INTERNATIONAL ELECTROTECHNICAL COMMISSION

COUNCIL BOARD (CB)

SUBJECT
Confirmed report on the Council Board (CB) meeting held on 11 June 2020 as a remote meeting.

BACKGROUND
The Council Board held its 49th meeting on 11 June 2020 online, and the following is the confirmed report on that meeting.

Central Office Note: This document incorporates the decisions recorded in document CB/1122/DL.

Present:
Dr Y. Shu, President (CB Chair) Mr S. Paulsen, Vice-President
Mr J. M. Shannon, Immediate Past President Dr R. Sporer, Vice-President
Mr J. Cops, Treasurer Dr K. Tsutsumi, Vice-President

Mr P. Metzger, General Secretary

Group A nominated members:
Mr. H. Huhle Mr A. Abramov
Mr K. Lippert Dr S. Bissoon
Mr W. Liu Mr C. Clark
Mr G. Nativel Mr O. De Buen Rodriguez
Dr N. Nishida Mr W. Fischer
Mr R. Turtle Dr B-G. Kang

Other members:
Mr P. Leong Weng Kwai
Mr C. Scarlata
Mr T. Tomter

Invited guests – IEC CO
Ms. G. Ehrlich (attended for agenda item 4.5)
Mr. P. Potter-Lesage (attended for agenda item 3)
Mr G. Thonet (attended for agenda item 5.1)
Ms. F. Vieira (attended for agenda item 3)

Invited guests – Consultants (KPMG)
Mr. M. Richter, Partner (attended for agenda item 5.1)
Mr J. Sanabria, Manager (attended for agenda item 5.1)
ITEM 1 OPENING OF THE MEETING

1. President Shu opened the 49th CB meeting, welcoming all of those present. He introduced two new CB members, Mr Gilles Nativel and Mr Haimo Huhle, as well as Mr Philippe Metzger, IEC General Secretary & CEO who was attending his first CB meeting.

2. General Secretary Metzger presented himself, explaining that it had been an intense period with the global health crisis, governance review and many other tasks but that he was very optimistic about IEC work and was looking forward to supporting the Council Board and IEC membership in executing on their decisions and on positioning IEC for its future challenges.

ITEM 1.1 APPROVAL OF THE REVISED DRAFT AGENDA: document CB/1093C/DA

3. CB approved the revised draft agenda as in document CB/1093C/DA. The complete list of documents issued since the agenda was first circulated is given in Annex.

4. It was noted that as a consequence of the extraordinary circumstances due to Covid-19, this CB meeting was exceptionally being held online and a reduced agenda had therefore been proposed. Agenda items 2 and 6 would be processed by correspondence and CB members could post any comments to those documents directly on the management server. A request to discuss agenda item 2.3 related to the National Committees participation dashboard under Any Other Business was noted, time permitting.

[Secretariat notes:
- The items on the agenda were not all taken in the order provided on the agenda.
- Comments on documents related to agenda items 2 and 6 should be submitted by 2020-07-10
- There was not sufficient time to take the topic of NC participation dashboard under Any Other Business.]

Action 1/2020: General Secretary to contact the relevant CB member to discuss the comments regarding the NC participation dashboard

Action 2/2020: NC participation dashboard to be tabled at the November CB meeting.

ITEM 1.2 MATTERS ARISING SINCE THE PREVIOUS CB MEETING: document CB/1067/RM

5. At the invitation of the President, the General Secretary updated on matters arising since October that were not on the agenda. He explained that he had focused the first four months on evaluating CO structure, processes and services and was planning some restructuring in order to serve the members in the best possible way. He particularly intended to focus on the internal management structure, compliance matters, digital transformation and on improving the integration of operational and financial planning and the subsequent execution.

6. It was noted that the Standardization Management Board (SMB) member from Germany had invited the SMB and other governing bodies to hold their June 2021 meetings in Frankfurt during the week starting 5 July (DKE anniversary). This was currently under discussion in the SMB.

ITEM 2 MATTERS TO NOTE

[Secretariat note: For the sake of time, agenda item 2 was not addressed during the web-meeting; CB members are invited to post questions or comments on documents via the Management Server no later than 2020-07-10 and responses will be provided.]
ITEM 3  **FINANCIAL REPORT**

[Secretariat note: the presentation given by the Treasurer under agenda item 3 is provided in attachment 1.]

7. President Shu noted that Council is ultimately responsible for IEC finances and that the Treasurer prepares the IEC annual budget, with input from the General Secretary, Chief Financial Officer, Head of Finance and the Finance Committee (FinCom). The Treasurer keeps Council Board updated at each meeting on the financial situation.

8. The Treasurer welcomed the idea of regularly revising the "Covid-19 impact assessment" document and stressed that the macro-economic impacts should also be taken into account. The Treasurer warned that Covid-19 is not the only challenge encountered; recession and climate change are also to be considered. In this context, he requested CB members to pay special attention to IEC Members and to their members, their management of the situation and its impact.

ITEM 3.1  **REPORT ON THE LATEST FINANCIAL SITUATION**

9. At the invitation of the Treasurer, the Chief Financial Officer informed that IEC was in a healthy financial position overall at end-May; however, caution was needed as the real economic impact of Covid-19 would be felt later in the year or on a more long-term basis. The Head of Finance informed Council Board that IEC investments were performing well, considering the circumstances, with an unrealized loss of 2.1% forecasted to date, for the end-of-year based on the end-May situation.

ITEM 3.2  **UPDATE ON FINANCE COMMITTEE ACTIVITIES: documents CB/1101/INF, FinCom/115/INF**

10. The Treasurer gave an update on the progress to achieve the 1 IEC concept and informed Council Board that in the coming year the Finance Committee would be looking at the business model, return on investment and the dues calculation. The progress made to enhance the transparency and understanding of IEC finances was commended by Council Board members.

ITEM 3.3  **FINANCIAL DOCUMENTS FOR COUNCIL: documents C/2268/DV, C/2269/DV, C/2271/INF, C/2272/INF, C/2273/INF, C/2274/INF, C/2270/INF, CB/1102A/INF, C/xxxx/INF(draft) (Draft Treasurer’s Memorandum), CB/1103/INF, C/xxxx/DV(draft) (Draft Dues distribution for 2021), CB/1104/INF**

11. The Treasurer presented the **Statutory 2019 Financial Statements**, for which Council approval would be sought in November. The operational results in 2019 had been better than anticipated in the budget, although there was a decrease compared to 2018 mainly due to investments related to MPI.

12. Concerning the **IEC Standards & Services Draft Budget 2021**, the Treasurer explained that a new two-scenario approach has been adopted to address the increased uncertainty arising from the global health crisis, one included the information from the Covid-19 impact assessment document, the other, more optimistic, was in line with what used to be a more regular business situation. He highlighted that the 2021 budget includes no dues increase and drew attention to the 2020 forecast which had been included to help monitor the impact of Covid-19 on 2020 operations. In terms of expenditure, he underlined that FinCom had recommended no reduction in personnel.

13. At the invitation of the Treasurer, the Chair of the Audit Committee updated Council Board on the selection process for new Auditors. He explained that the best suited candidate, KPMG, was currently also providing the support to the Governance Review but that there were sufficient mechanisms in place or available if necessary to avoid a conflict of interest. Council Board endorsed the recommendation by the Audit Committee to appoint KPMG as the new auditors of IEC and decided to submit the proposed appointment to Council for approval by correspondence.
CB DECISION 2020/007
IEC Auditors for years 2020, 2021, 2022
Council Board endorsed the Audit Committee (AudCom) recommendation to appoint KPMG as Auditors of the IEC Statutory Accounts for the years 2020, 2021 and 2022, for circulation to Council for approval by correspondence.

ITEM 4. MATTERS FOR DECISION
ITEM 4.1 2020 IEC LORD KELVIN AWARD: document CB/1105/DV

14. Council Board considered the candidates for the 2020 Lord Kelvin Award and subsequently selected Mr Toshiyuki Kajiya (Japan) as the 2020 Lord Kelvin Award laureate. Considering a request by a National Committee, CB confirmed that the names of the candidates should not be disclosed outside Council Board. A CB member suggested that the template for candidate submissions could be improved.

CB DECISION 2020/008
Lord Kelvin Award
Council Board selected Mr Toshiyuki Kajiya (Japan) as the 2020 Lord Kelvin Award laureate.
Council Board confirmed that the names of the candidates should not be disclosed outside Council Board.


ITEM 4.2 WSC TERMS OF REFERENCE: document CB/1106/DV

15. Council Board supported the concept of increasing collaboration between the three organizations and requested that the General Secretary seek some additions to the proposed WSC terms of reference. These included mentioning the goal of avoiding duplication of work and further highlighting collaboration on Conformity Assessment activities. A request was also made to add a reference to the Standardization Programme Coordination Group (SPCG), however, it was noted that such reference would be in the workplan rather than the terms of reference. The importance of using gender-neutral language was also underlined. The General Secretary informed Council Board that the terms of reference had to be approved by the competent governing bodies of all three member organizations and that he would take their request back to his counterparts in ISO and ITU to discuss the proposed amendments. Once approved, the next step would be to establish and implement the workplan.

CB DECISION 2020/009
WSC Terms of Reference
Council Board supported the concept of increasing collaboration between the three organizations and requested that the General Secretary seek some additional changes to the proposed WSC terms of reference through discussion with ISO and ITU in line with the discussion at the CB meeting.

ITEM 4.3 DRAFT COPYRIGHT POLICY AND IMPLEMENTATION GUIDELINES: document CB/1107/DV

16. CB approved the proposed Copyright Policy for circulation to Council for final approval and thanked the Ad Hoc Group for the excellent work, which resulted in a pragmatic approach that would
strengthen IEC copyright protection while respecting the arrangements and processes at the national level. Central Office was asked to proceed carefully when dealing with special circumstances in individual countries. It was noted that the Copyright and Database Rights Ad Hoc Group (CDAHG) would not be disbanded until it completed the work on Database Rights. The group’s experts would also be involved in preparing the implementation of the Copyright Policy implementation.

**CB DECISION 2020/010**

**Draft Copyright Policy and Implementation Guidelines**

Council Board approved the draft IEC Copyright Policy for circulation to Council for final approval by correspondence.

Council Board approved the IEC Copyright Policy Implementation Guidelines for immediate implementation following approval of the IEC Copyright Policy by Council.

Council Board noted that the Implementation Guidelines would be circulated to Council for information in parallel to the draft Copyright Policy.

**ITEM 4.4 RISK FRAMEWORK: document CB/1108A/DV**

[Secretariat note: the presentation given by the Treasurer under agenda item 4.4 is provided in attachment 2.]

17. Council Board thanked the Treasurer for his leadership in developing the IEC Risk Framework, noting that the risk list would be reviewed annually. The Treasurer confirmed that many more risks had been identified initially beyond the 14 risks on the primary risk list. Council Board supported the Risk Framework and selected the top five risks for which Central Office would elaborate a mitigation action plan to start with. The intention would be to seek confirmation from Council Board at its next meeting that the approach applied met expectations prior to developing mitigation action plans for the other risks.

**CB DECISION 2020/011**

**Risk Framework**

Council Board approved the IEC Risk Framework and requested that the General Secretary elaborate a mitigation action plan, together with the impact and cost analysis, for the following five risks:

- SEC 2020: Business continuity
- REL 83: Competition
- REV 102: Free standards
- REV 101: New Opportunities
- REL 81: Speed to market

The mitigation action plan should be presented to Council Board for approval at its November 2020 meeting.

Elaboration of a mitigation action plan for the remaining risks shall be undertaken in 2021.

**ITEM 4.5 FINAL REPORT AND RECOMMENDATIONS FROM THE CB TF ON DIVERSITY: document CB/1109/R**

18. Substantial discussion took place on the report from the Council Board Task Force on Diversity and the importance of diversity for IEC was underlined. CB approved the Diversity Statement and requested that the Action Plans be reviewed. CB members requested that the geographical action plan take into consideration how National Committees could contribute to the
work of the IEC. It would be important to build increased awareness about the value of diversity and achieve long-term systemic improvements.

**CB DECISION 2020/012**

**Diversity**

Council Board approved the IEC Diversity Statement as provided in document CB/1109/R and supported the Task Force recommendation for IEC to participate in the Joint IEC-ISO Strategic Advisory Group (JSAG) on Gender responsive standards and appointed Lynne Gibbens (Canada) as the IEC co-convenor.

Council Board also requested the CB Task Force on Diversity to continue its valuable work and to:
- streamline the Gender Action Plan and review the timelines;
- review the Geographical Action Plan to place more focus on capacity building;
- further develop the stakeholder categories and definitions.

The Task Force should update Council Board on the progress in June 2021.


**ITEM 5. MATTERS FOR DISCUSSION**

**ITEM 5.1 GOVERNANCE REVIEW: document CB/1110A/DC**

19. It was recognized that in a short timeframe the IEC Governance Task Force (IGTF), under the leadership of President Shu and with the support of KPMG, had undertaken a substantial amount of work, also considering the current restrictions related to Covid-19. With regard to the process, a number of CB members stressed that it was essential to take the necessary time to ensure that all aspects identified through the feedback collection process were considered thoroughly; this was more important than staying within the originally planned timeframe. It was also mentioned that the process should continue to be inclusive and hence further discussion with the National Committees and with existing bodies (e.g. the SMB) would be needed. Some CB members also pointed out that any changes to the governance structure should be handled carefully to reduce confusion during the transition phase.

20. A thorough discussion took place regarding key aspects of the future governance structure. Comments were made regarding the need to be cautious about creating too many permanent advisory groups and that flexibility for the Board of Directors to establish advisory groups as needed would be valuable. It was mentioned that the Audit Committee would be in a position to cover risk management so that a separate committee on risk would not be necessary. Some CB members questioned the need to change the names of the governing bodies, such as Council Board and the Executive Committee, but recognized that clarification on authorities and responsibilities was necessary. Transparency regarding the Board of Directors and consideration of the membership to ensure diversity was another important aspect. The digital transformation of IEC was mentioned as this could impact the future governance needs. It was also requested that IGTF give further consideration to how the future structure would enhance coordination across the different governing and advisory bodies as this was a growing challenge throughout the organization. Finally, finding the right balance between membership and stakeholder influence at the governing level would be important to ensure the organization continued to benefit from all perspectives in the future.

**ITEM 5.2 MASTERPLAN IMPLEMENTATION PROGRESS: document CB/1111/DC, Excel attachment**

21. Following the request in Shanghai for a high-level review, Council Board agreed that it would be important to look at the broader context of forthcoming strategic topics and future strategic planning. Council Board decided to establish a Task Force (TF) comprising CB members to consider
these matters, including the SMB work on Sustainable Development Goals and digital transformation (as presented under agenda item 8.1), and requested that the General Secretary co-ordinate the membership of the TF.

**CB DECISION 2020/014**

**Masterplan Implementation**

Council Board decided to establish a Task Force comprising CB members to conduct a high-level review of the Masterplan Implementation (MPI) achievements to date and to make recommendations to:

- define any additional steps to be taken to secure successful delivery of the Commission’s strategy;
- forthcoming strategic topics as provided in document CB/1119/INF;
- consider the SMB work on SDGs and digital transformation as provided in document CB/1121/INF and CB/1115/R; and
- prepare for the development of the future strategy.

Council Board asked the General Secretary to coordinate the membership of the MPI Task Force, which should report its findings to Council Board before the end of 2020.

**ITEM 5.3 COVID-19 IMPACT ASSESSMENT, document CB/1112/DC**

22. President Shu introduced the agenda item, noting that even though the IEC appeared to be adapting comparatively well to the circumstances, it would be important to continue monitoring the situation closely and to adapt as needed. He underlined that electro technology was growing in importance as people reply more heavily on electrical and electronic products to hold virtual meetings. He encouraged Council Board to be attentive to potential opportunities.

23. Council Board thanked the General Secretary and Central Office for the activities put in place to secure business continuity during the global health crisis. Discussion took place regarding the need to review the mid and long-term impact, particularly as the economic impact on important stakeholders and their members and customers could be dramatic.

**ITEM 6. REPORTS TO COUNCIL BOARD**

[Secretariat note: For the sake of time, agenda item 6 was not addressed during the web-meeting; CB members are invited to post questions or comments on documents via the Management Server no later than 2020-07-10 and responses will be provided.]

**ITEM 7. PREPARATION OF COUNCIL MEETING (NON-FINANCIAL MATTERS)**

**ITEM 7.1 PRELIMINARY DRAFT AGENDA FOR THE 2020 COUNCIL DAY (STATUTORY SESSION): document C/xxxxA/DA(draft – A version)**

24. The website for the November General Meeting in Geneva has been developed and registration is now open. CB noted that ExCo had decided to enable remote participation at the IEC management meetings, as delegates may not travel to Geneva due to Covid-19. An addendum to the invitation to the General Meeting, circulated on 7 April 2020 as AC/13A/2020, will be circulated to the IEC community by the IEC President before the end of June.
ITEM 7.2 STATUS OF ELECTIONS
25. The General Secretary advised that there would be six elections at the Council Geneva meeting: Treasurer, Vice-President and CAB Chair, Council Board members, SMB members, CAB Automatically Appointed members and CAB ordinarily elected members. He was pleased to note that there were sufficient candidates to fill the positions.

ITEM 8. FORTHCOMING STRATEGIC TOPICS
ITEM 8.1 CURRENT LIST OF FORTHCOMING STRATEGIC TOPICS: documents CB/1119/INF, CB/1121/DC

[Secretariat note: the presentation given by Vice-President Sporer under agenda item 8.1 is provided in attachment 3.]

26. Vice-President Sporer updated on two future strategic topics where the SMB was seeking a decision from CB: digital transformation and Sustainable Development Goals. Three strategic principles were highlighted in the draft Digital Transformation Strategy: promoting collaboration, strengthening governance, and enabling a culture change and empowerment of people.

Action 5/2020: CB Secretariat to circulate SMB requests for CB decisions/actions as a document for vote by correspondence.

ITEM 9. ANY OTHER BUSINESS
[Secretariat note: There was no other business]

ITEM 10. EXECUTIVE SESSION
[Secretariat note: CB held an executive session]

ITEM 11. CLOSE OF THE MEETING
27. The President thanked the CB members for their participation and closed the meeting.

* * * * *

Annex (1)
Attachments (3)
ANNEX TO DOCUMENT CB/1123/RM

ADDITIONAL DOCUMENTS (NINETEEN) DISTRIBUTED SINCE THE FIRST AGENDA WAS CIRCULATED ON 2020-05-14

Doc. CB/1093C/DA: Revised Draft Agenda (agenda item 1.1, circulated 2020-06-09)
Doc. CB/1096B/INF: National Committees participation dashboard (agenda item 2.3, circulated 2020-06-09)
Doc. CB/1097A/INF: Licence Agreement for NCs to use IEC Products (agenda item 2.4, circulated 2020-06-05)
Doc. CB/1100/INF: Report on the latest financial situation, end May-2020 (agenda item 3.1, circulated 2020-06-09)
Doc. CB/1101/INF: Update on Finance Committee activities (agenda item 3.2, circulated 2020-05-27)
Doc. CB/1103/INF: Draft IEC Standards & Services Budget for 2021 (agenda item 3.3, circulated 2020-05-27)
Doc. CB/1104/INF: Draft multi-year outlook for 2022/23 (agenda item 3.3, circulated 2020-05-27)
Doc. CB/1108A/DV: IEC Risk Framework (agenda item 4.4, circulated 2020-06-05)
Doc. CB/1110A/DC: Governance Review (agenda item 5.1, circulated 2020-06-05)
Doc. CB/1113/R: Report from the President on the Executive Committee meeting (agenda item 6.1, circulated 2020-06-10)
Doc. CB/1114/R: Report from the CAB (agenda item 6.2, circulated 2020-06-10)
Doc. CB/1115/R: Report from the SMB (agenda item 6.4, circulated 2020-06-10)
Doc. CB/1116/R: Report from AudCom (agenda item 6.5, circulated 2020-05-27)
Doc. CB/1121/DC: Digital Transformation (agenda item 8.1, circulated 2020-06-05)
Doc. C/xxxx/DA: Preliminary draft agenda for the Council meeting (agenda item 7.1, circulated 2020-05-27)
Dues 2021: Draft Dues distribution for 2021 (agenda item 3.3, circulated 2020-05-27)

* * * * *
ATTACHMENT 1 TO DOCUMENT CB/1123/RM

Treasurer presentation on IEC Finances (agenda item 3)

Jo Cops
IEC Treasurer

Event Council Board
Date 11 June 2020
Location Web-meeting

World merchandise trade volume 2000-2022

Source: WTO Secretariat.
World merchandise trade volume 2000-2022

The markets vs the real economy

Share of adults who are confident in their country's economic recovery from COVID-19 in 2020, by country and degree of confidence

Source: Statista © Statista 2020

Additional Information: Providing: Statista, April 13 to 16, 2020 - about 1,000 per country: 16 years and up

Share of respondents

0% 20% 40% 60% 80% 100% 120%

Spain: 45% 35% 20% 10% 5% 0%
France: 50% 40% 30% 20% 10% 0%
Italy: 50% 40% 30% 20% 10% 0%
Portugal: 50% 40% 30% 20% 10% 0%
UK: 60% 50% 40% 30% 20% 10% 0%
US: 55% 50% 45% 40% 35% 30% 20% 10% 5% 0%
Germany: 55% 50% 45% 40% 35% 30% 20% 10% 5% 0%
China: 50% 40% 30% 20% 10% 0%
**Year-to-date 2020 ... so far, so good ...**

**YTD 2020 ... Investments (1)**

The impact of coronavirus on stock markets since the start of the outbreak

Source: Bloomberg, 27 April 2020, 07:00 GMT
**Financial Timeline**

![Financial Timeline Diagram]

**FinCom – Finance committee (1)**

FinCom meetings more frequent to monitor Covid-19 uncertainty

- FinCom reconfirmed at 1.5 years the target ratio for IEC Standards & Services Capital & Reserves to annual expenditure with a minimum of 1 year

May meeting:
- Deep dive into IT projects
- Review of Risk Framework and survey replies
- Refinement of budget scenarios based on current forecasts

**FinCom – Finance committee (2)**

Next year:

- Hold a FinCom workshop to look at the IEC overall business model and how to measure return on investment, as recommended by AudCom

- FinCom plan to reconsider the dues calculation for the future
IEC Accounts 2019

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>Change %</th>
</tr>
</thead>
<tbody>
<tr>
<td>IEC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operational income</td>
<td>29.4M</td>
<td>26.8M</td>
<td>+9.93%</td>
</tr>
<tr>
<td>Operational expenditure</td>
<td>27.9M</td>
<td>26.7M</td>
<td>+4.72%</td>
</tr>
<tr>
<td>Operational result</td>
<td>1.5M</td>
<td>1.1M</td>
<td>-23.2%</td>
</tr>
<tr>
<td>Capital &amp; reserves</td>
<td>43.4M</td>
<td>40.7M</td>
<td>+6.6%</td>
</tr>
</tbody>
</table>

IEC Standards & Services 2018 2019 Change %

<table>
<thead>
<tr>
<th>Standards &amp; Services</th>
<th>2018</th>
<th>2019</th>
<th>Change %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational income</td>
<td>29.4M</td>
<td>29.4M</td>
<td>+0.0%</td>
</tr>
<tr>
<td>Operational expenditure</td>
<td>27.9M</td>
<td>27.9M</td>
<td>+0.0%</td>
</tr>
<tr>
<td>Operational result</td>
<td>1.5M</td>
<td>1.5M</td>
<td>+0.0%</td>
</tr>
<tr>
<td>Capital &amp; reserves</td>
<td>43.4M</td>
<td>43.4M</td>
<td>+0.0%</td>
</tr>
</tbody>
</table>

IEC Financial Performance Report 2019

IEC Standards & Services Forecast 2020 and Draft Budget 2021 - Income
Thank you!

Jo Cops
IEC Treasurer

Event      Council Board
Date       11 June 2020
Location   Web-meeting

* * * * *
ATTACHMENT 2 TO DOCUMENT CB/1123/RM

Treasurer presentation on Risk Framework (under agenda 4.4)

Content

Agenda
1. The IEC Risk Framework at a glance
2. Surveys Results
   - Risk Maps
3. Primary Risk List
   - Risk Heatmap and Bubble charts
4. Recommendations & Next Steps

The IEC Risk Framework at a glance
Risk Surveys

Objectives

- Raise awareness across the IEC
- Engage with Members
- Seek input for the risk ranking

Excellent Participation Rate > 90%

37 responses

Consolidated*** Risk Map

(1) Business continuity (Cyber attacks)
(2) Competition
(3) Free standards
(4) External financial risks
(5) New opportunities
(6) Experts workforce
(7) Speed to market
(8) Membership fluctuations
(9) Insufficient resources capacity

EXTERNAL INFLUENCES

INTERNAL INFLUENCES

MEMBERS & PEOPLE

(n) Rank of the risk

***Merge of AudCom, FinCom and IEC CO results

Comparisons between Risk Maps

<table>
<thead>
<tr>
<th>Risk Map</th>
<th>Focus</th>
<th>Similarity with the Members Risk Map (Aud / Fin Com)</th>
</tr>
</thead>
<tbody>
<tr>
<td>AudCom</td>
<td>More balanced view</td>
<td>Same 7 first risks, with different ranks</td>
</tr>
<tr>
<td>FinCom</td>
<td>Focus on External Influences</td>
<td>Same 10 first risks, with different ranks</td>
</tr>
<tr>
<td>IEC CO</td>
<td>Focus on Internal Influences</td>
<td>Same 8 first risks, with different ranks</td>
</tr>
<tr>
<td>Consolidated map</td>
<td>More balanced view</td>
<td>Same 8 first risks, with different ranks</td>
</tr>
</tbody>
</table>

Very consistent view of the Top 10 IEC risks
Achievements

Risk Evaluation
Consistent risk evaluation across the IEC stakeholders consulted

Engagement
Strong engagement with the Members thru AuditCom & FinCom committees

Awareness
Increased awareness of the importance of risk management

Clear identification of the Primary Risk List

Primary Risk List: Consolidated Results

<table>
<thead>
<tr>
<th>Rank</th>
<th># AudCom + FinCom + IEC CO</th>
<th>L</th>
<th>I</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>52 GEC-202 Business continuity</td>
<td>3</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>2</td>
<td>47 REL-83 Competition</td>
<td>3</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>3</td>
<td>45 REV-102 Free standards</td>
<td>3</td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td>4</td>
<td>43 SEC-201 Disasters</td>
<td>3</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>5</td>
<td>43 REV-101 New opportunities</td>
<td>3</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>6</td>
<td>41 FIN-12 External financial risks</td>
<td>3</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>7</td>
<td>38 REL-81 Speed to market</td>
<td>3</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>8</td>
<td>34 PPL-72 Experts workforce</td>
<td>3</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>9</td>
<td>29 MEM-52 Membership fluctuations</td>
<td>2</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>10</td>
<td>28 PPL-71 Insufficient resource capacity</td>
<td>3</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>11</td>
<td>28 GEO-21 Growth of nationalism</td>
<td>3</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>12</td>
<td>28 REL-82 Transformation</td>
<td>3</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>13</td>
<td>25 OPS-61 Obsolete processes</td>
<td>3</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>14</td>
<td>23 OPS-62 Quality of service</td>
<td>2</td>
<td>3</td>
<td>6</td>
</tr>
</tbody>
</table>

L: Likelihood
I: Impact
Score: L * I

# number of times the risk was selected in the survey (Top 10 L + Top 10 I)

Max # = 74
37 participants x 2

Risks are sorted by # then Score

Primary Risk List: Bubble chart

Using the exact score of the risks, the bubble chart shows that most risks are grouped on the 3 x 3 axis
Primary Risk List: mitigate the top 5

- CB to select the top 5 risks to mitigate first
- IEC CO to elaborate mitigation actions in order to decrease their score

Recommendations & Next Steps

1. Approval:
   - Risk Framework
   - Primary Risk List
   - CB’s top 5 risks

2. Work step by step
   - Act first on the selected 5 risks
   - IEC CO propose the mitigation action plan for approval at next CB
   - CB clarifies its risk appetite
   - Continue to raise risk awareness at all IEC levels
Thank you for your attention

Questions
Dr Catherine Charbonnier  Jo Cops
Catherine@xpertia.ch  jo.cops@ceb-bec.be

*****
ATTACHMENT 3 TO DOCUMENT CB/1123/RM

Vice-President Sporer presentation on SMB and Digital Transformation (under agenda item 8.1)

Report to CB

Taking responsibility today... for a sustainable tomorrow

Recent SMB Decisions

<table>
<thead>
<tr>
<th>ACTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>DOCUMENT FOR DECISION</td>
</tr>
</tbody>
</table>

Council Board members are invited to note the attached report submitted by the SMB and approve the following recommendations as agreed upon during the SMB meeting:

- **ahG 84 (Sustainable Development Goals)**
  1. Allocate the necessary resources for the execution of the ahG 84 communications plan, as detailed in the final report of ahG 84.
  2. Establish a permanent structure to review and coordinate IEC work and engagement with the Sustainable Development Goals across various IEC boards, Central Office, and the larger IEC community.

- **ahG 86 (Future of Digital Transformation including system approaches)**
  3. Review and approve the Digital Transformation vision and strategy document developed by SMB.
  4. Consider the Digital Transformation vision and strategy document developed by SMB as the basis for conversion into an IEC wide strategy and subsequent implementation.

Key ideas emerging from ahG84

1. Share work of ahG84 with IEC boards and the IEC community,
2. Need for inclusive coordinated approach; CB, SMB, CAB, MSB, YPs, IEC CO + stakeholder community
3. Communication to sensitize, orient, institutionalize the message of SDGs,
4. IEC CO to review progress toward enabling SDGs implementation,
5. Reorient the IEC templates (NWIP, SBP, RSMB, NTC and IPMF)
6. Extend ahG84 till the CB decides on future work on SDGs
Digital Transformation

Initial Situation
- Scattered activities
- Too little progress

Reaction of SMB
✓ Describe vision and strategy
✓ Reorganize activities and groups

Findings
- Need for re-prioritization, drive and a holistic view on the topic
- All of IEC needs to embrace the vision and implement -> CB!

Digital Transformation

DT Vision and strategy document

Vision
Principles
Key Objectives

Priority Action Areas

1. Promote collaboration
   - Objectives for IEC committee members
   - Processes for decision making
   - Accountability for the environment

2. Strengthen governance
   - Measures to enhance the IEC framework
   - Implementation of proposed actions
   - Monitoring of progress

3. Strengthen governance
   - Measures to enhance the IEC framework
   - Implementation of proposed actions
   - Monitoring of progress

4. Enable culture change and empower people
   - Measures to enhance the IEC framework
   - Implementation of proposed actions
   - Monitoring of progress

* * * * *