering – Certification of software engineering professionals – Comparison framework*, will help to increase the international acceptance of professional certifications in this domain.



Confidence, health and safety

Confidence is closely linked to health and safety, of individuals and at the level of society. ISO develops standards for both and 2008 was a fruitful year. The following are just some examples.

Disruption of drinking water supplies can have grave consequences and result from both man-made and





Confidence is closely linked to health and safety.

impede economic development, with costs to emerging economies from fatalities and disabling injuries estimated at 1-2 % of Gross National Product. Against this background, ISO approved the creation of a new project committee, ISO/PC 241, to develop **ISO 39001**, a management system standard for road traffic safety.

ISO 18192-1 is an illustration of how ISO standards may have considerable impact in both economic and societal domains. The standard will help ensure that spinal disc prostheses meet requirements for wear resistance, particularly important as once implanted these will need to absorb the impact from the body's daily activities for years to come. In addition to the health factor, the standard will impact the worldwide market for artificial disc prostheses which is estimated to exceed USD 1 billion by the year 2010.

including scooters, to safely climb and descend such obstacles.

Whether it is the sea, the lake or the pool, the aquatic environment can be risky. Water safety signs and flags can therefore be an invaluable aid in bringing people's attention to hazards and indicating where safety aids or lifeguards are available. Naturally, these flags and signs must be understandable to all. **ISO 20712** answers the need for an internationally harmonized

natural causes, ranging from terrorist attack to industrial pollution of rivers to hurricanes. With the security of drinking water a major concern worldwide, ISO International Workshop Agreement **IWA 6**, *Guidelines for the management of drinking water utilities under crisis conditions*, the first document of its type backed by international consensus, is particularly opportune.

A suite of ISO standards – **ISO 24510**, **ISO 24511** and **ISO 24512** – offers the international community practical tools to address the global challenge of effectively managing limited water resources in order to provide access to safe drinking water and sanitation for the world's population.

Road crashes kill more than 1.2 million a year, and for every single death there are 20 to 50 serious injuries. Road traffic injuries also

Uneven terrains, door thresholds, kerbs, changes in pavement heights and driving surfaces can pose some serious challenges for wheelchair users. **ISO 7176-10** provides the requirements for test equipment and procedures to measure the ability of electrically powered wheelchairs,

approach to giving safety information related to aquatic activity that relies as little as possible on the use of words to achieve understanding and takes account of increased mobility and travel.





Sustainable confidence

Confidence is difficult to sustain in a world in which the environment is degrading, often as a consequence of the current use of energy resources. ISO is fully committed to providing the international community with practical tools for tackling such sustainability challenges. Its work in this area includes both standards for specific aspects and others with a holistic approach.

Confidence in the future.

ISO published a new brochure entitled, *How ISO's technical programme and standards contribute to a sustainable world*, which explains how ISO International Standards contribute to the three dimensions of sustainable development – economic, environmental and societal.



A major event of 2008 was the launching of the project committee, ISO/PC 242, to develop the future **ISO 50001** energy management system standard. Based on broad applicability across economic sectors, it is estimated the standard could influence up to 60% of the world's energy demand.

With an estimated half the world population living in an urban environment by the end of 2008 – the building and construction industry has grown into one of the largest industry sectors with immense consequences for all three dimensions

of sustainable development. With this in mind, the WSC partners – ISO, IEC and ITU – chose "Intelligent and sustainable buildings" as the theme for World Standards Day 14 October 2008, They declared in their World Standards Day message: "International consensus on standards for climate change mitigation, energy saving, environmental terminology, environmental performance, environmental declaration of building products, energy efficiency and greenhouse gas emission accounting and verification provides a



Official opening ceremony of the ISO 31st General Assembly in Dubai.



firm foundation for designers and architects, engineers, owners and government authorities to develop sustainable buildings. ”

The related theme of “Building for a sustainable future ” which was chosen for an open session at the 31st ISO General Assembly, held in Dubai, United Arab Emirates (for the first time in the Middle East region) took on added resonance because the Assembly opened on World Standards Day.

In 2008, ISO published a number of building standards related to sustainability.

The building sector is recognized as a major contributor to the build-up of greenhouse gases. These emissions could be reduced significantly through the application of International Standards for energy-efficient design of buildings and building mechanical equipment. **ISO 23045** provides such energy-related requirements for the design process, to achieve targeted values of energy efficiency for new buildings.

ISO 15392 establishes internationally recognized principles for sustainability in building construction. It thus provides a common basis for communication between stakeholders such as builders and architects, product manufacturers and designers, building owners, policy makers and regulators, housing authorities, and consumers.

In another domain, ISO published an updated

edition of its **Guide 64** for reducing the potential environmental impact of products by taking environmental aspects into account in product standards.

The emerging worldwide market for plastics’ recovery and recycling will be assisted by the guidelines for these activities given in **ISO 15270**. Because plastic products are traded internationally and many of the plastic resin manufacturing companies and industrial users are multinational companies, the arrival of the standard is particularly timely.

Over the years, earth-moving machinery reaching the end of its useful life

has significantly contributed to the total volume of waste needing to be treated or disposed of. For this reason, end-of-life recycling has today become a market requirement and an integral phase of a machine’s life cycle. **ISO 16714** furnishes manufacturers with a much needed tool to evaluate the ability and potential of new machines to be recovered and/or recycled.



Ship recycling contributes to the global conservation of energy and resources. However, the presence of asbestos, hydrocarbons and other environmentally hazardous substances in ships can, if the scrapping process is not carefully controlled, have negative repercussions for the environment and human health.

ISO launched the first of the **ISO 30000** series of management system standards for the recycling of ships. It will support environmental protection and increase the safety of workers.



Alan Bryden



Rob Steele

Transition at the top

On 21 October 2008, ISO announced the appointment of Mr. Robert Steele as new ISO Secretary-General from 1 January 2009. The previous March, the ISO Council initiated the process to select a new Secretary-General after the current Secretary-General, Mr. Alan Bryden, indicated that he was at the Council's disposal to enable a smooth transition to a successor so that the latter would be in office from the launching in 2009 of the consultations relating to the new *ISO Strategic Plan*.

The ISO Council expressed its appreciation of Mr. Bryden's outstanding

contribution to ISO since taking office on 1 March 2003. It acknowledged that, under his management, ISO had made major steps forward and that he was leaving the organization in sound condition.

Confidence in leadership.

Among his many contributions and achievements, Mr. Bryden was recognized as an out-

standing and tireless communicator on behalf of ISO and international standardization. In 70 months, he made more than 100 visits to national standards bodies and attended 23 regional meetings and over 200 conferences.



ISO in figures in 2008

Members

157 national standards bodies, comprising

106 member bodies,
40 correspondent members,
11 subscriber members.

Technical committee structure

3 183 technical bodies, comprising
208 technical committees,
531 subcommittees,
2 378 working groups and
66 ad hoc study groups.

For details, see *ISO Memento*.

Staff

Technical secretariats

39 member bodies provide the administrative and technical services for the secretariats of committees of the ISO technical programme.

These services involve a full-time staff equivalent of **500** persons.

Central Secretariat in Geneva

153 full-time staff from
26 countries coordinate the worldwide activities of ISO.

Financing

120 million CHF per year is the estimated cost for the operation of committee secretariats financed by
39 member bodies holding these secretariats.

33 million CHF represents the operational cost of the ISO Central Secretariat financed,

60% through membership fees,
40% through sales of publications and other income from services.



Development of International Standards

Total at 31 December 2008

17 765 International Standards and standards-type documents.

These standards represented a total output of **704 871** pages in English and French (terminology is also often provided in other languages).

In 2008

1 230 International Standards and standards-type documents published.

This output represented a total of **69 303** pages for 2008.

For details, see *ISO Catalogue*.

Work in progress in 2008

1 562 new projects (work items) registered.

3 748 work items appeared on the programmes of work of the technical committees.

The breakdown was as follows:

1 031 work items at preparatory stage,

1 004 committee drafts,

1 713 draft International Standards (DIS) and final draft International Standards (FDIS).

For details, see *ISO CataloguePlus on CD-ROM*.

Meetings

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

943 technical meetings were held in

36 countries, comprising

127 meetings of technical committees,

298 meetings of subcommittees,

518 meetings of working groups or ad hoc groups.

Liaisons

625 international organizations were in liaison with ISO technical committees and subcommittees.

Electronic access to technical information

Complete information on ISO's standardization activities (including the *ISO Memento* and the *ISO Catalogue*) is available from ISO Online, accessible on the Web at the following address: www.iso.org.

Users will find here:

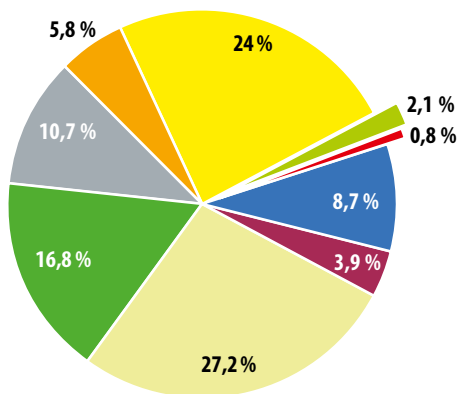
17 765 bibliographic data items on ISO International Standards,

3 748 bibliographic data items on draft ISO International Standards.

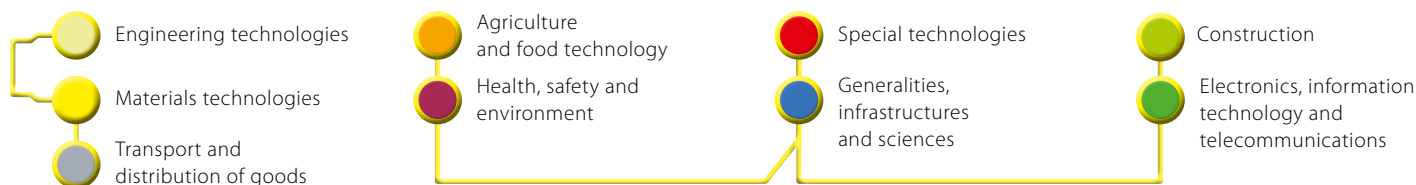
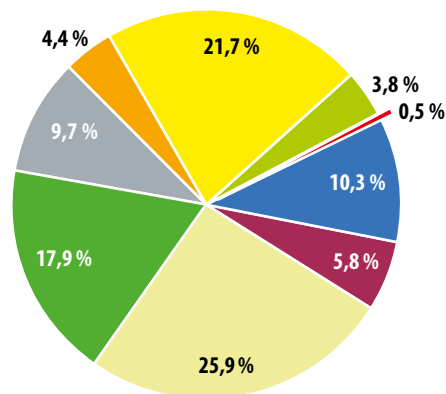
Through ISO Online, by accessing *World Standards Services Network (WSSN)*, users can also access information on standardization developments within a number of international, regional and national standardizing bodies and on some bibliographic data related to **700 000** standards, technical regulations and other standards-type documents from all over the world.

Portfolio of ISO standards and Draft International Standards by technical sector at the end of 2008

International Standards

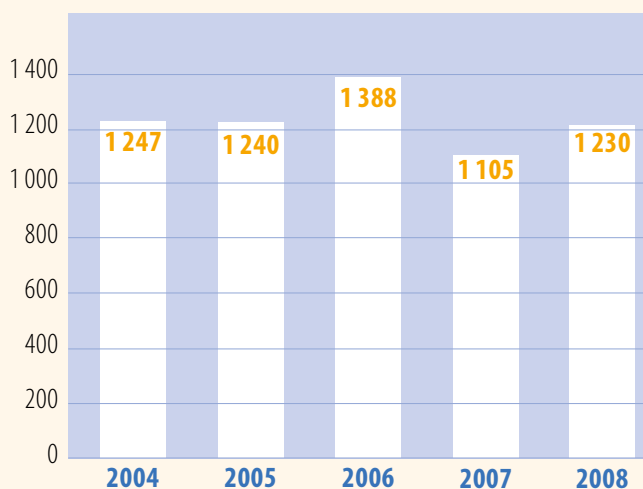


Draft International Standards/ Final Draft International Standards

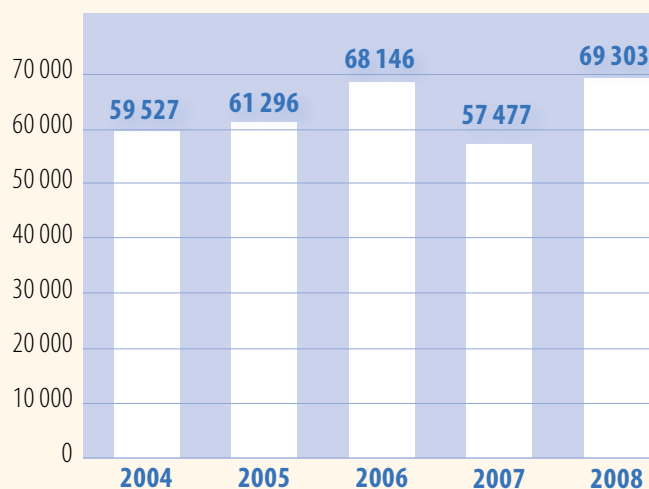


Annual production

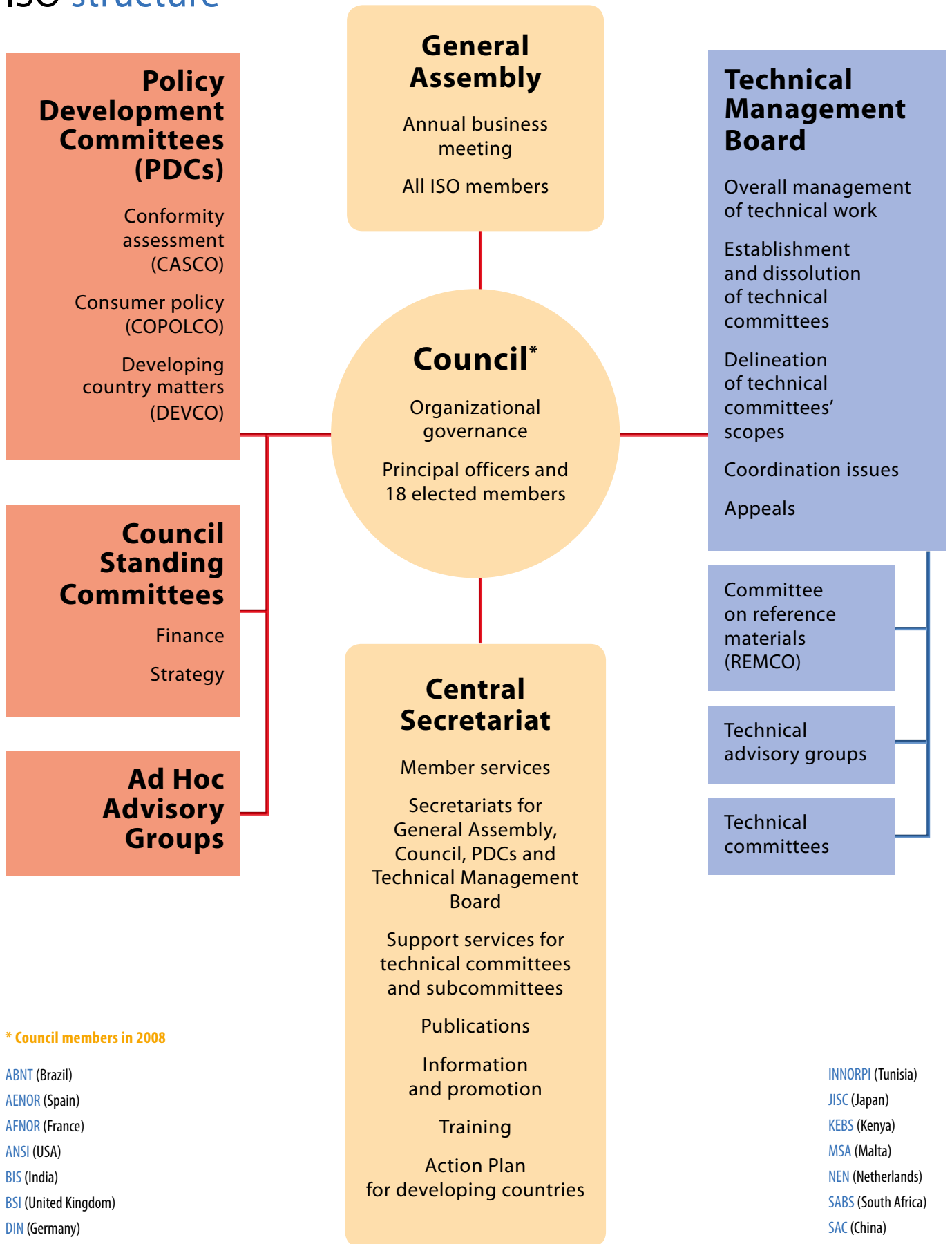
Standards published



Number of pages



ISO structure



*** Council members in 2008**

- ABNT (Brazil)
- AENOR (Spain)
- AFNOR (France)
- ANSI (USA)
- BIS (India)
- BSI (United Kingdom)
- DIN (Germany)
- DS (Denmark)
- DSM (Malaysia)

- INNORPI (Tunisia)
- JISC (Japan)
- KEBS (Kenya)
- MSA (Malta)
- NEN (Netherlands)
- SABS (South Africa)
- SAC (China)
- SPRING SG (Singapore)
- SUTN (Slovakia)

Principal officers

Håkan Murby was elected ISO President for the 2008-2009 term. Mr. Murby was Chairman of the Board of SIS, the Swedish Standards



**ISO President,
Sweden**

Institute, from 2000 to 2006. He is the Chairman of three Swedish companies in consulting and in industry. His 40-year long professional experience in industry (including car manufacturing, aluminium, steel and mobile telephone operations) started directly after his graduation as Master of Technology. As President of the Swedish Steel Producers Association, Jernkontoret, he has striven to create optimal framework conditions to ensure the competitiveness of the Swedish steel companies on the global market. He has been responsible for the Confederation of Swedish Industries' policy-making in energy and climate issues. Mr. Murby was appointed to a number of boards within the Gränges Aluminium AB group of which he became the business area manager and Vice President. His numerous key positions also include those of President of the steel companies Kloster Speedsteel AB and Uddeholm Tooling AB -- the world's leading tool steel company; President of Comvik AB, a Swedish mobile telephone operator; and President of the project management consultancy firm Evidentia AB.

George Arnold was re-appointed ISO Vice-President (policy) for the 2008-2009 term. He was Chairman of the ANSI Board of Directors in 2003-2005 after having served as Vice-Chairman, and has held several positions as a leader and active member of numerous ANSI committees.



**Vice-President
(policy), USA**

From the time that he joined AT&T Bell Laboratories in 1973, Dr. Arnold has held a wide range of technical and managerial assignments in research and development. From 1996 to 2001, he was Vice-President of Standards and Intellectual Property at Lucent Technologies; and then served until 2006 as Senior Advisor to the company's executive leadership on standards strategy and intellectual property. He is currently Deputy Director, Technology Services at the US National Institute of Standards and Technology (NIST). Dr. Arnold was also President of the IEEE Standards Association 2007-2008. He has been involved in the US-Europe Trans-Atlantic Business Dialogue (TABD). He has an academic background in engineering and applied sciences.



**Vice-President
(technical manage-
ment), Denmark**

Jacob Holmblad was appointed ISO Vice-President (technical management) for the 2008-2009 term. Mr. Holmblad has been Managing Director of Danish Standards (DS) since 1991. Before joining DS, he had a long-standing experience within the Danish Ministry of Energy (1973-1991), including ten years as Deputy Managing Director of the Danish Energy Agency. His career also includes commitments within the Danish Government such as Acting personal assistant to the

Minister of Industry (1974-1978). Mr. Holmblad has also been involved in the board of several entities, such as the Danish Energy Society (Vice-Chairman), the Wind Turbines Capital Fund Ltd. (Vice Chairman and Chairman), the Danish-Chinese committee for technological and scientific cooperation (Member since 1997), the Danish Energy Regulatory Authority (Deputy Chairman) and the Danish Innovation Centre (Vice Chairman). From 2000 until 2004, Mr. Holmblad was Vice President Technical of CEN.

Julien Pitton was appointed ISO Treasurer for the 2008 -2010 term. Since late 2004, Mr. Pitton has been an independent advisor



Treasurer, Switzerland

specialized in the governance and implementation of strategic entrepreneurial initiatives. Previously, he held senior positions in the banking sector, including: Executive Director, Entrepreneur Office at Banque Ferrier Lullin, Geneva; Head of Marketing & Key Account Management Equity Brokerage Europe within Group BNP Paribas, London; Head of Corporate Finance Group within Group Paribas Investment Banking, London; Mergers & Acquisitions Manager for Switzerland and correspondent Manager for Asia/Hong Kong and Member of the European Banking & Financial Institutions Group at the Advisory Department of Group Paribas, Paris. Mr. Pitton holds a Social & Economic Degree in Business Administration from the Geneva University. In Switzerland he studied also at the International Institute for Management Development - IMD; in the USA at Stanford University; in the UK at the London Business School; and in France at the École des Hautes Études Commerciales - HEC.

Alan Bryden took up the post of Secretary-General on 1 March 2003. In October 1999, he was appointed Director General of



Secretary-General

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

Membership

At the end of 2008, ISO's worldwide membership comprised the principal standards organizations of 157 countries.

Of these, 106 were member bodies, which are entitled to participate and exercise full voting rights within ISO.

ISO also counted 40 correspondent members. These are usually organizations in countries that do not yet have a fully developed national standards activity. Correspondent members do not take an active part in ISO's technical work and have no voting rights, but are entitled to attend meetings as observers and to be kept fully informed about the work of interest to them.

In addition, ISO had 11 subscriber members. These are from countries with very small economies. They pay reduced membership fees that nevertheless allow them to be in contact with international standardization.

Member bodies

A Algeria (IANOR) • Argentina (IRAM) • Armenia (SARM)
• Australia (SA) • Austria (ON) • Azerbaijan (AZSTAND)
B Bahrain (BSMD) • Bangladesh (BSTI) • Barbados (BNSI) • Belarus (BELST) • Belgium (NBN) • Bosnia and Herzegovina (BAS) • Botswana (BOBS) • Brazil (ABNT) • Bulgaria (BDS) **C** Cameroon (CDNQ) • 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 (CNI) **D** Denmark (DS) **E** Ecuador (INEN) • Egypt (EOS) • Ethiopia (QSAE) **F** Fiji (FTSQCO)

G Germany (DIN)
• Finland (SFS) • France (AFNOR) **H** Hungary (MSZT) **I** Iceland (IST) • India (BIS) • Indonesia (BSN)
• Iran, Islamic Republic of (ISIRI) • Iraq (COSQC) • Ireland (NSAI) • Israel (SII) • Italy (UNI) **J** Jamaica (BSJ) • Japan (JISC) • Jordan (JISM) **K** Kazakhstan (KAZMEMST) • Kenya (KEBS) • Korea, Democratic People's Republic of (CSK) • Korea, Republic of (KATS) • Kuwait (KOWSMD) **L** Lebanon (LIBNOR) • Libyan Arab Jamahiriya (LNCMS) • Lithuania (LST) • Luxembourg (ILNAS) **M** Malaysia (DSM) • Malta (MSA) • Mauritius (MSB) • Mexico (DGN) • Mongolia (MASM) • Morocco (SNIMA) **N** Netherlands (NEN) • New Zealand (SNZ) • Nigeria (SON) • Norway (SN) **O** Oman (DGSM) **P** Pakistan (PSQCA) • Panama (COPANIT) • Peru (INDECOPI) • Philippines (BPS) • Poland (PKN) • Portugal (IPQ) **Q** Qatar (QS) **R** Romania (ASRO) • Russian Federation (GOST R) **S** Saint Lucia (SLBS) • Saudi Arabia (SASO) • Serbia (ISS) • Singapore (SPRING SG) • Slovakia (SUTN) • Slovenia (SIST) • South Africa (SABS) • Spain (AENOR) • Sri Lanka (SLSI) • Sudan (SSMO) • Sweden (SIS) • Switzerland (SNV) • Syrian Arab Republic (SASMO) **T** Tanzania, United Republic of (TBS) • Thailand (TISI) • The former Yugoslav Republic of Macedonia (ISRM) • Trinidad and Tobago (TTBS) • Tunisia (INNORPI) • Turkey (TSE) **U** Ukraine (DSSU) • United Arab Emirates (ESMA) • United Kingdom (BSI) • Uruguay (UNIT) • USA (ANSI) • Uzbekistan (UZSTANDARD) **V** Venezuela (FONDONORMA) • Viet Nam (TCVN) **Z** Zimbabwe (SAZ).

Correspondent members

A Afghanistan (ANSA) • Albania (DPS) • Angola (IANORQ) **B** Benin (CEBENOR) • Bhutan (SQCA) • Bolivia (IBNORCA) • Brunei Darussalam (CPRU) • Burkina Faso (FASONORM) **D** Dominican Republic (DIGENOR) **E** El Salvador (CONACYT) • Estonia (EVS) **G** Gabon (ANTT) • Georgia (GEOSTM) • Guatemala (COGUANOR) • Guinea (IGNM) **H** Hong Kong, China (ITCHK SAR) **K** Kyrgyzstan (KYRGYZST) **L** Latvia (LVS) **M** Macau, China (CPTTM) • Madagascar (BNM) • Malawi (MBS) • Moldova, Republic of (INSM) • Montenegro (ISME) • Mozambique (INNOQ) • Myanmar (MSTRD) **N** Namibia (NSI) • Nepal (NBSM) **P** Palestine (PSI) • Papua New Guinea (NISIT) • Paraguay (INTN) **R** Rwanda (RBS) **S** Senegal (ASN) • Seychelles (SBS) • Swaziland (SWASA) **T** Tajikistan (TJKSTN) • Togo (CSN) • Turkmenistan (MSST) **U** Uganda (UNBS) **Y** Yemen (YSMO) **Z** Zambia (ZABS).

Subscriber members

A Antigua and Barbuda (ABBS) **B** Burundi (BBN) **C** Cambodia (ISC) **D** Dominica (DBOS) **E** Eritrea (ESI) **G** Guyana (GNBS) **H** Honduras (COHCIT) **L** Lao People's Democratic Republic (DISM) • Lesotho (LSQAS) **S** Saint Vincent and the Grenadines (SVGBS) • Suriname (SSB)

ISO member bodies' contribution to the standards process

(2008-12-31)

Members	Number of secretariats (TC/SC)	Number of convenorships (WG)
ABNT (Brazil)	3	7
AENOR (Spain)	11	15
AFNOR (France)	75	191
ANSI (USA)	128	514
BELST (Belarus)	–	1
BIS (India)	8	9
BOBS (Botswana)	1	–
BSI (United Kingdom)	77	344
BSJ (Jamaica)	1	–
DGN (Mexico)	–	1
DIN (Germany)	132	390
DS (Denmark)	7	27
DSM (Malaysia)	5	4
DSSU (Ukraine)	1	1
ELOT (Greece)	1	1
EOS (Egypt)	–	2
GOST R (Russian Fed.)	9	8
ICONTEC (Colombia)	1	9
IPQ (Portugal)	2	4
IRAM (Argentina)	1	3
ISIRI (Islamic Rep. of Iran)	3	1
JISC (Japan)	59	161
KATS (Republic of Korea)	12	27
MSZT (Hungary)	0	1
NBN (Belgium)	4	29
NEN (Netherlands)	20	81
NSAI (Ireland)	–	2
ON (Austria)	2	4
PKN (Poland)	5	3
SA (Australia)	19	64
SABS (South Africa)	9	5
SAC (China)	24	33
SCC (Canada)	20	69
SFS (Finland)	2	18
SII (Israel)	3	4
SIS (Sweden)	25	119
SN (Norway)	14	39
SNV (Switzerland)	19	34
SNZ (New Zealand)	1	2
SPRING SG (Singapore)	1	3
SUTN (Slovakia)	1	–
TISI (Thailand)	–	4
TSE (Turkey)	2	–
TTBS (Trinidad and Tobago)	–	1
UNI (Italy)	15	43
UNMZ (Czech Republic)	–	2

Financial statements

Balance sheet on 31 December 2008

		2008	2007	2006
		kCHF	kCHF	kCHF
ASSETS	Fixed assets:			
	<i>Installations and equipment</i>	3'271	3'507	2'730
	Long-term assets:			
	<i>Securities</i>	9'763	8'357	6'181
	<i>DIN endowment</i>	289	395	479
		10'052	8'752	6'660
	Current and liquid assets:			
	<i>Short-term bank deposits</i>	6'500	13'138	10'000
	<i>Debtors</i>	2'573	2'172	2'136
	<i>Prepaid expenses and income</i>	1'662	1'665	895
	<i>Liquid assets</i>	6'492	535	1'723
		17'227	17'510	14'754
TOTAL ASSETS		30'550	29'769	24'144
LIABILITIES	General fund*	16'789	15'389	12'791
	Reserves and provisions	7'212	6'892	5'279
	Funds received for specific projects	1'501	2'391	1'617
	Current and deferred liabilities:			
	<i>Suppliers and other creditors</i>	1'378	1'906	1'721
	<i>Subscriptions received in advance</i>	716	916	594
	<i>Creditors</i>	2'954	2'275	2'142
		5'048	5'097	4'457
TOTAL LIABILITIES		30'550	29'769	24'144

* After allocation of net result.

Revenue and expenditure on 31 December 2008

		2008	2007	2006
		kCHF	kCHF	kCHF
REVENUE	Membership subscriptions	20'240	19'991	19'982
	Sales of publications and magazines	3'645	3'720	3'753
	Royalties on copyright	8'821	8'571	8'079
	Funding for developing countries	1'490	967	928
	Other services and financial income	986	2'796	1'503
TOTAL REVENUE		35'182	36'045	34'245
EXPENDITURE	Personnel expenses	22'160	21'283	22'049
	Other operating expenses	9'788	9'022	7'791
	Amortisation	1'526	1'439	658
TOTAL EXPENDITURE		33'474	31'744	30'498
RESULT BEFORE PROVISIONS		1'708	4'301	3'747
(ALLOCATION TO) / DISSOLUTION FROM PROVISIONS		(308)	(1'703)	(1'320)
NET RESULT		1'400	2'598	2'427



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