advancing the global agenda
MESSAGE FROM THE ISO SECRETARY-GENERAL

OUR PERFORMANCE

OUR HIGHLIGHTS

▸ AIMING SQUARELY FOR THE SDGs
▸ STRENGTHENING OUR MEMBERS, SECURING OUR FUTURE
▸ CLOSING THE GENDER GAP
▸ ENABLING GLOBAL TRADE AND BUILDING CONFIDENCE
▸ EVERYONE GETS HOME SAFE
▸ FOOD YOU CAN TRUST
▸ MANAGING RISKS
▸ BUILDING CONSUMER TRUST
▸ SAVING RESOURCES, SAVING LIVES – LOW-IMPACT, LOW-COST TOILETS

ISO WEEK IN GENEVA

OUR MEMBERSHIP

OUR PARTNERSHIPS

OUR INITIATIVES

OUR PRINCIPAL OFFICERS

OUR FINANCES

MESSAGE FROM THE ISO PRESIDENT
I believe that fair treatment and respect are the building blocks for a more equitable and more productive society.
Once again, it was a record-setting year for ISO. A greater number of documents was published in 2018 than in any previous year. That’s a testament to the efficiency of our processes and the tireless commitment of thousands of technical experts who contribute their time and knowledge. But beyond the numbers, it shows that standards are more relevant than ever when it comes to addressing issues from sustainability to smooth-flowing trade.
OUTPERFORMING IN 2018

ISO is best known for International Standards, our flagship product. But in addition to these, we also publish specifications and a variety of other standards-type documents to respond to differing market needs. When taken as a whole, we published 1,637 standards and related documents in 2018. That’s an increase of 3.7% on the 2017 figure, which was itself a record-setting year in terms of document production.

While the number of documents published is not a goal in itself, it’s a very strong indicator of the health and relevance of our organization and of the demand for standards. It serves as a strong indicator that we’re working towards our overall goal, to see standards used everywhere.

MEETING MARKET NEEDS

In order to meet the demands of growing and newly emerged sectors, we created a number of new technical committees (TC) and project committees (PC). These included:

- ISO/PC 315, Indirect, temperature-controlled refrigerated delivery services – Land transport of parcels with intermediate transfer
- ISO/PC 316, Water efficient products – Rating
- ISO/PC 317, Consumer protection: privacy by design for consumer goods and services
- ISO/PC 318, Community scale resource oriented sanitation treatment systems
- ISO/TC 319, Karst (a type of rock formation)
- ISO/PC 320, Tableware, giftware, jewellery, luminaries – Glass clarity – Classification and test method
- ISO/TC 321, Transaction assurance in E-commerce
- ISO/TC 322, Sustainable finance
- ISO/TC 323, Circular economy

RESEARCH AND INNOVATION

It’s widely accepted that International Standards support economic growth, social development and environmental management across a multitude of sectors. We also know that companies use ISO standards as a strategic tool in the development of products and services, driving innovation and ensuring compatibility with market requirements. Many governments count on ISO standards to help develop better regulation and as essential tools for reducing barriers to international trade. In addition to which, standards have always played a role in consumer confidence, providing reassurance in the safety and quality of the products and services they use. Despite all this, it can be difficult to quantify the benefits that International Standards bring.

So, how can we effectively measure the positive impact of ISO standards, and communicate them to businesses, government and consumers? How can we respond to market demands and make sure we remain at the forefront when it comes to new technology and emerging trends?

ISO’s new research and innovation (R&I) unit has been set up to tackle these challenges. With a mandate to collect, analyse and provide empirical data on the economic, social and environmental impacts of International Standards, the R&I unit will also identify new and emerging areas for standardization.

With an ambitious programme scheduled to begin in 2019, we look forward to reporting on progress in next year’s report.
As a global, member-focused organization with an ambitious mission to see standards used everywhere, we don't take time off. Every day, somewhere in the world, ISO members and experts are hard at work shaping the future of standardization and keeping the ISO name at the forefront of innovation.

There are literally thousands of people taking part in an ongoing conversation about how standards can improve the way we live and the way we interact. But much of ISO’s daily work remains almost invisible, as our members and technical committees go about their business with efficiency and discretion.

This section presents just a handful of the results of this work. From game-changing standards that improve safety to helping organizations meet their commitments to the United Nations Sustainable Development Goals, discover some of the ISO highlights of 2018.
AIMING SQUARELY FOR THE SDGs

In 2015, the United Nations set an ambitious 15-year plan to address some of the most pressing issues faced by the world. For many organizations wanting to effect meaningful change, it can be difficult to know where to begin. There are 17 goals and achieving these without undue impact on core activities can be a challenge.

Thanks to a new mapping tool launched in 2018, ISO has provided a way of identifying the standards that are most relevant.

Our International Standards and related documents represent globally recognized guidelines and frameworks based on international collaboration. Built around consensus, they provide a solid base on which innovation can thrive and are essential tools to help governments, industry and consumers contribute to the achievement of every one of the Sustainable Development Goals (SDGs).

For each Goal, ISO has identified the standards that can help businesses and organizations make the most significant contribution. The new SDG mapping tool serves as a resource for those who are looking for a concrete way in which their organization can play its part. With ISO standards covering almost every subject imaginable, from technical solutions to systems that organize processes and procedures, there are numerous ISO standards that correspond to each of the SDGs.

To view the mapping tool, and to find out how ISO standards can help your business or organization rise to the challenge of the SDGs, visit ISO.org/SDGs.
The effective participation of ISO members contributes to the global relevance of ISO standards and helps realize our vision of standards used everywhere.

Capacity building is a fundamental part of our strategy. In practice, this means increasing the effective participation in standardization of developing countries, who represent two-thirds of ISO’s membership.

By investing in our members in developing countries through capacity building, we enhance the capabilities of our members to set and achieve development objectives.

2018 was a big year for us. We repositioned our interventions to be even more focused on capacity building. We developed a revised results framework and monitoring system that will enable us to effectively measure outcomes, support improved donor reporting and inform the design of follow-up activities.

The activities we delivered at international, regional and national level included:

- Country-based advisory services
- Training courses including train-the-trainer modules
- Distance mentoring
- Support to participate in standards development work, and
- Various types of guidance materials

In 2018, in total, over 3,850 participants nominated by 106 ISO members in developing countries benefitted from our programme.

WE COULDN’T DO IT ALONE

The ISO Action Plan for developing countries 2016-2020 is the strategic framework for our capacity building activities. It is supported by the Swedish International Development Cooperation Agency (Sida) and ISO members involved in delivering development assistance.
MISSION COMPLETE – MENA STAR

We successfully completed ISO’s second multi-year, multi-country capacity building programme: the MENA STAR project. This project has developed approaches and tools that will be used to the benefit of all ISO members.

The programme was planned, governed and monitored by a project group comprising ISO, Sida and representatives from beneficiary countries.

Over its life cycle, the implementation of 236 interventions resulted in the following outcomes in the beneficiary countries:

- Implementation of specific ISO standards to advance the United Nations Sustainable Development Goals
  - A pool of 94 national trainers in the areas of energy management, environment management and life-cycle assessment, and water footprint is now available in the Middle-East and North-Africa (MENA) region.
  - Six ISO members are in the process of implementing ISO 37001, Anti-bribery management systems – Requirements with guidance for use, within their organizations.

- Implementation of good standardization practices to optimize national standards development processes, develop national standardization strategies, set guidelines on managing participation in international standardization, and develop marketing and communication plans.

- Support for the implementation of the World Trade Organization (WTO) Agreement on Technical Barriers to Trade (TBT) by strengthening the national TBT enquiry points, enhancing awareness among regulators on the importance of implementing good regulatory practices and the use of standards as a basis for technical regulations.

A series of national interventions tailored to country-specific needs complemented training courses at the regional level.

Beneficiary countries
Algeria, Egypt, Iraq, Jordan, Lebanon, Morocco, State of Palestine, Syrian Arab Republic, Tunisia

Duration
2015 to 2018

Donor
Swedish International Development Cooperation Agency (Sida)

ISO standards promoted

CAPACITY BUILDING IN NUMBERS

WE CONTRIBUTED TO
NSBs* APPLYING
GOOD STANDARDIZATION PRACTICES

8 national activities
7 regional activities

WE CONTRIBUTED TO
NSBs DEVELOPING A
NATIONAL STANDARDIZATION STRATEGY

349 PARTICIPANTS

WE CONTRIBUTED TO
NSBs PROMOTING THE
USE OF STANDARDS AMONG POLICY MAKERS, BUSINESSES AND OTHER STAKEHOLDERS

55 national activities
8 regional activities

WE CONTRIBUTED TO
EFFECTIVE DEVELOPING COUNTRY PARTICIPATION IN THE DEVELOPMENT OF ISO STANDARDS

2 729 PARTICIPANTS

+ 129 SPONSORSHIPS

*NSB: national standards body
Through my participation in the International Gender Champions Initiative, I will work to strengthen the contribution that women are making in the world of standardization.

Sergio Mujica, ISO Secretary-General

**CLOSING THE GENDER GAP**

Social equality is just one of thousands of areas advanced by ISO International Standards, but we’ve made a commitment to advance it even further.

A hundred years ago, women in most countries were not allowed to vote, drive, buy property or work in many industries. While progress has been made, the gender equality gap still remains. According to a 2017 report by the World Economic Forum, there is still a worldwide difference in gender equality of 32%.

At ISO, we believe that women not only make a valuable contribution to the products, services and systems that drive our society, they also deserve to have an equal voice in their development.

ISO Secretary-General Sergio Mujica said, “Our aim is to encourage equal representation in standardization, to strengthen the participation of women in the development of ISO International Standards and to make them more relevant to women around the world. We intend to promote among the ISO family the importance of women’s participation in ISO work.”

This is why ISO has joined a number of other influential organizations in the pledge to be an International Gender Champion, as part of a leadership network working to advance gender parity in executive management.

For this year’s Annual Report, in addition to giving figures on workplace gender balance for ISO’s Central Secretariat in Geneva, we’ve also looked across the entire organization. You’ll see that in the Members section of this report, we’ve drawn attention to the balance between male and female leaders by region.
ENABLING GLOBAL TRADE AND BUILDING CONFIDENCE

2018 was a positive year for ISO, with a record number of publications and the launch of several new initiatives designed to meet our members’ changing needs. Outside of ISO, in particular with regard to global cooperation and trade, the picture was less encouraging. Expert analysts, businesses and journalists openly spoke of “trade wars”, which are still ongoing.

Those who believe, like ISO, in the power of trade to build human connections and bring benefits that grow economies and improve living conditions, are rightly concerned by the lack of confidence in multilateralism.

Far from being discouraged, we delivered a clear message to the world that the only way we can progress is through cooperation and consensus. ISO standards aren’t just about solving technical problems, a brief look at the SDG mapping exercise we carried out in 2018 (and which is covered on page 13 of this report) shows that they are applicable to almost every sector of activity imaginable. By establishing a shared understanding through standards, trade can occur, expectations can be met, and the unique improvements that create competitive advantage can be innovated.

Ambassador Alan Wolff, Deputy Director-General of the World Trade Organization (WTO), was among the guests that we were privileged to welcome to our General Assembly, which was held in Geneva this year (see page 32). In speaking of ways to address the global crisis in trade, Ambassador Wolff summed up the role of standards as facilitators of global trade: “Where production is fragmented across borders and firms, production lines need to merge at some point so as to deliver the final product. When this happens, then the use of international standards is crucial in ensuring compatibility, quality and safety. They help build trust throughout the global value chain.”

PARTNERING FOR BETTER TRADE

ISO has partnered with the World Bank Group to support ISO member national standards bodies in developing countries with the implementation of the World Trade Organization’s Trade Facilitation Agreement (TFA). This will cover areas such as applying good practices for technical barriers to trade and, in particular, implementing conformity assessment procedures.
ensuring a high level of compatibility with the new versions of ISO 9001 (quality management) and ISO 14001 (environmental management), businesses that already implement an ISO standard will have a leg up if they decide to work toward ISO 45001.

The new OH&S standard is based on the common elements found in all of ISO’s management systems standards and uses a simple Plan-Do-Check-Act (PDCA) model that provides a framework for organizations to plan what they need to put in place in order to minimize the risk of harm. The measures should address concerns that can lead to long-term health issues and absence from work, as well as those that give rise to accidents.

CAPACITY BUILDING FOR ISO 45001

More than 30 participants from 11 countries, representing ISO members, government ministries and the private sector, learned about the requirements of ISO 45001, how to implement the standard and how to integrate it with other management systems standards at a training event in Tunisia. In 2018, a training course on ISO 45001 specifically developed for the chemical and engineering sector was held in the state of Palestine at a two-day national workshop.

EVERYONE GETS HOME SAFE

The world’s much anticipated International Standard for occupational health and safety (OH&S) was published in 2018 and is set to transform workplace practices globally.

According to calculations by the International Labour Organization (ILO), 2.78 million workers die every year due to occupational accidents and work-related diseases. This means that, every day, almost 7700 persons die of work-related diseases or injuries. Additionally, there are some 374 million non-fatal work-related injuries and illnesses each year, many of these resulting in extended absences from work. This paints a sober picture of the workplace – one where workers can suffer serious consequences as a result of simply “doing their job.”

ISO 45001:2018, Occupational health and safety management systems – Requirements with guidance for use, hopes to change that. It provides governmental agencies, industry and other affected stakeholders with effective, usable guidance for improving worker safety in countries around the world. By means of an easy-to-use framework, it can be applied to both captive and partner factories and production facilities, regardless of their location. Because ISO 45001 is designed to integrate with other ISO management systems standards,
FOOD YOU CAN TRUST

The United Nations Sustainable Development Goals highlight safe, sustainable food production as one of our greatest priorities. At the same time, growing populations and increasingly complex supply chains pose food safety challenges. 2018’s new edition of ISO 22000 on food safety management systems presented a timely response.

Food safety is about the prevention, elimination and control of foodborne hazards, from the site of production to the point of consumption. Since food safety hazards may be introduced at any stage of the process, every company in the food supply chain must exercise adequate hazard controls. In fact, food safety can only be maintained through the combined efforts of all parties: governments, producers, retailers and end consumers. Aimed at all organizations in the food and feed industries, regardless of size or sector, ISO 22000:2018, Food safety management systems – Requirements for any organization in the food chain, translates food safety management into a continuously improving process. It takes a precautionary approach to food safety by helping to identify, prevent and reduce foodborne hazards in the food and feed chains.

The new edition brings clarity of understanding for the thousands of companies worldwide that already use the standard. Its latest improvements include adoption of the High-Level Structure common to all ISO management systems standards, making it easier for organizations to combine ISO 22000 with other management systems, such as ISO 9001 or ISO 14001.

Importantly, 2018 saw a new approach to risk – a vital concept in the food business – which distinguishes between risk at the operational level and the business level of the management system. Throughout the year, ISO strengthened partnerships and links with other organizations, and ISO 22000 was no exception. The revised standard has strong links to the Codex Alimentarius, a United Nations food group that develops food safety guidelines for governments. In addition to this, it offers a dynamic control of food safety hazards combining the following generally recognized key elements: interactive communication, systems management, Prerequisite Programmes (PRPs), and the principles of Hazard Analysis and Critical Control Points (HACCP).

CAPACITY BUILDING FOR ISO 22000

Developing countries that participated in the plenary meeting of technical committee ISO/TC 34, Food products, in Washington, D.C. also benefitted from a two-day training course on how international food standards support the United Nations Sustainable Development Goals.
MANAGING RISKS

Damage to reputation or brand, cybercrime, political risk and terrorism are some of the risks that private and public organizations of all types and sizes around the world must face with increasing frequency. The latest version of ISO 31000 has just been unveiled to help manage the uncertainty.

Risk is a necessary part of doing business and, in a world where enormous amounts of data are being processed at increasingly rapid rates, identifying and mitigating risks is a challenge for any company. It is no wonder then that many contracts and insurance agreements require solid evidence of good risk management practice. ISO 31000 provides direction on how companies can integrate risk-based decision making into an organization’s governance, planning, management, reporting, policies, values and culture. It offers an open, principles-based system, meaning that it enables organizations to apply the principles in the standard to the organizational context.

Yesterday’s risk management practices are no longer adequate to deal with today’s threats and they need to evolve. These considerations were at the heart of the revision of ISO 31000, Risk management – Guidelines, the latest version of which was published in 2018. Risk is now defined as the “effect of uncertainty on objectives”, which focuses on the effect of incomplete knowledge of events or circumstances on an organization’s decision making. This requires a change in the traditional understanding of risk, forcing organizations to tailor risk management to their needs and objectives—a key benefit of the standard. Reaching beyond a simple revision, the new version of ISO 31000 gives new meaning to the way we will manage risk tomorrow. As regards certification, ISO 31000:2018 provides guidelines, not requirements, and is therefore not intended for certification purposes. This gives managers the flexibility to implement the standard in a way that suits the needs and objectives of their organization.

CAPACITY BUILDING FOR ISO 31000

Risk management principles as defined in ISO 31000 and their contribution to an organization’s sustainability were addressed at a training event in Beirut, Lebanon, attended by 25 participants from seven countries, representing ISO members, the private sector and regulatory authorities.
BUILDING CONSUMER TRUST

One of the things about ISO is that our standards are informed by consumers. In fact, we have a group dedicated to gathering consumer insights and reflecting their interests and needs directly within ISO standards. If we want specifications in ISO documents to ensure that products and services work the way consumers expect them to, we need their input. But in 2018 we went further by providing consumer guidance for product information and related services and packaging needs, launching entirely new standards work aimed at improving service delivery to vulnerable consumers, and addressing consumers’ privacy and data protection needs at the heart of product design.

ADDRESSING CONSUMER NEEDS

2018 brought heightened consumer focus on data rights and privacy, spurred by high-profile breaches of consumer trust which legislation such as the GDPR (General Data Protection Regulation) in Europe aims to address. The GDPR affects companies that do business in Europe, but its ripple effect is felt much wider, sparking a global debate about the balance between individual and corporate responsibilities. Against this backdrop, ISO launched project committee ISO/PC 317, Consumer protection: privacy by design for consumer goods and services, to set basic parameters for fair and secure treatment of consumers’ personal data. ISO also published two guides in 2018, in conjunction with the International Electrotechnical Commission (IEC), to improve the consumer experience in the marketplace. ISO/IEC Guide 14:2018, Products and related services – Information for consumers, provides guidance on the provision of information about consumer products and their related services. It outlines general principles and recommendations for content, methods, formats and designs enabling consumers to compare and choose consumer products and their related services prior to purchase. Covering another related area, ISO/IEC Guide 41:2018, Packaging – Recommendations for addressing consumer needs, gives guidance to product designers, manufacturers, regulators, and others involved in decision making regarding packaging – including standards developers.

ESTABLISHING TRUST ONLINE

2018 also saw widespread questioning of the general trustworthiness of online news and information. This undermined consumer confidence, for example in the authenticity of online reviews, which in some cases were written by, or for, the businesses concerned, rather than consumers. A new ISO standard aims to change that by detailing requirements for organizations to effectively manage consumer review sites, increase consumer trust and protect suppliers from exploitation. Aimed at review Websites as well as the companies themselves, ISO 20488:2018, Online consumer reviews – Principles and requirements for their collection, moderation and publication, is the first International Standard published by ISO’s technical committee for online reputation, ISO/TC 290.
SAVING RESOURCES, SAVING LIVES – LOW-IMPACT, LOW-COST TOILETS

More than 2.3 billion people across the world lack access to basic sanitation services, including 892 million who defecate in the open. Hundreds of thousands of young children die each year from diseases as a result. New technology is shaping up to provide safe sanitation systems in places that don’t have sewerage treatment plants, offering the potential to save lives and improve the well-being of many. In 2018, ISO published a highly anticipated standard to support this development.

The development of stand-alone sanitation systems that safely treat waste without the need to be connected to a traditional sewerage system can offer a low-cost and low environmental impact way of achieving United Nations Sustainable Development Goal 6, which promotes “access to adequate sanitation and hygiene for all.” SDG 6 is a comprehensive goal that addresses the entire water cycle, from access to use and efficiency, to the integrated management of water resources and water-related ecosystems. For millions of people, non-sewered systems are the only option, and with waterborne diseases posing major risks to human health, it’s important to get it right. That’s why the 2018 publication of ISO 30500, Non-sewered sanitation systems – Prefabricated integrated treatment units – General safety and performance requirements for design and testing, was well received by the industry that produces the systems and the countries that need them. The treated outputs from systems meeting ISO 30500’s requirements will be free of bacteria, viruses and other harmful pathogens, thus protecting people and valuable resources, such as drinking water, from outbreaks of potentially fatal disease.

THE REINVENTED TOILET – AN OPPORTUNITY FOR CHANGE

ISO 30500, the International Standard for revolutionary sanitation systems, was launched at the Reinvented Toilet Expo, a three-day summit supported by the Bill & Melinda Gates Foundation, held in Beijing in November 2018. “International Standards are key to the progression of new sanitation technology and developing an industry that saves lives,” said ISO Secretary-General Sergio Mujica, participating on a high-level panel as part of the opening plenary that featured Bill Gates, Co-Chair of the Bill & Melinda Gates Foundation, and Dr Jim Yong Kim, President of the World Bank, as well as other leading representatives from industry and government.
ISO Week in Geneva

The annual ISO General Assembly brings together representatives from ISO members around the world and is always one of the highlights of the ISO calendar. This year’s event took place in Geneva, the international centre of peace and cooperation that is home to ISO's Central Secretariat.
As an independent, non-governmental organization, ISO plays a key role in defining standards that will help support innovation. This is fundamental in accelerating results.

Michael Møller, Director-General of the United Nations Office at Geneva (UNOG)
Show that you are open and throw away old beliefs and paradigms in order to find solutions that nobody would have been able to find.

Bertrand Piccard, the visionary behind Solar Impulse, the first airplane to fly around the world without fuel

The 2018 General Assembly also saw the appointment of Eddie Njoroge (lower-right photo) as ISO President for the 2020-2021 term. Mr Njoroge combines experience as an entrepreneur in the corporate and financial sectors with a passion for standardization. While CEO of Kenya’s national energy company, KenGen, he also oversaw its transformation to a publicly listed company. Mr Njoroge will assume his role as ISO President-elect in 2019, working closely with ISO President John Walter.

The sustainability message of the 2018 ISO Week in Geneva was reinforced through addresses from Filippo Veglio from the World Business Council for Sustainable Development (WBCSD) on how standards contribute to addressing sustainability, as well as from UN WOMEN Liaison Office Director Christine Loew. Loew participated in the DEVCO meetings, the ISO committee dedicated to developing country matters, where she delivered a keynote speech on gender equality, women’s empowerment, the United Nations 2030 Agenda for Sustainable Development and standardization. She emphasized the role that International Standards can play in promoting gender equality and the empowerment of women, and their contribution to the United Nations Sustainable Development Goals.
ISO’s relevance and acceptance worldwide rests firmly on the cumulative knowledge and reputations of our members. Presenting a unified body, committed to seeing standards used everywhere, ISO is first and foremost a members organization.
At the end of 2018, the national standards bodies (NSBs) from 162 countries were part of ISO’s worldwide membership:
120 NSBs were full members, 39 NSBs were correspondent members and 3 NSBs were subscriber members.

**FULL MEMBERS**


**CORRESPONDENT MEMBERS**


**SUBSCRIBER MEMBERS**

Antigua and Barbuda (ABB) | Belize (BBS) | Saint Vincent and the Grenadines (SVG)

*Previously referred to as Swaziland.*
SERVING OUR MEMBERS

Since joining ISO in 2017, Secretary-General Sergio Mujica has demonstrated time and again his belief that strong members make a strong organization. One of the ways in which he supports member needs is through an ambitious programme of visits helping him to listen to their individual concerns and provide support where needed. As Head of a global organization, Mr Mujica is uniquely placed to combine his wide international experience with ISO’s established reputation in support of members’ engagement with parties including government ministries, industry and other international organizations.

A FAIR AND BALANCED ORGANIZATION

As part of ISO’s commitment to gender equality, we’ve carried out an assessment of the proportion of male-to-female leaders of our members by region. We know that within ISO, as elsewhere, there is still progress to be made. We believe that, in showing this balance, we highlight the challenge and help move our organization towards a fairer, more balanced gender representation.
OUR PARTNERSHIPS

ISO was founded in 1947 around a central principle: that the best way to solve problems is by working together. Since that time, the world’s population has more than doubled, and so has the complexity and scale of the challenges that we face. The need for us to work together is more pressing than ever. That’s why we actively build partnerships to multiply the benefits of standardization.
ISO and IEC (International Electrotechnical Commission) have a long and fruitful history of working together. Though each organization applies itself to different areas of standardization, we collaborate to produce joint standards (ISO/IEC) in fields where there is substantial crossover, such as information technology. We share members in common, and indeed some technical experts who work with ISO also work with IEC.

While our processes may have significant differences, there are also similarities. Where these exist, we’re determined to make the participation of experts and members as efficient as possible by eliminating repetition and boosting the familiarity and intuitiveness of the systems that underpin our work.

In 2018, we began our common journey to further work together on IT matters. We started by defining a process-based approach to identify new opportunities for collaboration along the way.

**World Standards Cooperation**

A high-level cooperation between IEC, ISO and ITU (International Telecommunication Union) to promote standards, the World Standards Cooperation (WSC) is best recognized for the promotion of World Standards Day. Every year, on 14 October, the members of IEC, ISO and ITU celebrate and pay tribute to the collaborative efforts of the thousands of experts worldwide who develop the voluntary technical agreements that are published as international standards. You can find out more about the competition that was launched around 2018’s theme of the Fourth Industrial Revolution in the Initiatives section of this report.

**Partnering to Make Smart Cities a Reality**

IEC, ISO and ITU also work together to make smart cities a reality through the World Smart Cities Forum. The third edition of the forum was held in November in Santa Fe, Argentina. Responsibility for organizing the event rotates between the partner organizations, with ITU taking the lead for 2018’s event. Bringing together city representatives, academia and individuals from standards bodies, lively discussions focused on practical ways to develop standards that support the needs of smart cities. One outcome of these events is the creation of a joint task force of experts from our three organizations that will continue to explore possibilities for technical collaboration in the future.

We are organizations that are built on consensus, that’s our core value. We believe that bringing people together represents the best way to solve challenges in health, safety, efficiency... We are convinced that this should happen on a technical basis and not based on ideology.

*Jim Shannon, President of the International Electrotechnical Commission (IEC), speaking at the ISO Week in Geneva*
Without international standards, there would be far less international trade, far less global prosperity, far fewer markets for exporters and far less variety for consumers.

**POWERING WORLD TRADE**

In addition to attending our General Assembly in Geneva as a keynote speaker, Ambassador Alan Wolff also brought the perspective of the World Trade Organization (WTO) to a meeting of the World Standards Cooperation (WSC). Speaking at a WSC meeting held in February 2018 in Geneva, Wolff, Deputy Director-General of the WTO, discussed what international standards bodies can do to support the growth of the world trading system. He suggested several lines of action, including improving coherence between international standards, and highlighted the need to spread the message that “an integrated global economy, with a strong and dynamic multilateral trading system, supported by international standards, is a better world for everyone.”

**PARTNERSHIPS FOR POSITIVE RESULTS**

ISO also works with United Nations partners. For example, we liaise with more than a dozen UN specialized agencies involved in technical harmonization or technical assistance, including the United Nations Conference on Trade and Development (UNCTAD), the United Nations Environment Programme (UNEP), and the United Nations Framework Convention on Climate Change (UNFCCC). We work with a wide cross-section of stakeholders, including public- and private-sector international and regional organizations, to achieve our goals. Driven by our open and collaborative approach, we actively seek opportunities to work with organizations that share our commitment to provide International Standards as solutions for the global marketplace. In total, ISO collaborates with over 700 international, regional and national organizations. These organizations take part in the standards development process as well as sharing expertise and best practices.
OUR INITIATIVES

ISO is an organization unlike any other. From the respect and inclusivity that drives our standards process, to the diversity of the people who work in our organization, we’re proud of who we are and the things that make us unique. Working together with our members, we built awareness of our work and sparked a wider conversation with businesses, regulators and the wider public on the benefits of ISO standards.
WE RECEIVED
46
ENTRIES THROUGH OUR SOCIAL MEDIA PLATFORMS THAT INCLUDED DRAWINGS, VIDEOS AND COMICS FROM PEOPLE ALL OVER THE GLOBE

WE REGISTERED MORE THAN
2000
ENGAGEMENTS (LIKES, SHARES, CLICKS)

WE REACHED OVER
550.5 K
IMPRESSIONS

5
WINNERS CAME FROM BANGLADESH, ESTONIA, INDIA, NEW ZEALAND AND RWANDA

#MyCrazyIdea was a drawing and video competition inviting people to use technology standards to solve everyday problems.

Check out the winners’ crazy ideas in the video below.

For a fuller picture of how capacity building is helping ISO achieve its goals, see the Highlights section.

ISO Annual Report 2018 | 53
2018 was a year in which we took part in a major clean energy event known as the Assises Européennes de la Transition Énergétique. Hosted at Geneva’s main exhibition centre, Palexpo, ISO contributed to a project of collective infographics showing the work on SDGs done by international organizations based in Geneva. Thanks to a great collaboration with the Fondation pour Genève and the Swiss Mission, striking infographics related to Goal 7 (Affordable and Clean Energy) and Goal 13 (Climate Action) were printed and installed on high-impact displays, bringing visibility to the role of ISO standards in addressing energy use and climate change.

**HEALTHY PLANET, HEALTHY EMPLOYEES**

In 2018, we continued to look at ways to reduce the impact of our activities on the planet. As in 2017, we are proud to declare that ISO is carbon neutral. We achieved this through our ongoing work with Social Carbon, a standard developed by the Ecologica Institute that certifies carbon reduction projects for their contributions to sustainable development. You can find out more at www.socialcarbon.org.

In addition to looking at the big picture, we’ve also promoted green mobility to reduce the impact of our employees travelling to work, at the same time as improving employee well-being.

It’s a classic win-win, achieved through employee schemes that encourage the use of public transport and cycling. 2018 was another year in which both regular and occasional ISO cyclists tuned up their bikes and rode to work, in association with Swiss national cycling organization Pro Velo.
In 2018, we continued to connect people across our ISO social platforms. Here’s just a taste of what we did.

**Sparking a Conversation**

Online, in person, or through our publications, we love to tell the world about what we do. More than that, spreading the word far and wide about the benefits that ISO standards bring is a core part of our strategy. Here, you’ll find just some of the ways we did that in 2018.

**ISO Week App and Microsite**

Innovation was a major theme at this year’s ISO Week and General Assembly, which was hosted in Geneva. You’ll see plenty of examples of what made the 2018 event such a success in a dedicated section of this report (see page 32). One of the ways that we innovated was in helping our members make sure that they were in the right place at the right time and had information at the tips of their fingers. To help them choose between various sessions and manage their time efficiently, we launched a dedicated smartphone app for participants, developed in-house. Widely appreciated by our members, the app built on the smooth experience and fresh look of our microsite that announced the event. The site evolved through the life cycle of the ISO Week, presenting the programme and helping to remove the potential headaches of international travel arrangements and registration.

**March 2018: Two Million Users Online**

ISO.org is our window to the world. We show people the benefits that standards can bring, demonstrating how they are an essential tool in addressing technical and management challenges alike. In 2018, we also demonstrated how standards contribute to wider aims, such as the United Nations Sustainable Development Goals, with the launch of a dedicated mapping tool. Through our online standards catalogue, which directs standards users to purchase through their national members, or directly on our Webstore, we generate the sales that drive our organization forward.

2018 was a big year for ISO.org. Thanks to a constant evolution of its design and content, making it more accessible and intuitive, we welcomed more visitors than ever. In fact, in our busiest month, close to two million people visited our site. With almost one person every second coming to ISO.org, it’s an essential part of our vision to see standards used everywhere.

**#ISO45001 Campaign and Others**

We were proud to launch a flagship standard for occupational health and safety (OH&S) in 2018. To raise awareness of how the ISO 45001 can help prevent accidents and save lives, we ran an awareness campaign to spread the message that ISO 45001 can help make workplaces safer. A dedicated Website gives industry perspectives, expert views and more information on how businesses using other OH&S standards can transition to ISO 45001.

We also gathered experts together in a live online chat to respond to questions on what ISO 45001 implementation means. You can watch the video of their discussion and read the participants’ comments on our YouTube channel, Planet ISO.

Find out more about ISO 45001 in the Highlights section of this report.
Revised procedures to govern the way that our organization works were introduced at the beginning of 2018. The amended ISO Statutes and Rules of Procedure are the result of work by the ISO Council ad hoc task group on ISO governance review, which they established in 2015. One of the key principles and criteria was to align ISO governance with international good practices. Additionally, the structure of the ISO governance bodies was rationalized, and the key strategic directions were incorporated, particularly with regard to the role of the ISO Council and the clear determination of the authority and duties of the ISO Secretary-General. As the world’s leading standards organization, attention was given to ensuring legal compliance and ethical behaviour of members of the ISO governance and management.

A revised document architecture was also implemented in 2018, applying to the key institutional documents: the ISO Statutes and a new single set of Rules of Procedure. Revised procedures to govern the way that our organization works were introduced at the beginning of 2018. The amended ISO Statutes and Rules of Procedure are the result of work by the ISO Council ad hoc task group on ISO governance review, which they established in 2015. One of the key principles and criteria was to align ISO governance with international good practices. Additionally, the structure of the ISO governance bodies was rationalized, and the key strategic directions were incorporated, particularly with regard to the role of the ISO Council and the clear determination of the authority and duties of the ISO Secretary-General. As the world’s leading standards organization, attention was given to ensuring legal compliance and ethical behaviour of members of the ISO governance and management.

A revised document architecture was also implemented in 2018, applying to the key institutional documents: the ISO Statutes and a new single set of Rules of Procedure. Revised procedures to govern the way that our organization works were introduced at the beginning of 2018. The amended ISO Statutes and Rules of Procedure are the result of work by the ISO Council ad hoc task group on ISO governance review, which they established in 2015. One of the key principles and criteria was to align ISO governance with international good practices. Additionally, the structure of the ISO governance bodies was rationalized, and the key strategic directions were incorporated, particularly with regard to the role of the ISO Council and the clear determination of the authority and duties of the ISO Secretary-General. As the world’s leading standards organization, attention was given to ensuring legal compliance and ethical behaviour of members of the ISO governance and management.

A revised document architecture was also implemented in 2018, applying to the key institutional documents: the ISO Statutes and a new single set of Rules of Procedure. Revised procedures to govern the way that our organization works were introduced at the beginning of 2018. The amended ISO Statutes and Rules of Procedure are the result of work by the ISO Council ad hoc task group on ISO governance review, which they established in 2015. One of the key principles and criteria was to align ISO governance with international good practices. Additionally, the structure of the ISO governance bodies was rationalized, and the key strategic directions were incorporated, particularly with regard to the role of the ISO Council and the clear determination of the authority and duties of the ISO Secretary-General. As the world’s leading standards organization, attention was given to ensuring legal compliance and ethical behaviour of members of the ISO governance and management.

A revised document architecture was also implemented in 2018, applying to the key institutional documents: the ISO Statutes and a new single set of Rules of Procedure. Revised procedures to govern the way that our organization works were introduced at the beginning of 2018. The amended ISO Statutes and Rules of Procedure are the result of work by the ISO Council ad hoc task group on ISO governance review, which they established in 2015. One of the key principles and criteria was to align ISO governance with international good practices. Additionally, the structure of the ISO governance bodies was rationalized, and the key strategic directions were incorporated, particularly with regard to the role of the ISO Council and the clear determination of the authority and duties of the ISO Secretary-General. As the world’s leading standards organization, attention was given to ensuring legal compliance and ethical behaviour of members of the ISO governance and management.

A revised document architecture was also implemented in 2018, applying to the key institutional documents: the ISO Statutes and a new single set of Rules of Procedure. Revised procedures to govern the way that our organization works were introduced at the beginning of 2018. The amended ISO Statutes and Rules of Procedure are the result of work by the ISO Council ad hoc task group on ISO governance review, which they established in 2015. One of the key principles and criteria was to align ISO governance with international good practices. Additionally, the structure of the ISO governance bodies was rationalized, and the key strategic directions were incorporated, particularly with regard to the role of the ISO Council and the clear determination of the authority and duties of the ISO Secretary-General. As the world’s leading standards organization, attention was given to ensuring legal compliance and ethical behaviour of members of the ISO governance and management.

A revised document architecture was also implemented in 2018, applying to the key institutional documents: the ISO Statutes and a new single set of Rules of Procedure. Revised procedures to govern the way that our organization works were introduced at the beginning of 2018. The amended ISO Statutes and Rules of Procedure are the result of work by the ISO Council ad hoc task group on ISO governance review, which they established in 2015. One of the key principles and criteria was to align ISO governance with international good practices. Additionally, the structure of the ISO governance bodies was rationalized, and the key strategic directions were incorporated, particularly with regard to the role of the ISO Council and the clear determination of the authority and duties of the ISO Secretary-General. As the world’s leading standards organization, attention was given to ensuring legal compliance and ethical behaviour of members of the ISO governance and management.

A revised document architecture was also implemented in 2018, applying to the key institutional documents: the ISO Statutes and a new single set of Rules of Procedure. Revised procedures to govern the way that our organization works were introduced at the beginning of 2018. The amended ISO Statutes and Rules of Procedure are the result of work by the ISO Council ad hoc task group on ISO governance review, which they established in 2015. One of the key principles and criteria was to align ISO governance with international good practices. Additionally, the structure of the ISO governance bodies was rationalized, and the key strategic directions were incorporated, particularly with regard to the role of the ISO Council and the clear determination of the authority and duties of the ISO Secretary-General. As the world’s leading standards organization, attention was given to ensuring legal compliance and ethical behaviour of members of the ISO governance and management. Revised procedures to govern the way that our organization works were introduced at the beginning of 2018. The amended ISO Statutes and Rules of Procedure are the result of work by the ISO Council ad hoc task group on ISO governance review, which they established in 2015. One of the key principles and criteria was to align ISO governance with international good practices. Additionally, the structure of the ISO governance bodies was rationalized, and the key strategic directions were incorporated, particularly with regard to the role of the ISO Council and the clear determination of the authority and duties of the ISO Secretary-General. As the world’s leading standards organization, attention was given to ensuring legal compliance and ethical behaviour of members of the ISO governance and management.

A revised document architecture was also implemented in 2018, applying to the key institutional documents: the ISO Statutes and a new single set of Rules of Procedure.
OUR PRINCIPAL OFFICERS
JohN WaLteR, PreSiDent

John Walter is President of ISO having commenced his two-year term on 1 January 2018. He served as ISO President-elect in 2017 and ISO Vice-President (policy) in 2014-2016. His duties in these roles included leadership of ISO’s Strategy and Policy Committee (CSC/SP), supporting implementation of the ISO Strategic Plan, and ensuring effective commu-
nication on strategic issues within ISO and with its stakeholders. Mr Walter continues to support ISO’s Strategy 2016-2020 and to conduct revitalized regional engagement strategies within ISO’s global membership. He also served as a member of ISO’s Technical Management Board (TMB).

Mr Walter has strengthened international standardization by assisting regional organizations such as the Pan-American Standards Commission (COPANT), and the Pacific Area Standards Congress (PASC) to set new strategic priorities. He was appointed as an advisor to the China Standardization Expert Committee (CIEC) of the Standardization Administration of the People’s Republic of China (SATC).

From September 2009 to April 2018, Mr Walter was the Chief Executive Officer (CEO) of the Standards Council of Canada (SCC), ISO’s member for the country. In this capacity, he led Canada’s standardization network and promoted the effective and efficient use of standardization, with the ultimate goal of enhancing Canada’s economic competitiveness and social well-being. During Mr Walter’s term, he successfully established standardization as a top strategic priority for the government of Canada. Prior to his appointment at SCC, Mr Walter gained experience as both a developer and user of standards. He was Vice-President, Standards Development, for the Canadian Standards Association (CSA), founding President and CEO of the Technical Standards and Safety Authority (TSSA), and Assistant Deputy Minister in the Technical Standards Division of the Ministry of Consumer and Commercial Relations in Canada’s largest province, Ontario. Mr Walter received a Bachelor of Arts degree from the University of Guelph in 1973.

SCOTT STEEDMAN, VICE-PRESIDENT (POLICY)

Scott Steedman was appointed ISO Vice-President (policy) for the 2018-2019 term, having served in the same role in 2017. A senior industry figure in business and engineering with a career spanning industry, standards and academia, he displays strong strategic, communication and technical leadership skills. Since 2012, he is Director of Standards at BSI, the ISO member in the United Kingdom. In this capacity, Dr Steedman has promoted new thinking about the role of standards as a consensus of good practice for governments, industry and consumers and as an enabler for innovation, trade and economic growth. He is also an Executive Director on the Board of the BSI Group.

Prior to joining BSI, he held senior roles in the engineering industry, working in civil engineering and infrastructure, in academia and in professional bodies. At the European level, he was Vice-President of the European Committee for Standardization (CEN) from 2013-2016. A former Vice-President of the Royal Academy of Engineering and of the Institution of Civil Engineers, he continues to be Editor-in-Chief of the Royal Academy’s flagship magazine Ingenieer. Dr Steedman holds a doctorate in Theoretical Physics from Leiden University.

BRONWYN EVANS, VICE-PRESIDENT (FINANCE)

Bronwyn Evans has been ISO Vice-President (finance) since 2017 and was reappointed in 2018 for a further two-year term. She is CEO of the ISO member in Australia, Standards Australia. Dr Evans has over 30 years’ experience as a leading business executive in the fields of medical devices, engineering education, standards development and power generation. In 2018, she was appointed a Director of the Digital Health Cooperative Research Centre, and since 2015 sits on the Board of the Australia-Japan Foundation. In her executive role, Dr Evans has led regional businesses across 12 countries and had global leadership responsibility in a listed medical device company (AUD $5.9 bn). She has also had extensive experience in engineering roles in both private- and public-sector organizations, held governance positions in Australian industry and professional associations, was Chair of MITP Connect, an Australian government programme aimed at accelerating Australia’s innovation and global competitiveness in medical technologies and pharmaceuticals, and has been a member of the Australian Government Think Tank on Future Manufacturing Industry Innovation Council and of the Warren Centre for Advanced Engineering at the University of Sydney.

Dr Evans is an Honorary Fellow of The Institution of Engineers Australia, a Fellow of the Australian Academy of Technological Sciences and Engineering, an Honorary Fellow of the University of Wollongong and a Graduate of the Australian Institute of Company Directors. She has received many awards such as the Engineers Australia President’s Award and has been acknowledged as one of Australia’s 100 most influential engineers. Dr Evans has a Bachelor of Engineering and a PhD in Electrical Engineering in industrial automation.

DOMINIQUE CHRISTIN, TREASURER

Dominique Christin has been ISO Treasurer since 2017 and was reappointed in 2018 for a three-year term. Mr Christin, co-founder and partner of BianchiSchwald (formerly BECC, an independent business law firm founded in 2001 in Switzerland), currently serves as their counsel since 2016. His career before forming BECC includes a ten-year practice in two prominent Swiss business law firms from 1991 to 2001, and as legal counsel at Pictet (a Swiss private bank) in Luxembourg from 1995 to 1996, where he acquired outstanding expertise in banking and finance. Mr Christin has broad business and tax law knowledge, providing legal advice to both corporate and private clients, including not-for-profit organizations, in matters relating to company creation, acquisition, sale, joint venture, restructuring, relocation and winding up of businesses. Mr Christin is on the Board of several Swiss companies, including Caran d’Ache SA, and on the Board of a charitable foundation. Admitted to the Geneva bar in 1982, Mr Christin holds a Bachelor of Law degree from the University of Lausanne (Switzerland) and a postgraduate law degree from the University of London (United Kingdom). The quality of his work was praised by the independent legal guides Chambers Global and Legal 500 Europe.

SERGIO MUJICA, SECRETARY-GENERAL

Sergio Mujica joined ISO as Secretary-General in July 2017, bringing wide international experience to support the ISO vision of globally relevant International Standards used everywhere. Mr Mujica has brought renewed prominence to the role of ISO standards in addressing the United Nations Sustainable Development Goals, including his commitment as an International Gender Champion. Mr Mujica’s previous experience at the World Customs Organization (WCO), where he held the design and implementation of the strategic plan and focused on enhancement of customs’ procedures and capacity building initiatives, provides a solid platform for the member-focused approach that he brings to ISO.

Before serving as Deputy Secretary-General of the WCO, Mr Mujica spent 15 years working with the Government of Chile in a wide range of sectors, including the Ministry of Agriculture, the Ministry of Economic Affairs as Director General of Fisheries, and the Ministry of Finance as the Director General of Internal Trade. Mr Mujica holds a degree in Economics from the Pontificia Universidad Catolica de Chile and a master’s degree in International Law from the American University in Washington, D.C.
# Balance Sheets as of 31 December (in KCHF)

## Assets

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>34,644</td>
<td>34,649</td>
</tr>
<tr>
<td>Receivables, prepaid expenses and accrued income</td>
<td>3,512</td>
<td>3,160</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>38,156</td>
<td>37,809</td>
</tr>
<tr>
<td><strong>Non-current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rent guarantee for ISO Central Secretariat premises</td>
<td>2,167</td>
<td>2,167</td>
</tr>
<tr>
<td>Fixed assets</td>
<td>579</td>
<td>345</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td>2,746</td>
<td>2,512</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>40,902</td>
<td>40,321</td>
</tr>
</tbody>
</table>

## Liabilities and Funds

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Suppliers and accrued liabilities</td>
<td>2,689</td>
<td>2,175</td>
</tr>
<tr>
<td>Members' retrocessions</td>
<td>4,099</td>
<td>3,171</td>
</tr>
<tr>
<td>Revenue received in advance</td>
<td>1,280</td>
<td>1,442</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>8,048</td>
<td>6,788</td>
</tr>
<tr>
<td><strong>Funds</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted funds</td>
<td>4,704</td>
<td>6,789</td>
</tr>
<tr>
<td>Unrestricted funds</td>
<td>22,212</td>
<td>22,396</td>
</tr>
<tr>
<td>Operating result before allocation to funds **</td>
<td>5,938</td>
<td>4,348</td>
</tr>
<tr>
<td><strong>Total funds</strong></td>
<td>32,854</td>
<td>33,533</td>
</tr>
<tr>
<td><strong>Total Liabilities and Funds</strong></td>
<td>40,902</td>
<td>40,321</td>
</tr>
</tbody>
</table>

---

# Summary of Financial Performance (in KCHF)

## Revenue

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership fees</td>
<td>21,178</td>
<td>21,110</td>
</tr>
<tr>
<td>Royalties received from members selling ISO standards *</td>
<td>13,057</td>
<td>11,578</td>
</tr>
<tr>
<td>Revenue from members</td>
<td>34,235</td>
<td>32,688</td>
</tr>
<tr>
<td>Revenue – net sales *</td>
<td>6,831</td>
<td>6,318</td>
</tr>
<tr>
<td>Funding for developing countries</td>
<td>2,706</td>
<td>2,736</td>
</tr>
<tr>
<td>Funding for promotion of ISO system</td>
<td>323</td>
<td>69</td>
</tr>
<tr>
<td>Funding for ISO projects</td>
<td>3,029</td>
<td>2,805</td>
</tr>
<tr>
<td>Financial revenue (loss)</td>
<td>(16)</td>
<td>46</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>44,079</td>
<td>41,857</td>
</tr>
</tbody>
</table>

## Expenditure

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations</td>
<td>34,855</td>
<td>34,466</td>
</tr>
<tr>
<td>Projects for developing countries</td>
<td>2,706</td>
<td>2,736</td>
</tr>
<tr>
<td>Projects for promotion of ISO system</td>
<td>323</td>
<td>69</td>
</tr>
<tr>
<td>ISO projects</td>
<td>3,029</td>
<td>2,805</td>
</tr>
<tr>
<td>Amortization of fixed assets</td>
<td>257</td>
<td>238</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td>38,141</td>
<td>37,509</td>
</tr>
</tbody>
</table>

Operating result before allocation to funds ** | 5,938 | 4,348 |

* For comparison purposes royalties received from members’ distributors (KCHF 902) have been reclassified in 2017 from Revenue – net sales to Royalties received from members.
** Final allocation 2018 to be approved by General Assembly in September 2019

# Summary of Cash Flow Statements (in KCHF)

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cash from / (used in) operating activities</td>
<td>2,248</td>
<td>(8)</td>
</tr>
<tr>
<td>Net cash used in projects for developing countries</td>
<td>(1,762)</td>
<td>(7,17)</td>
</tr>
<tr>
<td>Net cash used in investing activities</td>
<td>(491)</td>
<td>(210)</td>
</tr>
<tr>
<td><strong>Net increase / (decrease) in cash and cash equivalents</strong></td>
<td>(5)</td>
<td>(956)</td>
</tr>
</tbody>
</table>

## Control

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents at the beginning of the period</td>
<td>34,649</td>
<td>35,605</td>
</tr>
<tr>
<td>Cash and cash equivalents at the end of the period</td>
<td>34,644</td>
<td>34,649</td>
</tr>
<tr>
<td><strong>Decrease</strong></td>
<td>(5)</td>
<td>(956)</td>
</tr>
</tbody>
</table>
In 2018, the sense of being one big family was stronger than ever.