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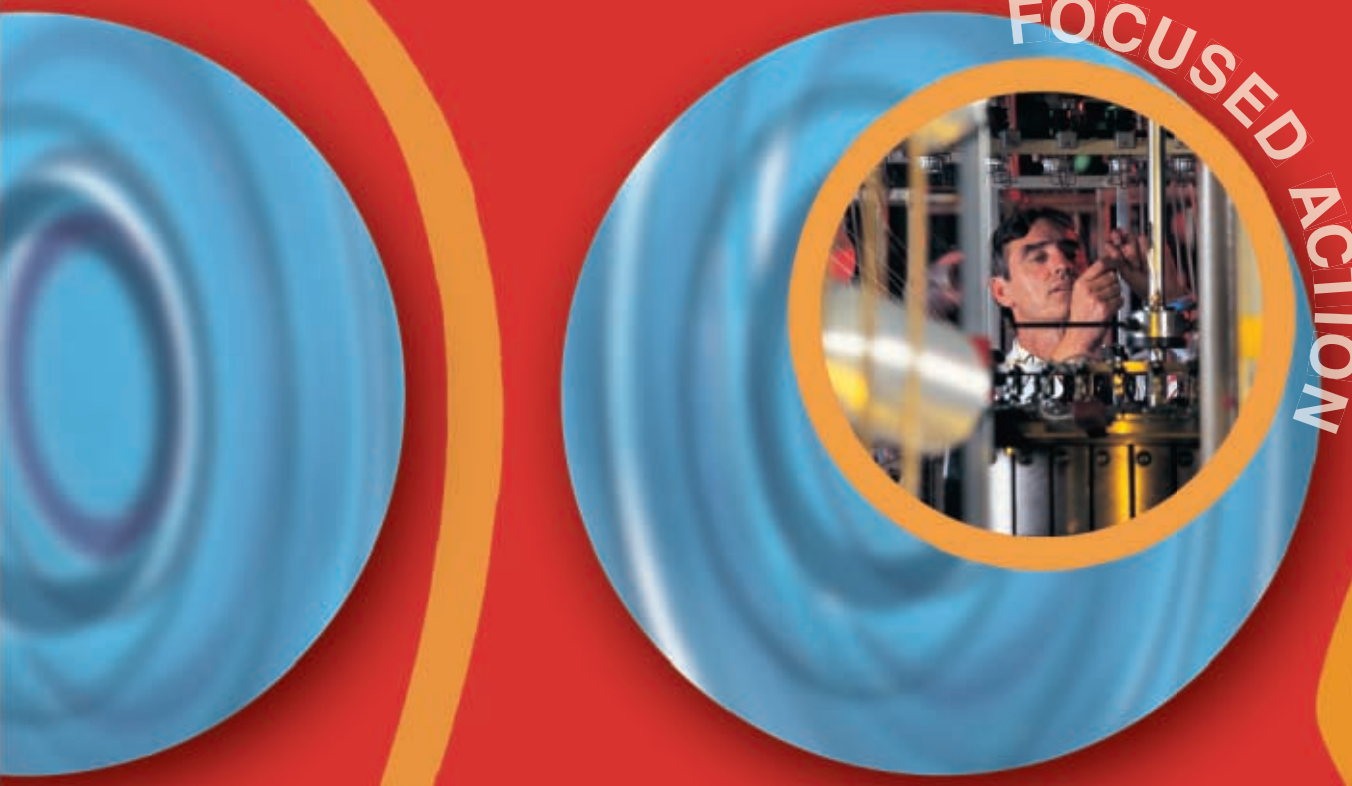

FOCUSED ACTION

global vision

Annual Report 2003

ISO

ISO and International Standardization

ISO is the International Organization for Standardization. It has a membership of 146 national standards institutes from countries large and small, industrialized and developing, in all regions of the world. ISO develops voluntary technical standards which add value to all types of business operations. They contribute to making the development, manufacturing and supply of products and services more efficient, safer and cleaner. They make trade between countries easier and fairer. ISO standards also safeguard users and consumers, and make many aspects of their lives simpler. ISO develops only those standards that are required by the market. This work is carried out by experts coming from the industrial, technical and business sectors which have asked for the standards, and which subsequently put them to use. These experts may be joined by others with relevant knowledge, such as representatives of government agencies, consumer organizations, academia and testing laboratories.

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

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Rapport annuel de l'ISO 2003

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Except photos on page 6 (UNIDO),
all photographs belong to ISO.

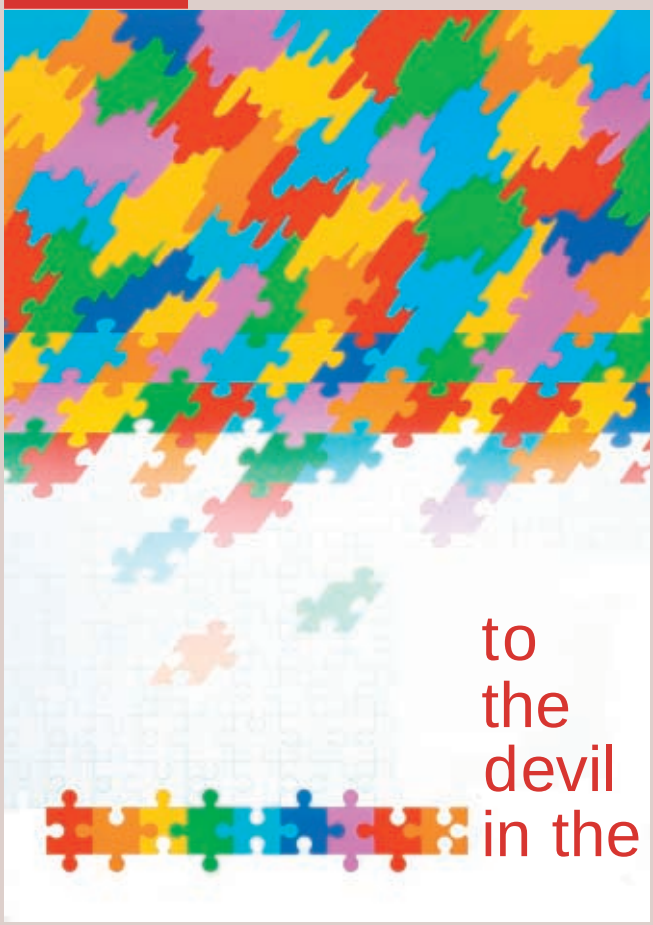
Creation and design
Public Relations,
ISO Central Secretariat

Printed in Switzerland

Focused action

GLOBAL VISION

From the big picture to the devil in the detail



Standardization begins with an ambitious vision: to transform valued criteria such as quality, ecology, safety, economy, reliability, compatibility, interoperability, efficiency and effectiveness into real attributes of products and services that are manufactured, delivered, bought, used at work or home, or at play.

To realize this transformation, standardization develops the vision into specific and concrete characteristics that are relevant to a given product or service and practical to implement during its design, manufacture or supply. Standardization is therefore a combination of vision and action.

Vision and action were ISO's main themes in 2003. Naturally, the arrival of new Secretary-General Alan Bryden imparted a fresh impulse to ISO. This also created an appropriate context for the organization to scan its strategic horizon and plot its course for the coming years, while carrying out actions to advance objectives already identified.

The voice of the stakeholder

ISO Horizon 2010

ISO launched its most comprehensive consultation ever of its stakeholders all over the world in order to develop the strategies that will guide the organization through the 2005 to 2010 period. ISO's membership of national standards institutes were invited, in providing their input based on the consultation of stakeholders in their countries, to ensure the broadest participation possible in developing the strategic plan – which is scheduled for adoption at the 2004 ISO General Assembly. The consultation, which also included major international organizations, sought input on ISO and its activities today and on the future expectations of its stakeholders. It addressed 12 key areas:

1. ***Scope*** of ISO's work
2. ***Involvement of stakeholders***
3. ***Global market relevance*** of ISO's standards
4. ***Participation of developing countries***
5. ***Collaboration with the IEC (International Electrotechnical Commission) and the ITU-T (International Telecommunication Union's standardization sector)***

6. ***Inclusiveness*** of ISO's approach to its relationships with other international organizations and standards-developing organizations
7. ***Use of ISO standards in relation to technical regulations***
8. ***Providing support to conformity assessment*** – the process of demonstrating that products, materials, processes, systems or personnel measure up to relevant standards, regulations or other specifications
9. ISO's ***processes and deliverables*** – the organization's ways of working and the range of standards and other types of agreement that it delivers
10. ISO's use of ***IT tools*** to develop standards and provide other services
11. ***Education and communication***
12. ***Resources and services provided by the ISO Central Secretariat***.

Alan Bryden commented: "This broad consultation that we have launched to update our strategy is, I believe, a first for ISO. It enables us really to implement our ISO 9004: 2000 standard for performance improvements by reaching out to our stakeholders all over the world. I am confident that we will together find the ways to adapt ISO so that it remains a world leader for the production and dissemination of market relevant and truly International Standards."

Second ISO conference for technical committee and subcommittee chairs

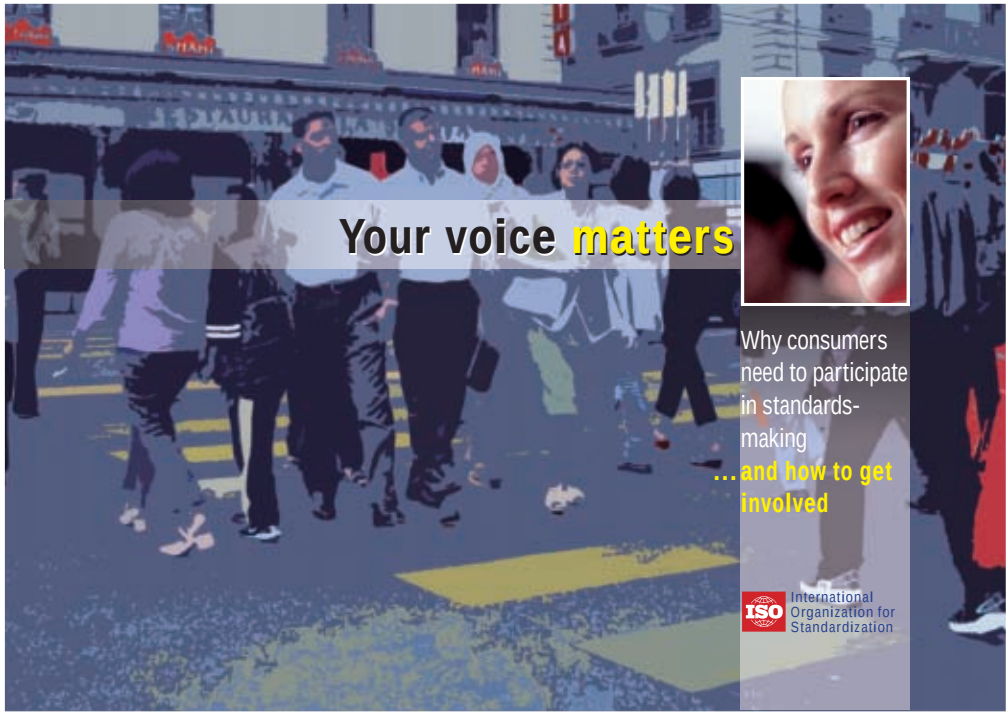
Mr. Carlo Lamprecht (centre), *Minister of Economic Affairs, Republic and Canton of Geneva, who welcomed the delegates at the ISO TC and SC Chairs' conference to Geneva, with Mr. Alan Bryden, ISO Secretary-General* (left) *and Mr. Oliver Smoot, ISO President* (right).

While thousands of ISO standards provide benefits to business, government and society, the people responsible for their development largely remain in the background. The year 2003 saw an exception – only the second of its type – when some 140 influential figures from ISO's standards-developing committees met in Geneva to examine ISO's long-range strategy and a series of initiatives to increase the alignment between ISO's technical work and the market requirements for it. This conference provided a platform for them to bring to the fore the challenges they face, as well as their achievements, and for a lively exchange of views on the following themes:

- global relevance of ISO's technical work;
- inclusiveness/exclusiveness/cooperative standards development, and
- time to market.

25-year focus on consumers

Consumers are crucial stakeholders in standardization since they are frequently the end users of the products and services for which standards are developed. In 2003, the ISO Committee on consumer policy, COPOLCO) celebrated its first 25 years – proof that ISO has long demonstrated its determination to make the voice of the consumer heard in international standardization.



Facilitating international exchange of goods, services and know-how

A highlight of COPOLCO's year was the workshop "Consumer confidence and the role of standards – principles and ethical practice" held in Bangkok, Thailand. It examined the role of standards in creating consumer confidence in goods and services, while exploring the implications of unethical practices for consumer confidence. It explored how consumers can benefit from standards and, in turn, how standardization and its associated mechanisms can better respond to consumers' expectations.

The potential benefits of consumers' input into standards development are not always understood and, in fact, are often underestimated. A new brochure was published to fill a gap left by existing publications for basic introductory material for consumers on what standardization is, its advantages, and how to get involved .

The brochure, *Your voice matters – Why consumers need to participate in standards-making… and how to get involved*, provides examples of standards where consumers have made a difference, and the personal experiences of several consumer representatives. The full text of the brochure is available free of charge from ISO's Web site : www.iso.org

Argentina 2003

Some 350 delegates from 110 countries participated in ISO's 26th General Assembly in Buenos Aires, Argentina, as guests of IRAM (*Instituto Argentino de Normalización*) – the first time this annual gathering of ISO's worldwide membership was held in a Latin American country.

ISO President Oliver Smoot reviewed the numerous evolutions that are increasing the need for International Standards and also the benefits of participating in ISO to develop them :

- the emergence of world markets – not only for products, but also for services ;

26th ISO General Assembly Opening Ceremony

Seated in the august and historic setting of the Colón Theatre, at the start of the ISO General Assembly, from left to right : Mr. Alan Bryden, Secretary-General of ISO ; Mr. Oliver Smoot, President of ISO ; Mr. Eduardo Hecker, Economic Development Secretary, Buenos Aires City Government ; Mr. Norberto Ivancich, Undersecretary of Public Affairs, Cabinet Office, Argentinian Government ; Mr. José Francisco López, President and Director General of IRAM ; Mr. Mario Giadorou, President of the organizing committee, Argentina 2003.

- the deregulation of sectors that now require voluntary standards, such as energy, water supply, transportation, telecommunications and postal services;
- the consolidation of ever-larger multinational companies;
- the pressure from developing countries and economies in transition for access to world markets;
- the trust crisis in organizational governance and the need to demonstrate responsible practice according to internationally agreed criteria;
- the systems-based approach to sustainable development, and
- the arrival of new and fast-growing technologies (new materials, nanotechnologies and biotechnologies) whose penetration of the market and expansion depend on the availability of global standards.

Oliver Smoot declared: "This past year, ISO has reinforced its potential and seen a growing awareness of the possibilities and the benefits that our International Standards can bring. Our standards are being ever more recognized at the 'grass roots' level of products and service delivery and also at the international policy level."

World Standards Day 2003

ISO, the IEC and the ITU join together each year to issue a World Standards Day message and, in 2003, the theme was "Global Standards for the Global Information Society". In this message, the three organizations underlined their commitment to bridging the so-called Digital Divide and making the benefits of information and communication technologies available to developing countries.

World Summit on the Information Society

ISO worked throughout 2003 with IEC, ITU-T – its partners in the World Standards Cooperation (WSC) – to ensure that, in the framework of the World Summit on the Information Society, the strategic role of International Standards for development and trade be recognized and reflected in the resolutions/declarations emerging from the Summit.

The efforts of the WSC partners were highly successful. The first phase of the Summit in Geneva in December 2003 endorsed a Declaration of Principles that includes the following reference to standardization:

"Standardization is one of the essential building blocks of the Information Society. There should be particular emphasis on the development and adoption of international standards."

Partnership with WTO

The level of ISO's recognition by international institutions continues to rise. For example, in 2003, ISO continued and extended its participation in the World Trade Organization (WTO) committees as an observer, and in WTO workshops covering both standardization and conformity assessment.

Mr. Juan Antonio Dorantes, Chairman of the WTO Committee on Technical Barriers to Trade (TBT), speaking at the ISO General Assembly in Buenos Aires.

Sustainable development

Further developments took place in collaboration with the WTO and the International Trade Centre (ITC) in the area of training. This covered technical barriers to trade (TBT), international standardization and conformity assessment issues. Support actions were also carried out for the benefit of developing countries in the area of standardization and related matters, including regional workshops, training and assistance projects.

The development of high-level contacts is progressing well. The ISO Secretary-General had several meetings with the principal officers of WTO and took part in the WTO Ministerial Conference in Cancún, Mexico. At the plenary meeting, the WTO Director General reported on the positive contribution of ISO to the implementation of the TBT Agreement, in particular in the areas of technical assistance and participation of developing countries. The conference also provided a good opportunity to network and to promote ISO.

Product and system certification

Some 80 participants from 40 countries attended a workshop in Geneva on product and management system certification organized jointly by ISO/CASCO, Committee on conformity assessment, and ISO/DEVCO, Committee for developing country matters. It strengthened understanding of the conformity assessment processes available for developing countries and countries in transition in order to help them fulfill local and global market requirements.

ISO Secretary-General Alan Bryden underlined the important contribution that conformity assessment offers to sustainable development and trade: "The application of standards and methods of assessing conformity to those standards is integral to effective and efficient achievement of sustainable development. ISO provides the internationally agreed standards and guides for products, services and management systems that can be used in developing countries to support their development efforts and also provides the base requirements on how conformity to those standards should be assessed."

From left to right: *Fabio Tobón, Executive Director, Colombian Institute of Technical Standards and Certification; Mario O. Wittner, Chair, ISO Committee on conformity assessment; Francis Lacroze, Executive Vice-President, Systems and Services Certification, SGS, Société Générale de Surveillance Group; Maureen Mutasa, Chair, ISO Committee on developing country matters; Graeme Drake, Secretary, CASCO; Alan Bryden, ISO Secretary-General; Azim Ng Abdullah, Senior General Manager, Certification, Inspection and Corporate, SIRIM QAS International Sdn Berhad (Malaysia).*

The 'triple bottom line'

Many companies today are reaching out for global markets, sustainable competitiveness and what is called "the triple bottom line", which addresses three dimensions of company performance – economic, environmental and social. Therefore, the quality of their technical performance and products has to be matched by environmental performance and governance practices. ISO is pro-active to the needs in these three dimensions.

For the economic dimension, ISO has an extensive portfolio of technical standards for products, manufacturing and distribution.

For the environmental dimension, ISO on the one hand offers the ISO 14000 family that provides a framework for good environmental management practices, from environmental management systems to environmental auditing, life cycle assessment, environmental labelling and environmental performance evaluation. On the other hand, it has developed more than 350 International Standards for the monitoring of specific environmental aspects such as the quality of air, water and soil. They serve in a number of cases as the technical basis for environmental regulations.

Regarding the dimension of governance issues, ISO decided in 2003 to hold an international conference on the social responsibility of organizations in June 2004 in Stockholm, Sweden. The input provided by the conference will complement the exploration by ISO of social responsibility initiatives around the world and issues arising. Before deciding to commit ISO resources to work on international reference or guidance documents on the social responsibility of organizations, it is important for ISO to establish that there is sufficient support for ISO to become involved and that any work that ISO would undertake would not be duplicating what already exists, but actually add value and recognition.

Helping developing countries to help themselves

ISO standards offer practical solutions to many of the problems of developing countries and economies in transition and thus contribute to their social and economic progress.

Top : *Signing of the Memorandum of Understanding by Carlos Magarinos* (left), *Director of UNIDO and Mr. Alan Bryden, Secretary-General of ISO.*

Bottom : *Both ISO and UNIDO emphasize the importance of training.*

The question of increased participation applies to all ISO's stakeholders, but more acutely to the developing countries that make up over 100 of ISO's total membership. Part of the response lies in assisting them to develop their information technology infrastructure in order to conquer distance and the cost of physical participation in standards development by electronic means.

There is also a real need to provide tools to enable, in particular, ISO's members in developing countries to communicate the benefits of standardization at the national level in order to increase support and participation in their work. ISO Central Secretariat is therefore providing resources to assist in designing Web sites for developing country members and, in 2003, published an updated version of *Standards work on the Net*, a manual for developing countries on the use of information technology in standards development.

ISO is also constantly seeking to identify new sources of assistance for developing countries through partner organizations. In 2003, ISO signed a Memorandum of Understanding with the United Nations Industrial Development Organization (UNIDO) that aims to make it easier for developing and least-developed countries, and economies in transition, to participate in and benefit from international trade. The first concrete measures will be the development of training material on standardization and related conformity assessment activities, and awareness raising through joint workshops and seminars.

Communicating, informing, educating

Focus and global perspective

ISO launched *ISO Focus*, a new magazine replacing the venerable *ISO Bulletin*. With *ISO Focus*, whether the reader is already in the world of standardization, or a complete stranger to it, whether in business or in industry, in a small or medium sized enterprise or in a multinational company – he or she will get a panoramic view of what is being done in international standardization, why it has been done and what will be done.

ISO Focus joins *ISO Management Systems – The International Review of ISO 9000 and ISO 14000*. Global markets require global standards and *ISO Management Systems* provides a global perspective on ISO's global business standards. The magazine's international coverage includes implementation case studies, surveys, sector applications, accreditation and certification, viewpoints and debates, plus previews of new standards and guidelines in the ISO 9000 and ISO 14000 families, as well as other value-adding business standards.

ISO opens Café for journalists, teachers and students

"Grab a cup of coffee and log onto the *ISO Café* – a new section on our Web site," was the invitation launched by ISO in 2003 to journalists, teachers and students to help them discover the big, wide world of International Standards.

Before people had measuring tools, they found points of reference such as seeds, stones and their own limbs. Thus, an inch was accepted as the distance from the tip of the thumb to the first joint ; a yard was the distance from the tip of a king's nose to the end of his middle finger ; a fathom was the length of a Viking's embrace.

The *ISO Café* is a virtual rendezvous for those wishing to learn more about the benefits of standards in the comfort of their home, school or office. Visitors gain knowledge about ISO standards in a format that is free from jargon.

'The Kids' ISO 14000 Programme'

ISO has increased its support for promoting and spreading *The Kids' ISO 14000 Programme* to develop environmental awareness among children around the world and enable them to take practical steps to improve the environment.

The Kids' ISO 14000 Programme, which draws on the Plan-Do-Check-Act organizing principle of the ISO 14000 environmental management system standards, was created and is operated by the Japanese non-profit, non-governmental organization ArTech. More than 50 000 Japanese schoolchildren have participated in the programme, launched in 2000, which is now on its way to becoming international.

The green symbol represents a Chinese character signifying "the world".

ISO Secretary-General Alan Bryden and ArTech Director General Prof. Takaya Kawabe signed a Memorandum of Understanding confirming an earlier agreement between the two organizations in October 2002, since when ISO has lent its name and logo to the programme. Under the new MoU, the

ISO Central Secretariat pledges active support by using its communication media to promote the programme, and by encouraging its dissemination worldwide through ISO's network of national standards institutes.

New guidelines on publicizing certifications

ISO has issued new guidelines to assist organizations in publicizing certifications to the ISO 9001:2000 quality management system and ISO 14001 environmental management system standards. The guidelines, *Publicizing your ISO 9001:2000 or ISO 14001 certification*, are intended to help organizations apply good practice when publicizing, communicating and promoting their certifications to stakeholders including staff, customers and business partners, and to the general public.

The release of the guidelines (available free of charge on ISO's Web site) was timed to coincide with the 15 December 2003 deadline marking the end of the three-year period given for organizations to make the transition from certificates of conformity to the 1994 versions of ISO 9001, ISO 9002 and ISO 9003 to the single standard that has replaced all three – ISO 9001:2000.

Second ISO Networking Conference

Some 110 participants from 31 countries gathered in Ottawa, Ontario, Canada, in May 2003 for the second ISO Networking Conference, hosted by the Standards Council of Canada (SCC).

Connecting and re-connecting? From left to right: *Mr. Alan Maislich, IEC; Mr. Ahmad Husseini, Secretary ISO/TC 207, Environmental management; Mrs. Ghislaine Clarke, Executive Assistant, SCC, Canada; Mrs. Vered Oren, SII, Standards Institute of Israel.*

The conference serves as a forum for professional managers and experts of ISO members on questions of information, marketing, public relations and training. In Ottawa, they exchanged views on information and communication technologies that can and do significantly affect how people think and act. They discussed issues such as copyright, customer services, Web stores and the contributions of standardization, and how communication has a major influence on the process of organizational change.

Mr. Hugh Krentz, Chairman of SCC, highlighted the benefits of both the new and old methods of interaction in his opening remarks, adding, "I look forward to meeting with you for old-fashioned, face-to-face contact and human fellowship."

Standards for business, government and society

Every ISO standard is important to the sector that requires its development. The following selection from 2003 illustrates the sheer scope of ISO's offering.

Wheels of industry

Developing standards that keep the wheels of industry turning efficiently was one of ISO's first vocations and basic technical and engineering standards continue to make up the lion's share of its portfolio. A good example is ISO 4308-1:2003,

Cranes and lifting appliances – Selection of wire ropes. Its unpretentious title gives little clue to its colossal importance in terms of safety and productivity given the estimated ten million cranes in use throughout the world in multiple industry sectors.

Another is ISO 10423:2003, *Petroleum and natural gas industries – Drilling and production equipment – Wellhead and christmas tree equipment*, which is a keystone standard for this important industry sector. The sector also provides an example of ISO's ability to forge a partnership with the users of its standards to deliver exactly what they need: in this case, ISO/TS 29001:2003, *Petroleum, petrochemical and natural gas industries – Sector-specific quality management*

systems – Requirements for product and service supply organizations. It is expected to become the common and unique basis for the oil and gas industry's quality management system requirements worldwide.

IT everywhere

While ISO standards continue to ensure the smooth functioning of industry, their scope has evolved in response to the penetration of information technology (IT). ISO 6011:2003, *Earth-moving machinery – Visual display of machine operation*, provides an example. Gone are the days of uniquely mechanical controls such as handles, levers and wheels – today's machine operator must be familiar with drive-by-wire and touch-screen controls.

Few of us will find ourselves at the controls of an earth-moving machine, but millions of people around the world will benefit from ISO/IEC 14496-10:2003, *Information technology – Coding of audio-visual objects* – Part 10: *Advanced Video Coding.* This new video compression standard promises dramatic improvements in video quality. It is likely to find use in a wide variety of applications, from mobile phones to High Definition TV, and is destined to revolutionize video picture quality over networks such as the Internet, 3G Wireless and the PSTN. The standard is the achievement of the ISO/IEC and ITU-T Joint Video Team (JVT), a pre-eminent group of experts from the three apex organizations in voluntary international standardization, working in partnership.

The standards that don't make the news

Natural disasters and ones triggered by man's neglect – or criminal intent – get all the news coverage. Largely unsung goes the work of thousands of experts participating in the development of ISO standards to prevent or mitigate such disasters.

Examples of their achievements in 2003 were ISO 19338:2003, *Performance and assessment requirements for design standards on structural concrete* – a major contribution to the safety of increasingly big and tall buildings – and ISO/TR 15656:2003, *Fire resistance – Guidelines for evaluating the predictive capability of calculation models for structural fire behaviour* – an important step towards safer construction.

ISO also develops standards for those whose job it is to go in harm's way, such as the firefighters who had to deal with the huge forest fires that plagued many regions of the world in 2003. ISO 15384:2003, *Protective clothing for firefighters – Laboratory test methods and performance requirements for wildland firefighting clothing*, is expected to result in improved protection in the near future.

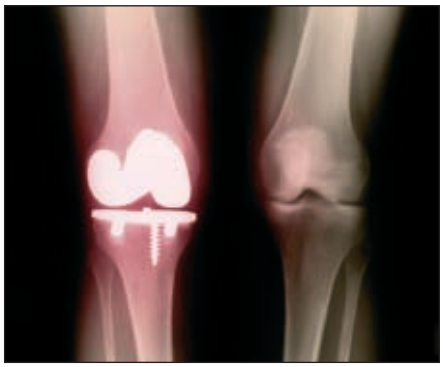
ISO's societal vocation

Efficiency and productivity are frequent benefits of ISO's engineering standards. At the same time, the organization also has a societal vocation in addition to the economic one. In fact, many ISO standards provide government legislators, responsible employers, designers and manufacturers with the technical basis for addressing environmental, and health and safety issues.

An example of the latter published in 2003 was provided by the two-part ISO 12100:2003, *Safety of machinery – Basic concepts, general principles for design*, which is another standard with broad relevance across industry sectors.

In a more personal vein, yet just as important since the standard will improve safety in the home, ISO 22702:2003, *Utility lighters – General consumer-safety requirements*, is intended to protect children in particular.

There are few objects more personal than surgical implants and they are becoming increasingly common. ISO 17853:2003, *Wear of implant materials – Polymer and metal wear particles – Isolation, characterization and quantification*, responds to the need to evaluate the wear and durability of the materials used to produce implants and to thus to make improvements possible.



A safety standard of both personal and collective benefit is ISO 7010:2003, *Graphical symbols – Safety colours and safety signs – Safety signs used in workplaces and public areas.* It sets out to ensure that safety signs designed and used locally, anywhere in the world, will be recognized globally, everywhere in the world.

In turn, environmental issues have health and safety, social and

economic implications. No industry today can afford to ignore its environmental impact. In addition to the well-known ISO 14000 family of environmental management standards, ISO offers a wide-ranging portfolio of standardized sampling, testing and analytical methods that provide business and government with scientifically valid data on the environmental effects of economic activity. 2003 saw the publication of an important addition to this category – the two-part ISO 11338:2003, *Stationary source emissions – Determination of gas and particle-phase polycyclic aromatic hydrocarbons*. This sampling is an essential part of the environmental impact assessment of emission sources such as aluminium smelters, coke works, waste incinerators, power stations, and industrial and domestic combustion appliances.

Plastics have become ubiquitous and ISO 17556:2003, *Plastics – Determination of the ultimate aerobic biodegradability in soil by measuring the oxygen demand in a respirometer or the amount of carbon dioxide evolved*, for evaluating their biodegradability will therefore prove a useful tool – not least in finding solutions to the plastic bottles that litter our landscapes.

All work and no play...

...makes Jack a dull boy – according to the nursery rhyme. ISO never has a dull moment because it also develops standards for play – or "sport " as it is known by adults...

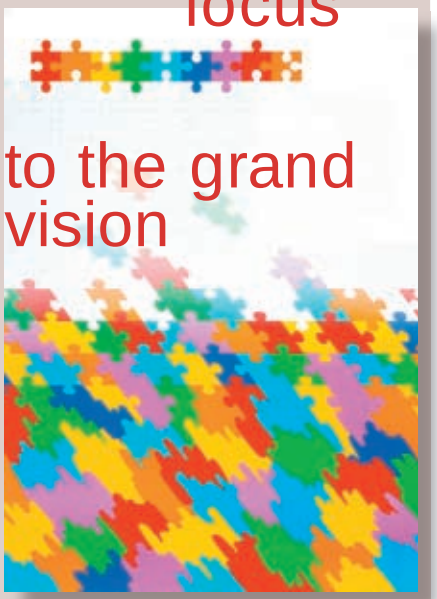
ISO 6289:2003, *Skis – Vocabulary*, may seem like the dullest possible aspect of an exciting sport – but where else would you find authoritative, internationally valid definitions of "goofy snowboard" or "carving response", and the difference between a "mountain ski" and a "mountaineering ski"?

ISO 10256:2003, *Head and face protection for use in ice hockey*, standardizes very visible and necessary protection for a popular sport and is notable for having achieved international consensus between conflicting regional positions – an ISO speciality.

Each to his or her own taste

ISO certainly has no ambitions to standardizing people's tastes – especially where the culinary arts are concerned. In fact, ISO is helping to safeguard the authenticity of a rather unique ingredient to fine cuisine with ISO/TS 3632:2003, *Saffron (Crocus sativus L.)* – Part 1: *Specification*, and Part 2: *Test methods*. Saffron is a very expensive spice and there are lucrative methods of adulterating it with parts of other plants. This Technical Specification gives test methods for detecting such heresies – an example of how ISO standards ensure high standards.

From the 'nuts and bolts' focus to the grand vision

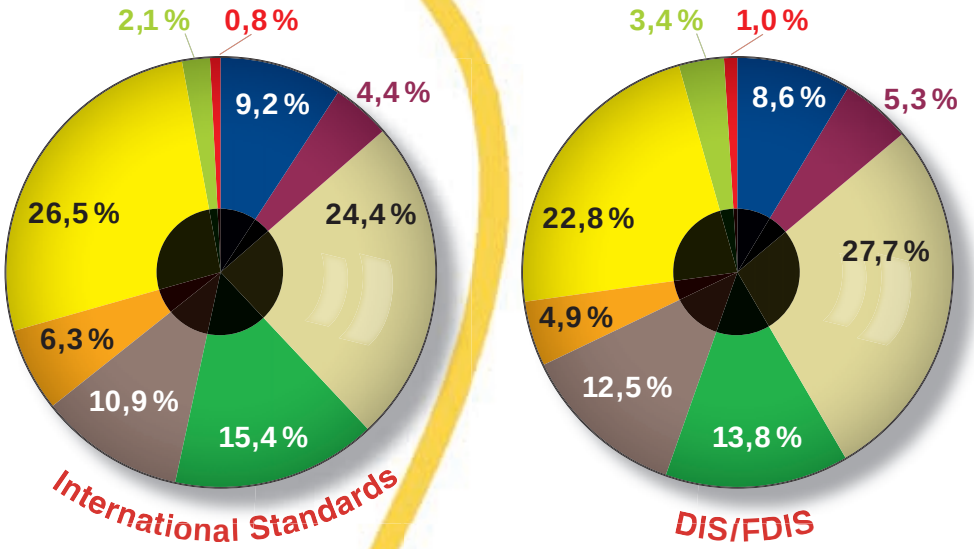


The content of most ISO standards is highly specific and closely detailed. It has to be. Precise measurements, dimensions, tolerances, percentages and other verifiable and repeatable characteristics are what it takes to accomplish the difficult job of turning someone's "great idea" into an actual product or service.

Necessarily, the **practical focus of ISO's work** is on the "nuts and bolts". At the same time, it is **fuelled by a grand vision**. ISO **takes valued criteria** such as quality, ecology, safety, economy, reliability, compatibility, interoperability, efficiency and effectiveness – and **makes them real** in a way that facilitates international trade, the dissemination of new technologies and good practice, as well as progress in safety and environmental protection.

Portfolio of ISO standards and draft International Standards by technical sector at the end of 2003

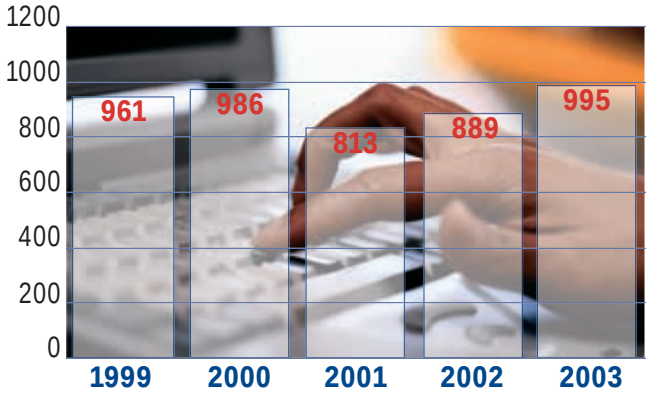
- Generalities, infrastructures and sciences
- Health, safety and environment
- Engineering technologies
- Electronics, information technology and telecommunications
- Transport and distribution of goods
- Agriculture and food technology
- Materials technologies
- Construction
- Special technologies



Annual production

995 new and revised International Standards in 2003.

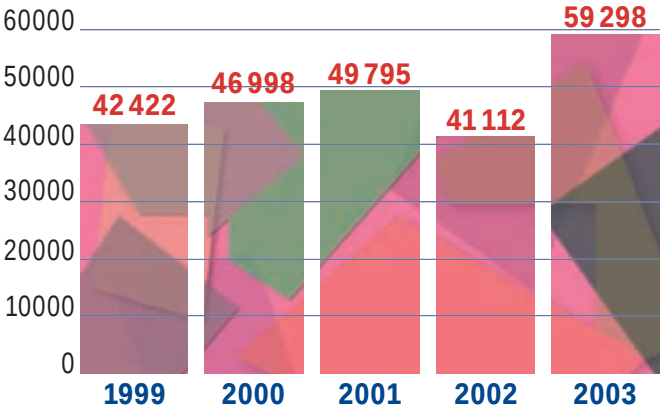
ISO's total portfolio as of end 2003: **14 251** International Standards.



Standards published

59 298 pages in 2003.

ISO's total output of pages as of end 2003: **490 431 pages** in English and French (terminology is also often provided in other languages).



Number of pages

ISO's structure

General Assembly

Annual business meeting

All ISO members

COUNCIL*

Organizational governance

Principal officers and 18 elected members

Central Secretariat

Member services

Secretariats for General Assembly, Council, PDCs and Technical Management Board

Support services for technical committees and subcommittees

Publications

Information and promotion

Programme for developing countries

Policy Development Committees (PDCs)

Conformity assessment (CASCO)

Consumer policy (COPOLCO)

Developing country matters (DEVCO)

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Overall management of technical committee and subcommittee structure

Establishment and dissolution of technical committees

Delineation of technical committees' scopes

Coordination issues

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- Technical advisory groups
- Technical committees

*** Council members in 2003**

AENOR (Spain)
AFNOR (France)
ANSI (USA)
BIS (India)
BSI (United Kingdom)
DIN (Germany)
DSM (Malaysia)
IRAM (Argentina)
JISC (Japan)
KATS (Korea, Rep. of)
KEBS (Kenya)
MASM (Mongolia)
NSAI (Ireland)
SCC (Canada)
SIS (Sweden)
SIST (Slovenia)
SPRING SG (Singapore)
TSE (Turkey)

Principal officers

Oliver Smoot

President, USA

Oliver Smoot was elected ISO President for a two-year term as from 1 January 2003. A trained economist and Juris Doctor, he has held leadership positions in the fields of international law and information technology. Since 2000 he has been Vice-President of External Voluntary Standards Relations at ITI (Information Technology Industry Council), where he was Executive Vice-President for over 30 years. He has been an active member of the ABA (American Bar Association) and is currently Chairman of ABA's Technical Standardization Law Committee. Mr. Smoot has been actively involved in standardization over a period of 25 years at national, regional and international levels.

Torsten Bahke

Vice-President (policy), Germany

Torsten Bahke was appointed ISO Vice-President (policy) for the 2002-2003 term. He has been the Director of DIN, the German Institute for Standardization, since 1999, after having served as DIN's Director of Strategy for two years. Having obtained a Doctorate in Engineering, Dr. Bahke joined the Krupp Group where he held several managerial positions, both in Germany and abroad. In 1994, he was appointed as a member of the Executive Board of Directors of Krupp Fördertechnik and remained there until 1997 when he joined DIN. In addition, Dr. Bahke is a member of the Board of Trustees of the Berlin-Brandenburg Section of VDI, the Association of German Engineers, and of the Federal Institute for Materials research and Testing (BAM), as well as a member of the Berlin Scientific Society.

Ross Wraight

Vice-President (technical management), Australia

Ross Wraight was appointed Vice-President (technical management) for the 2002-2003 term. As such, he also filled the position of Chairman of the Technical Management Board. In december 2003, Mr. Wraight was appointed Chief Executive Officer and Managing Director of SAI Global, an Australian publicly listed company. He had been Chief Executive and Managing Director of Standards Australia International until December 2003. Before joining SAI, he held positions in business, banking and public service in Australia for over 25 years, serving in particular as a corporate and economic advisor, as well as in health services management at metropolitan and state levels. He is also Chairman of the Board of Excel Partnership Inc. (USA) and Director (Alternate) of CDC IXIS Australia.

Antoine Fatio

Treasurer, Switzerland

Antoine Fatio was appointed ISO Treasurer for the 2002-2004 term. He is currently a Partner at Quest Partners, a Swiss firm active in advice and investment in Private Equity. Mr. Fatio has a broad experience in finance, marketing and business development which he has acquired by holding managerial positions in several corporations, both in Switzerland and the USA. He has an academic background in electrical engineering (BS) and in Business Management (MBA).

Alan Bryden

Secretary-General

Alan Bryden took up the post of Secretary-General on 1 March 2003. In October 1999, he was appointed Director General of the French national standards body, AFNOR. Between 1981 and 1999, Alan Bryden was Director General of the French national 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 2003, ISO's worldwide membership comprised the principal standards organizations of 148 countries.

Of these, 97 were member bodies, which are entitled to participate and exercise full voting rights within ISO.

ISO also counted 36 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 15 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 (SAI) / Austria (ON) / Azerbaijan (AZSTAND) B Bahrain (BSMD) / Bangladesh (BSTI) / Barbados (BNSI) / Belarus (BELST) / Belgium (IBN) / Bosnia and Herzegovina (BASMP) / Botswana (BOBS) / Brazil (ABNT) / Bulgaria (BDS) C Canada (SCC) / Chile (INN) / China (SAC) / Colombia (ICONTEC) / Costa Rica (INTECO) / Côte d'Ivoire (CODINORM) / Croatia (DZNM) / Cuba (NC) / Cyprus (CYS) / Czech Republic (CSNI) D Denmark (DS) E Ecuador (INEN) / Egypt (EOS) / Ethiopia (QSAE) F Finland (SFS) / France (AFNOR) G Germany (DIN) / Ghana (GSB) / Greece (ELOT) 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 (JBS) / Japan (JISC) / Jordan (JISM) K Kazakhstan (KAZMEMST) / Kenya (KEBS) / Korea, Democratic People's Republic of (CSK) / Korea, Republic of (KATS) / Kuwait (KOWSMD) L Libyan Arab Jamahiriya (LNCSM) / Luxembourg (SEE) M Malaysia (DSM) / Malta (MSA) / Mauritius (MSB) / Mexico (DGN) / Mongolia (MASM) / Morocco (SNIMA) N Netherlands (NEN) / New Zealand (SNZ) / Nigeria (SON) / Norway (NSF) O Oman (DGSM) P Pakistan (PSQCA) / Panama (COPANIT) / Philippines (BPS) / Poland (PKN) / Portugal (IPQ) R Romania (ASRO) / Russian Federation (GOST R) S Saudi Arabia (SASO) / Serbia and Montenegro (ISSM) / Singapore (SPRING SG) / Slovakia (SUTN) / Slovenia (SIST) / South Africa (SABS) / Spain (AENOR) / Sri Lanka (SLSI) / 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 (INORPI) / 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 Albania (DPS) / Angola (IANORQ) B Bolivia (IBNORCA) / Brunei Darussalam (CPRU) C Cameroon (CCNQ) / Congo, the Democratic Republic of the (OCC) E El Salvador (CONACYT) / Estonia (EVS) G Guatemala (COGUANOR) H Hong Kong, China (ITCHKSAR) K Kyrgyzstan (KYRGYZST) L Latvia (LVS) / Lebanon (LIBNOR) / Lithuania (LST) M Macau, China (CPTTM) / Madagascar (BNM) / Malawi (MBS) / Moldova, Republic of (MOLDST) / Mozambique (INNOQ) N Namibia (NSIQO) / Nepal (NBSM) / Nicaragua (DTNM) P Papua New Guinea (NISIT) / Paraguay (INTN) / Peru (INDECOPI) Q Qatar (QS) R Rwanda (RBS) S Saint Lucia (SLBS) / Senegal (ASN) / Seychelles (SBS) / Sudan (SSMO) / Swaziland (SQAS) T Turkmenistan (MSIT) U Uganda (UNBS) Y Yemen (YSMO) Z Zambia (ZABS).

Subscriber members

A Antigua-and-Barbuda (ABBS) B Benin (CEBENOR) / Burundi (BBN) C Cambodia (ISC) D Dominica (DBOS) / Dominican Republic (DIGENOR) E Eritrea (ESI) F Fiji (FTSQCO) G Grenada (GDBS) / Guyana (GNBS) H Honduras (COHCIT) L Lesotho (LSQAS) M Mali (MLIDNI) N Niger (DNQM) P Palestine (PSI).

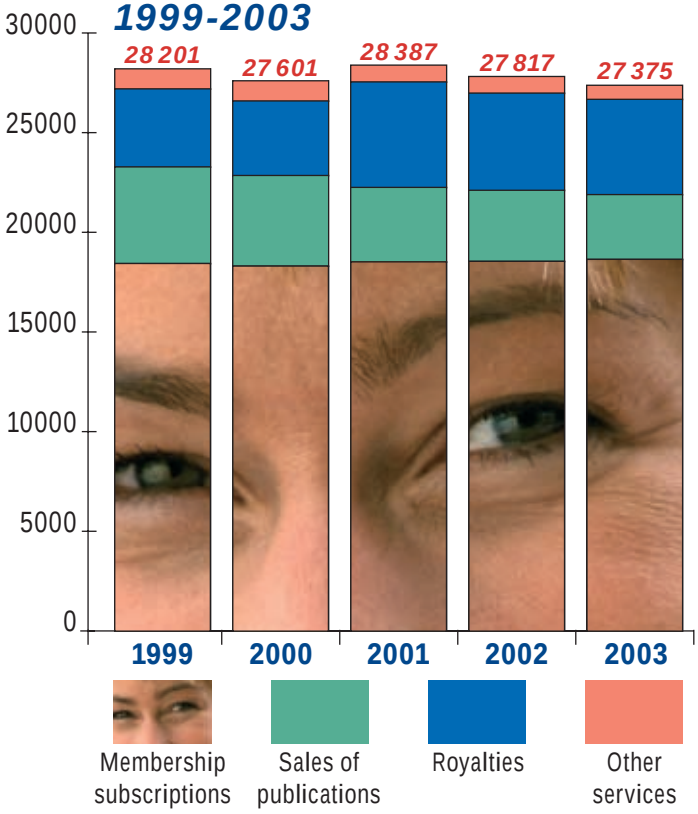
ISO member bodies' contribution to the standards process

Members	Number of secre-tariats (TC/SC)	Number of conven-orships (WG)
ABNT (Brazil)	2	6
AENOR (Spain)	9	9
AFNOR (France)	81	183
ANSI (USA)	135	473
BIS (India)	8	4
BOBS (Botswana)	1	–
BSI (United Kingdom)	98	347
CSNI (Czech Republic)	1	2
DGN (Mexico)	–	1
DIN (Germany)	123	358
DS (Denmark)	7	25
DSM (Malaysia)	3	5
DSSU (Ukraine)	1	1
DZNM (Croatia)	–	1
ELOT (Greece)	1	2
GOST R (Russian Fed.)	15	12
IBN (Belgium)	4	27
ICONTEC (Colombia)	1	3
IPQ (Portugal)	3	9
ISIRI (Iran, Islamic Rep. of)	3	2
JBS (Jamaica)	1	–
JISC (Japan)	41	115
KATS (Republic of Korea)	5	8
MSZT (Hungary)	2	–
NEN (Netherlands)	20	76
NSAI (Ireland)	–	4
NSF (Norway)	17	39
ON (Austria)	3	8
PKN (Poland)	5	3
SABS (South Africa)	10	2
SAC (China)	7	14
SAI (Australia)	17	61
SCC (Canada)	21	66
SFS (Finland)	3	13
SII (Israel)	3	2
SIS (Sweden)	25	101
SNV (Switzerland)	21	32
SNZ (New Zealand)	–	2
SPRING SG (Singapore)	–	2
SUTN (Slovakia)	1	–
TISI (Thailand)	–	1
TSE (Turkey)	3	–
UNI (Italy)	14	40
UNIT (Uruguay)	–	1

Financial statements

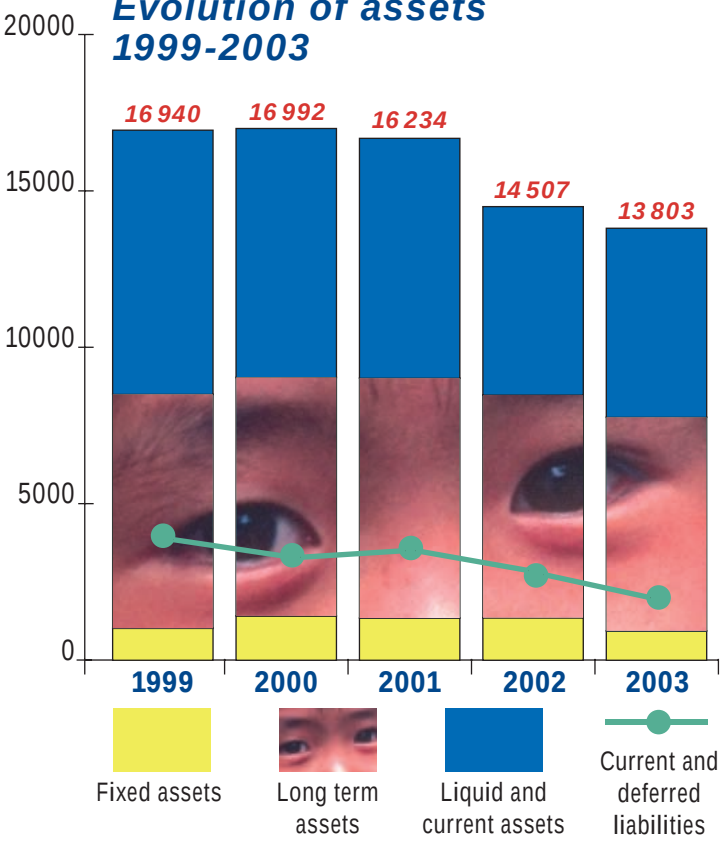
KCHF

Evolution of revenue 1999-2003



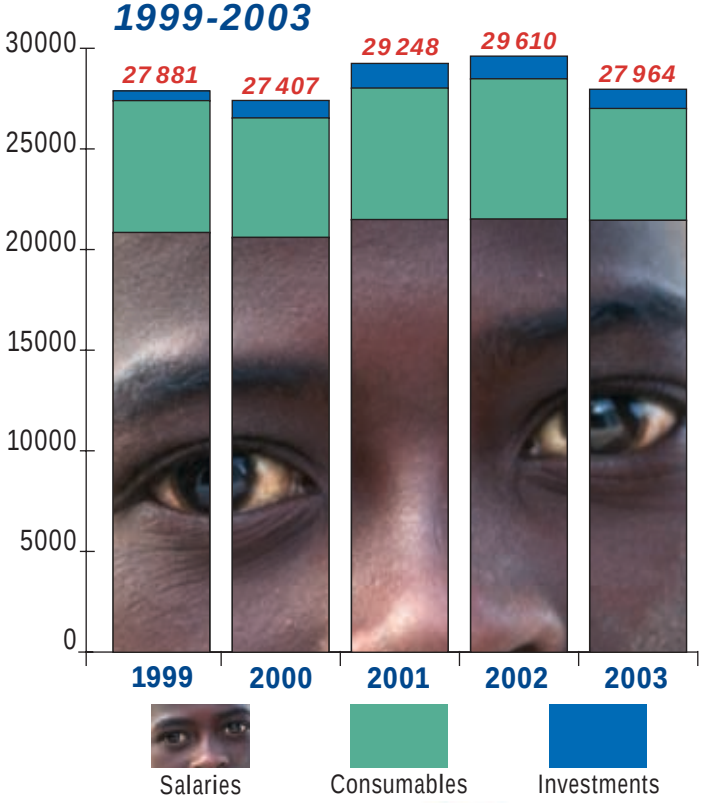
KCHF

Evolution of assets 1999-2003



KCHF

Evolution of expenditure 1999-2003



KCHF

Evolution of general fund and provisions for specific projects 1999-2003