

**Report of the
Director General to the
2017 WIPO Assemblies**

Annual Report

2017

The year since the last WIPO Assemblies has seen good progress across the Organization, driven by increasing interest and engagement on the part of the Member States in the services and programs of the Organization, rising demand from the enterprise sector for the services offered through the Organization's Global IP Systems and a high level of professionalism and commitment on the part of the staff.

Financial Situation



CHF 387.7 million
total revenue

CHF 32 million
budget surplus
at end 2016

1. The financial position of the Organization remains robust, with very positive results recorded for 2016, the first year of the current 2016-2017 Biennium. The overall financial result for 2016 was a surplus of CHF 32 million, driven by continuing strong demand for the Global IP Systems, as detailed below, and containment of expenditure as a consequence of improved productivity, notably from the ICT systems through which the services of the Global IP Systems are delivered, as well as the ICT systems underlying administration, together with sound management practices.

2. Total revenue for 2016 was CHF 387.7 million. The contributions to total revenue were:

PCT System	75%
Madrid System	15.4%
Hague System	1.3%
Assessed contributions	4.4%
Voluntary contributions	2.6%
Other income	1.3%

Total expenditure for 2016 was CHF 355.7 million, of which personnel expenditure represented 63.1%.

3. The net assets of the Organization increased to CHF 311.3 million as at December 31, 2016, from CHF 279.1 million in 2015. The surplus achieved in 2016 enabled, notably, the liquid component of net assets to be increased and contributed to meeting the target of raising the reserves level from 22% to 25% of biennial expenditure.

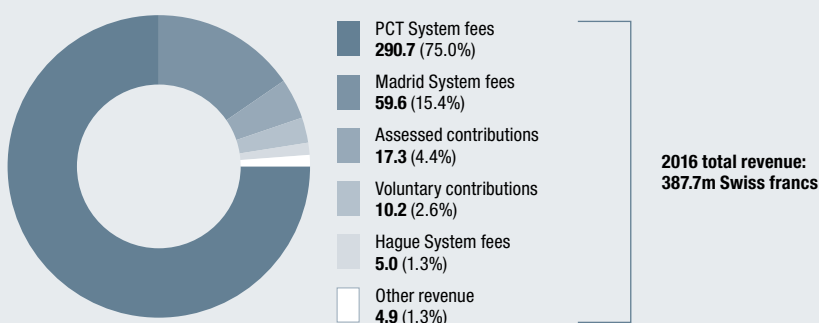
4. The External Auditors have delivered an unqualified audit opinion on the Financial Statements of the Organization for 2016.

5. We are now nine months into 2017, the second year of the current biennium. While caution is always prudent in a global financial context that is still affected by considerable uncertainty, at this stage we are tracking towards a result and a surplus that should be commensurate with those of 2016.

6. The current year marks the period in which the new investment policy approved by Member States is being implemented. The architecture of investment advice and custodial services foreseen in the new investment policy has been established, and liquid assets will be invested in accordance with the policy, as

Composition of 2016 Revenue on an IPSAS Basis

(in millions of Swiss francs)



Statement of Financial Performance

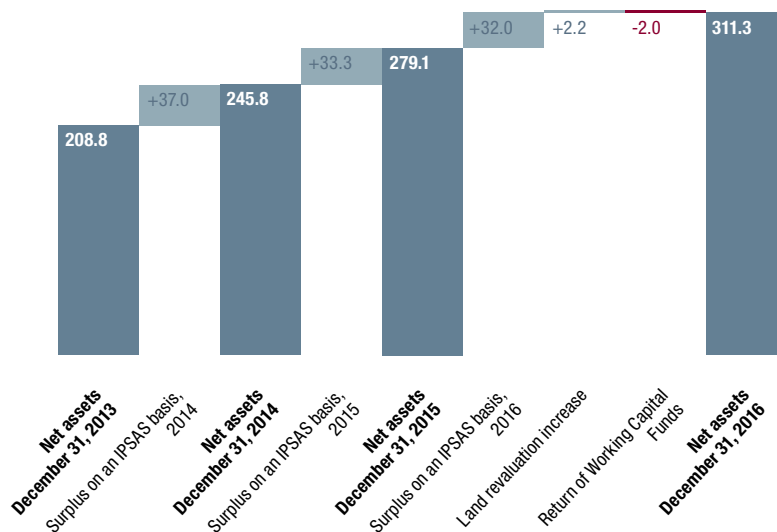
for the nine months ended December 31, 2016
(in thousands of Swiss francs)

	Note	2016	2015
Revenue	24		
Assessed contributions		17,337	17,801
Voluntary contributions		10,176	10,255
Publications revenue		426	487
Investment revenue		21	1,500
Fees			
PCT System		290,719	275,392
Madrid System		59,580	67,925
Hague System		4,956	3,931
Lisbon System		25	17
Sub-total fees		355,280	347,265
Arbitration and mediation		1,641	1,508
Other/miscellaneous revenue		2,832	3,127
Total revenue		387,713	381,943
Expenses	25		
Personnel expenditure		224,353	216,266
Internships and WIPO fellowships		3,261	3,151
Travel, training and grants		15,810	17,394
Contractual services		74,398	72,090
Operating expenses		21,946	21,200
Supplies and materials		2,039	3,583
Furniture and equipment		172	827
Depreciation and amortization		11,424	11,055
Finance costs		2,310	3,107
Total expenses		355,713	348,673
Surplus/(deficit) for the year		32,000	33,270

3

Movement in Net Assets, 2013–2016

(in millions of Swiss francs)



required, by the end of 2017. This is an important transition for the Organization and it is occurring within a context in which volatility and uncertainty remain significant risks. A horizon of several years will be needed in order to gain an accurate assessment of the performance of investments.

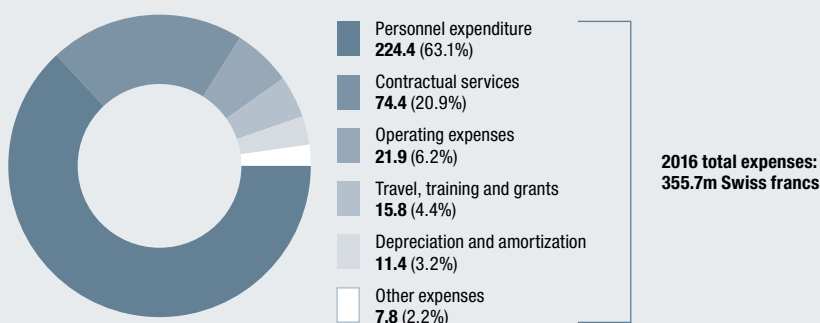
7. The 2017 Assemblies will consider the proposed Program and Budget for the next biennium of 2018-2019, which has been reviewed by two sessions of the Program and Budget Committee. Our estimates indicate that the revenue of the Organization for the biennium will cross the CHF 800 million mark for the first time, rising to CHF 826 million, which represents an increase of 10.4% over the income estimates in the 2016-2017 approved budget. It is predicted that PCT income will account for 76.7% of total income.

8. The total expenditure proposed for the next biennium has been contained at an increase of 2.7% compared to the approved 2016-2017 budget. When viewed in the context of a projected increase in PCT filings of 13% and an increase in income of 10.4%, we consider the limitation in the increase of expenditure to be a significant achievement. Additionally, the personnel component of expenditure is proposed to be limited to 0.8% over the previous approved budget, which, in turn, will limit exposure to long-term after-service liabilities in the future. For the fifth consecutive biennium, no new posts are being requested. As a result of these measures, enabled by increased productivity resulting from ICT investments as well as flexible resourcing arrangements, the share of personnel expenditure in the total budget will decrease from 64.6% to 62.4%, which we also consider to be a significant achievement.

9. The 2017 Assemblies will also be requested to approve a Capital Master Plan that has been considered by the Program and Budget Committee. The Plan outlines key projects to be undertaken in the next two years, with a proposed budget of approximately CHF 25 million. The projects cover premises, safety, security and ICT investments. The approval and implementation of these projects is essential for the timely planning of capital investments needed to ensure that WIPO and its services remain competitive and up to date, to reduce the need for reactive and emergency repairs, which are inevitably more costly, and to eliminate or mitigate environmental, security, health and safety risks.

Composition of 2016 Expenses on an IPSAS Basis

(in millions of Swiss francs)



WIPO Funds-in-Trust

Contributions 2016 and estimated contributions 2017¹
(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Contributions 2016 ²	Estimated contributions 2017
Australia	1,302	553
China	328	300
Ibero-American Program for Industrial Property	57	60
France/IP	289	300
Japan		
Japan/Copyright	469	469
Japan/IP/Africa	1,600	1,600
Japan/IP	3,830	3,830
Sub-total, Japan	5,899	5,899
Mexico	99	-
Portugal	64	-
Republic of Korea		
Republic of Korea (IP)	710	700
Republic of Korea (Copyright)	337	350
Republic of Korea (Education)	335	340
Republic of Korea (BRIP)	126	125
Sub-total, Korea	1,507	1,515
Spain	165	170
United States of America/USPTO Creative Industries	98	-
United Nations Office for Partnerships (UNOP)/UNFIP	49	-
TOTAL	9,856	8,797

¹ The figures do not include interest and exchange rate adjustments. These funds generally provide for activities spanning a period of time exceeding or overlapping with a single biennium.

² Excludes contributions for JPOs.



Global IP Systems



3,036 domain name disputes referred to AMC

7th year of growth in Hague System filings

100th member joined Madrid System

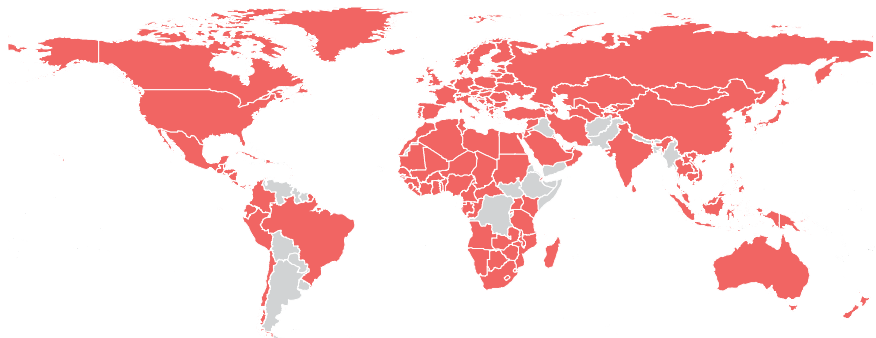
3 millionth PCT application received

10. The Global IP Systems of the Organization continued to expand their geographical coverage and to experience strong demand, underpinning the financial performance and stability of WIPO.

Patent Cooperation Treaty (PCT)

11. The PCT System continues to go from strength to strength. In its 39 years of operations from June 1978, the number of international applications filed has steadily increased from 459 applications filed during its first year to more than 233,000 applications filed in 2016 (with provisional figures for 2017 showing another year of strong growth), far exceeding even the most optimistic expectations of the founders of the PCT who created the system in the 1960s. With Jordan's accession to the PCT in March 2017, Contracting States now number 152.

PCT Member States



12. The number of international patent applications filed under WIPO's Patent Cooperation Treaty (PCT) grew by 7.3% in 2016, the largest increase since 2011. PCT applications have grown in 38 of the 39 years of the System's existence, the exception being 2009, following the Global Financial Crisis. In 2016, 47.4% of all PCT applications came from countries located in Asia, just short of the combined share for Europe (25.6%) and North America (25.3%). If current trends continue, Asia will account for half of all PCT filings within the next two years. In terms of individual countries, China recorded extraordinary growth of almost 45% compared to 2015. Overall, the United States of America continues to be the top source of applications, followed by Japan, China, Germany and the Republic of Korea.

Key Numbers from the PCT, 2016

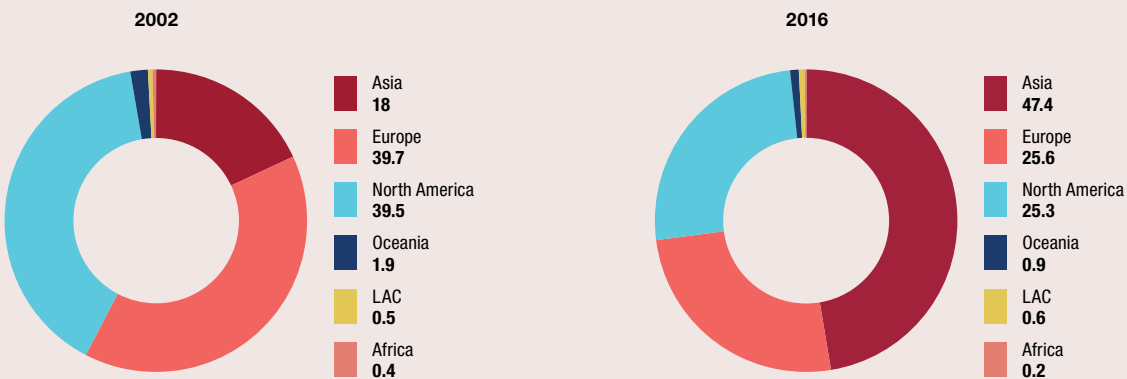
Number	(Trend) ¹	Description
618,500	(+3.8%)	PCT national phase entries ²
233,000	(+7.3%)	PCT applications filed
50,838	(+4.5%)	Applicants ³
125	(-7)	Countries in which PCT applications were filed
57%	(-0.1 pp)	Share of PCT national phase entries in worldwide non-resident filings
30.5%	(+0.9 pp)	Share of PCT applications with women inventors

1. Trends correspond to annual growth rates in percentage, in volume or in percentage points.
 2. The latest available year for PCT national phase entry data is 2015.
 3. "PCT applicants" refers to first-named applicants in published PCT applications.

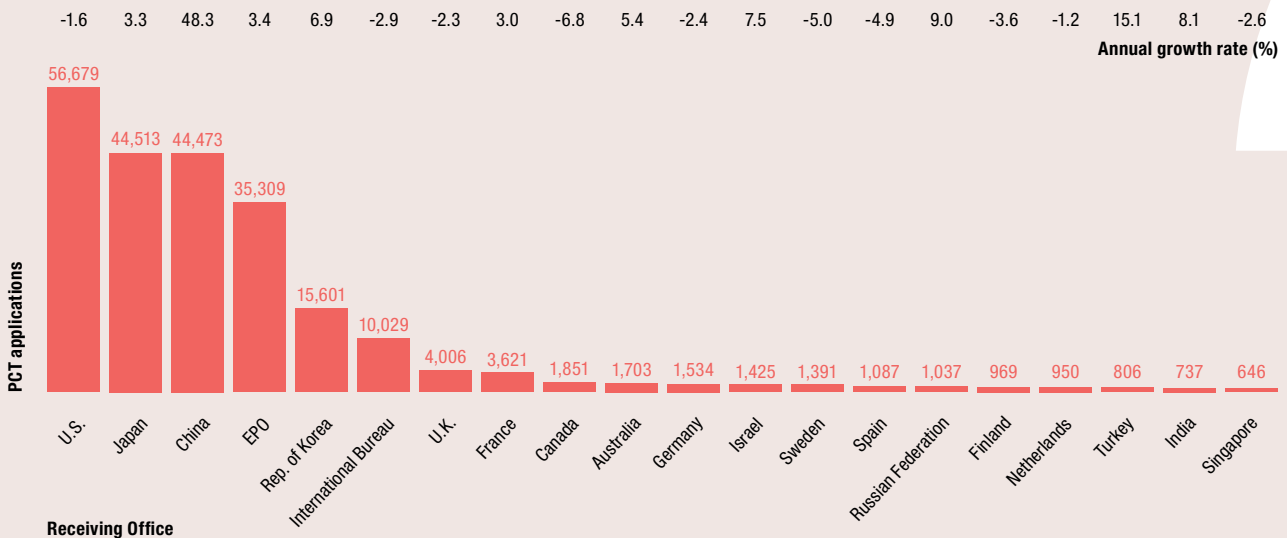
Trend in PCT Applications



Distribution of PCT Applications by Region, 2002 and 2016



PCT Applications for the Top 20 Receiving Offices, 2016



13. PCT applications were filed by 50,838 different applicants in 2016. The business sector accounted for 85.5% of all published PCT applications, followed by individuals (7.5%), the university sector (5%) and the government sector (1.9%). The 3 millionth international patent application filed under the PCT was published on February 2, 2017, marking an important milestone in the history of the Treaty and of WIPO. The PCT passed the milestones of 1 million filed applications in 2004 and 2 million filed applications in 2011.

14. Among the key developments since the 2016 Assemblies was the commencement of operations of the Turkish Patent and Trademark Office as the twenty-second International Searching and Preliminary Examining Authority. The PCT Assembly will consider during the 2017 WIPO Assemblies a proposal to appoint the Intellectual Property Office of the Philippines as the twenty-third International Searching and Preliminary Examining Authority.

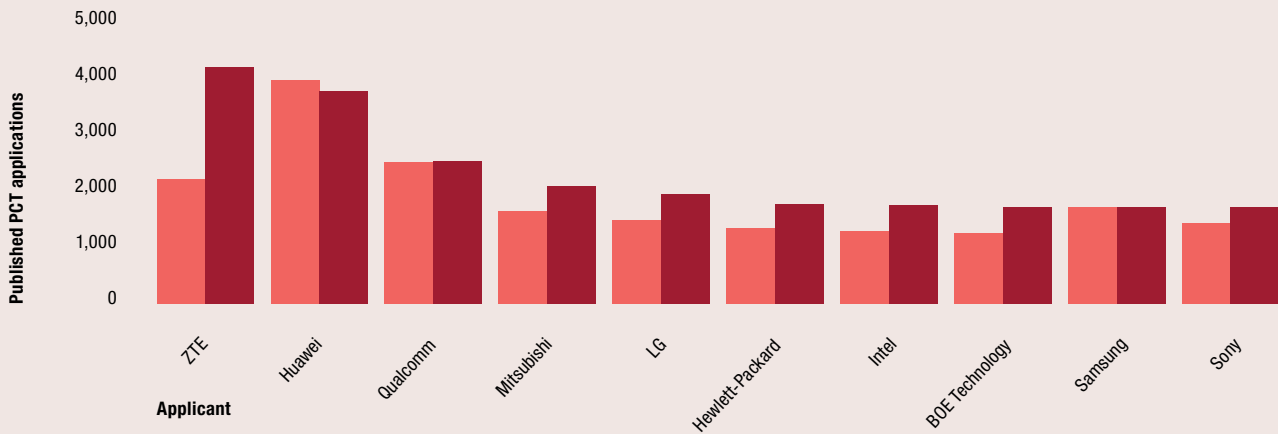
15. The function of the PCT as a major source of information about technology flows has been improved through amendments to the PCT Regulations which entered into force in July 2017 and which require designated and elected Offices to send the International Bureau information on national phase entry, republication and grant of individual applications. The International Bureau then makes this information available to the public through the PATENTSCOPE database. PCT users and third parties are therefore able to see in which countries an applicant is seeking patent protection, and the legal status of that application, up to and including grant in a given jurisdiction. Information on national publication of a national phase application in different languages will provide improved access to technical information, and the data concerning the entry into the national phase (specifically, information confirming that the national phase has not been entered within the PCT time limit) will help identify technologies which are in the public domain in a particular State, in line with Development Agenda recommendation 31.

16. ePCT is the browser-based electronic environment provided by the International Bureau for the filing, processing and management of international applications. In March 2017, the International Bureau launched a new “look and feel” for the ePCT system. The new interface makes ePCT easier to use and more attractive and consistent for applicants, IP Offices and the International Bureau. At the same time, a new identity management system has been introduced which makes secure login easier for users of ePCT and opens new opportunities for machine-to-machine services such as real-time exchange of documents and data with Offices that use their own IT systems for processing international applications.

17. The ePCT browser-based service is now open to users from 74 Offices: 71 in their capacity as receiving Office, 22 in their capacity as International Searching and Preliminary Examining Authority and 24 in their role as designated Office. ePCT now allows for filing to 52 receiving Offices, of which 39 use a server that is hosted for the Office by the International Bureau. ePCT-filing now accounts for over 65% of applications to the receiving Office of the International Bureau and a large majority of applications to many of the other participating Offices, especially those which did not previously offer electronic filing.

18. Efforts are underway also to improve the financial flows within the PCT System. To reduce exposure to income losses caused by exchange rate fluctuations when fees are transferred in different currencies between the International

Top 10 PCT Applicants, 2015 and 2016



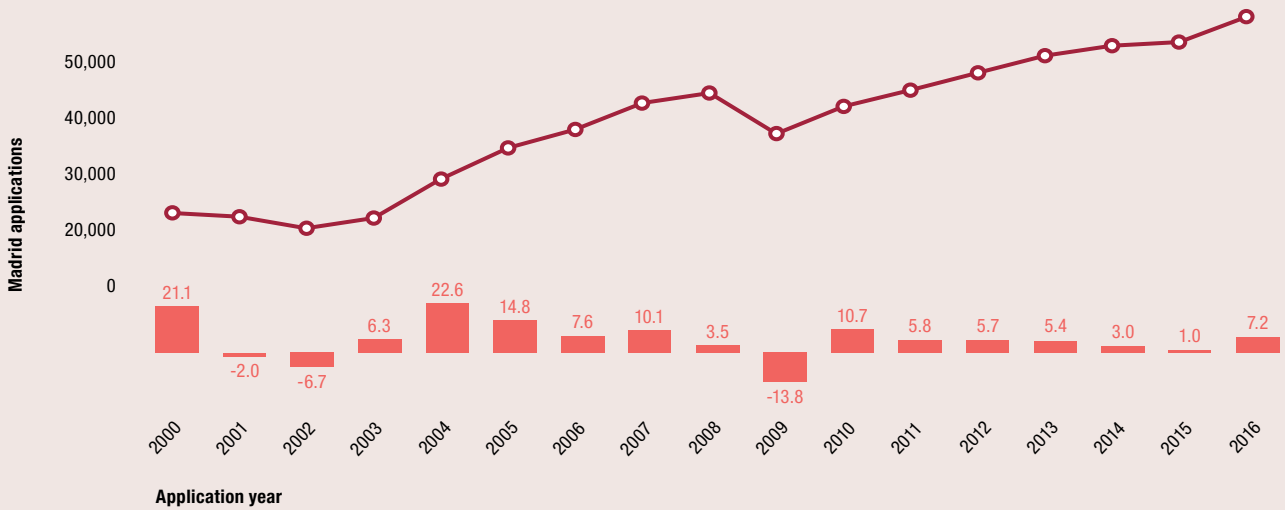
Bureau, the receiving Office and the International Searching Authority, the International Bureau has been exploring a “netting structure” which would allow transactions in a single currency between the International Bureau and an Office to offset one another. Software that could administer a netting structure has been acquired by the International Bureau. This will allow the International Bureau to begin a netting pilot with a limited group of receiving Offices and International Searching Authorities later in 2017. A successful netting structure in the PCT System would reduce the losses from exchanges between currencies for the International Bureau and IP Offices in Member States, and could potentially be expanded to cover transactions involving Offices of Contracting Parties in the Madrid and Hague Systems.

19. The International Bureau continued its efforts to improve the coordination of training of substantive patent examiners between donor and beneficiary Offices. Following agreement at the PCT Working Group in 2015 on various initiatives in this area, the International Bureau has conducted an annual survey of training activities undertaken by Offices in 2016, and also compiled e-learning resources and self-study material for substantive patent examiners that Offices make available. Based on input from IP Offices, the International Bureau is now developing a competency framework and learning management system which would better identify training needs of examiners in beneficiary Offices and enable donor Offices to respond to these needs in a more targeted way.

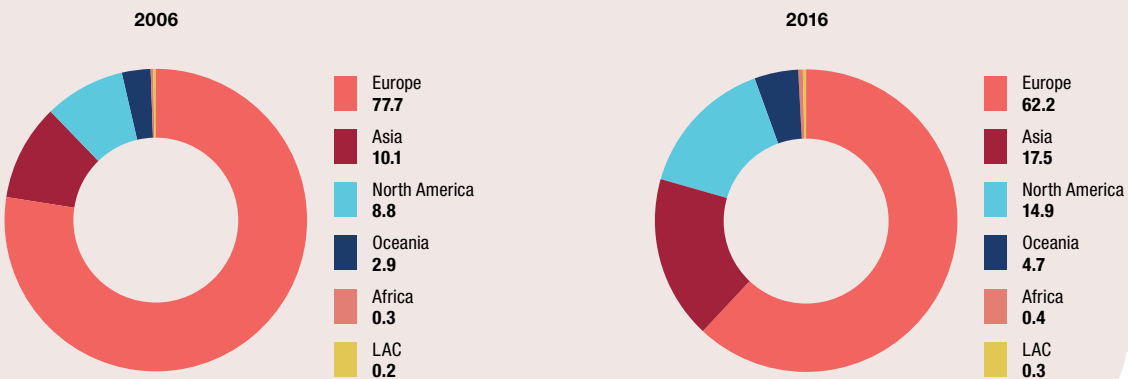
20. The surge in applications from Asia means that the volume of PCT-related translation handled by the Organization has more than doubled between 2010



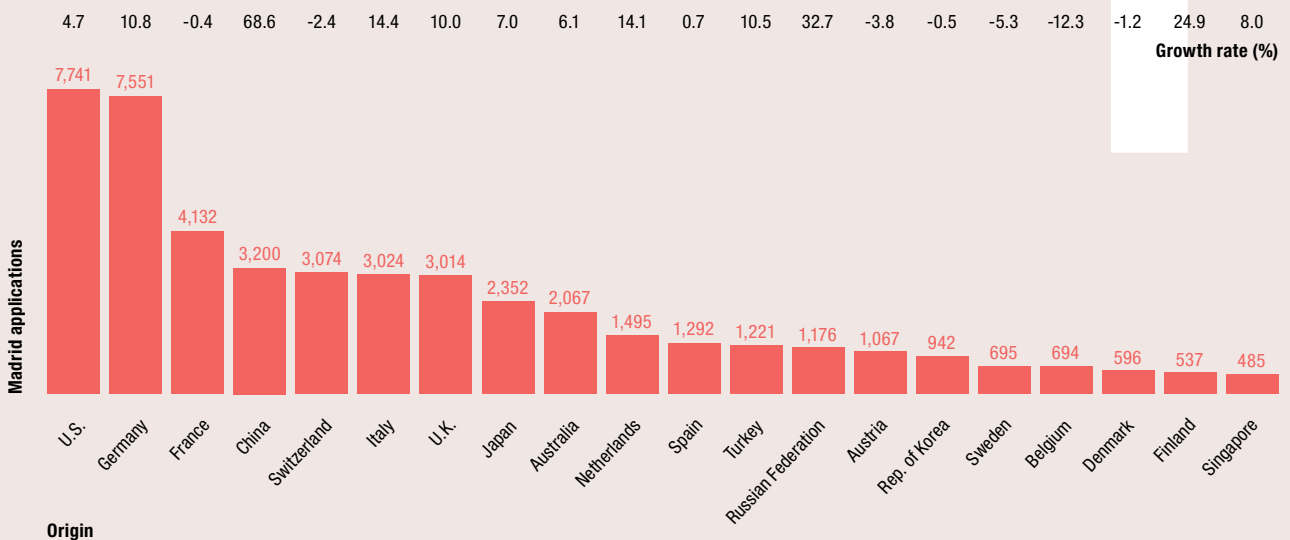
Trend in International Madrid Applications, 2016



International Madrid Applications by Region, 2006 and 2016



International Madrid Applications for the Top 20 Origins, 2016



the System now covers 115 countries. Continuing this steady geographical expansion of the System remains an important strategic goal that would benefit WIPO, the users of the Madrid System and the coherence of the world trademark system.

24. International applications grew strongly by 7.2% to 52,550, the highest number ever filed in a year. Over 650,000 international trademark registrations are currently in force. We expect growth in 2017 to be much more modest.

25. Among countries of origin, the United States of America remained the leading source of filings in 2016 (7,741 international applications), followed closely by Germany (7,551), France (4,132), China (3,200) and Switzerland (3,074). Among the top origins, China saw the fastest growth (+68.6%) in 2016, followed by the Russian Federation (+32.7%), Italy (+14.4%) and the Netherlands (+14.1%). As membership of the System has increased and diversified, the composition of the user base is changing, with the shares in total applications of Asia, the United States of America and Australia all increasing significantly.

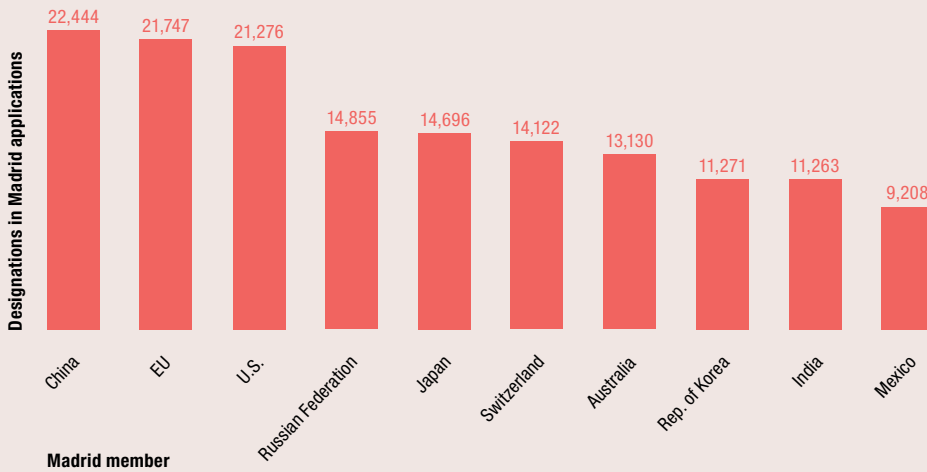
26. The extent to which countries are designated in international applications under the Madrid System is an indicator of the real and potential interest of foreign investors and traders in the market of the designated country. China (with 22,444 designations), the European Union (21,747) and the United States of America (21,276) were the three most designated members in international Madrid applications. Middle-income countries such as the Russian Federation (14,855), India (11,263), Mexico (9,208) and Turkey (8,797) also received substantial numbers of designations in 2016. China has been the most designated country since 2006.

27. International applications in 2016 were filed predominantly for goods, which accounted for 67.3% of classes compared to 32.6% for services classes. Computers and electronics was the most specified class in international applications, making up 9.4% of the total, followed by services for business (7.6%) and technological services (6%). Among the top 10 classes, technological services (+11.3%) and computers and electronics (+10.6%) saw the fastest growth.

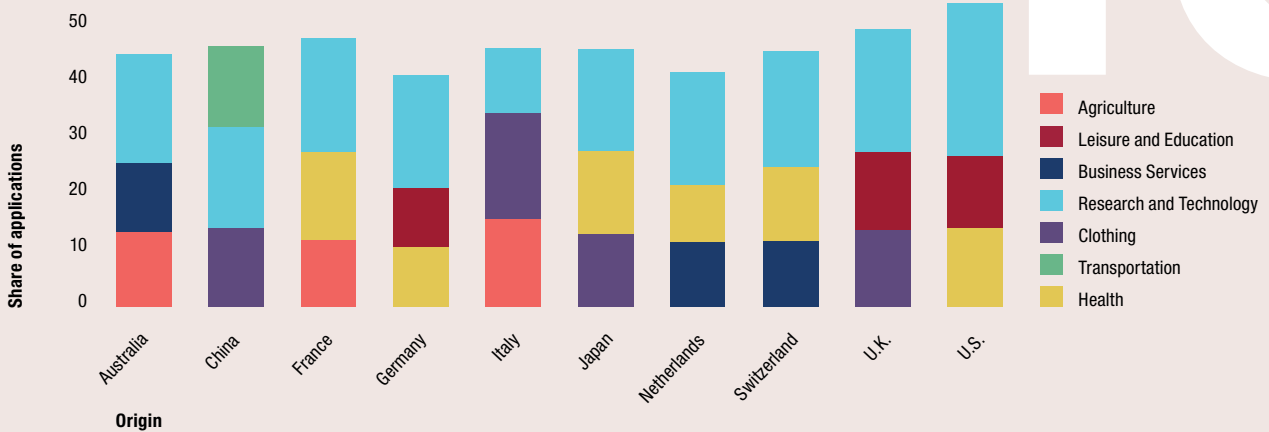
28. Modernization of the legal framework of the Madrid System continued in the Working Group on the Legal Development of the Madrid System. Most notably, a proposal to suspend the application of Articles 14(1) and (2)(a) of the Madrid Agreement was adopted by the Madrid Union Assembly during its fiftieth session in October, barring any country from acceding to the Madrid Agreement alone, without the Madrid Protocol, and effectively transforming Madrid into a single system.

29. A major priority for the coming years is the development of a comprehensive electronic environment for the processing of international applications and attendant procedures and for seamless interaction with Offices and with users. Elements of this environment already exist and the task will be to bring them together in a way that will increase productivity and improve the quality of the service delivered by the International Bureau. As the number of international applications continues to climb, this priority is becoming urgent. We expect design work to be completed in the early part of 2018, development to take place in 2018 and 2019, and deployment in 2019 and 2020.

Designations in International Applications for the Top 10 Designated Madrid Members, 2016



International Madrid Applications by Top Three Sectors for the Top 10 Origins, 2016

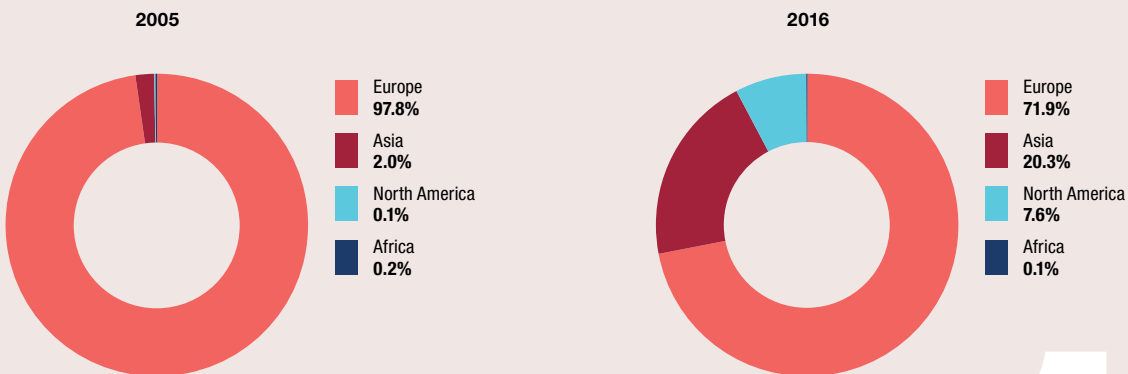


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Key Numbers from the Hague System, 2016

Description	Applications/registrations		Designs contained in applications/registrations	
	Number	Change 2015–16	Number	Change 2015–16
International applications	5,562	+35.3%	18,716	+13.9%
International registrations	5,233	+46.1%	17,601	+21.5%
Designations in international applications	21,280	+13.7%	75,252	+1.4%
Designations in international registrations	19,509	+15.3%	68,985	+4.1%
Renewals of international registrations	3,150	-1.4%	13,249	-0.9%
International registrations in force	32,187	+9.7%	131,953	+7.3%

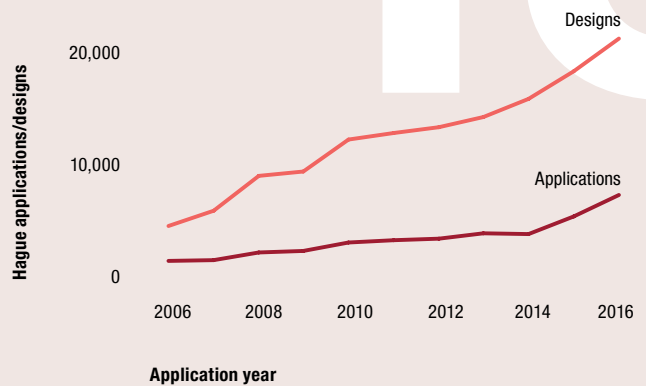
Designs Contained in Hague International Applications by Region, 2005 and 2016



Trends in Refusals of International Registrations, 2005–2016

Year	Number of refusals
2005	98
2006	39
2007	36
2008	40
2009	191
2010	139
2011	231
2012	82
2013	119
2014	152
2015	203
2016	2,021

Trend in Hague International Applications and Designs Contained in International Applications



32. The recent accessions of the Republic of Korea (in 2014) and Japan and the United States of America (in 2015), all major economies, started to produce its full impact in 2016. International applications increased by 36% compared to 2015, leading to a record number of 5,562 applications. We do not expect such a large increase in 2017, with demand for the year to date seeming to stabilize at much the same level as in 2016. As with the PCT and the Madrid System, the composition of demand is evolving as membership of the Hague System expands and with shifting patterns of economic performance. In 2016, the largest filing countries, measured by the number of designs contained in international applications, were, in order, Germany, Switzerland, the Republic of Korea, the United States of America, the Netherlands, France, Italy, Japan, Turkey and Sweden.

33. Newer members of the Hague System practice substantive examination of design applications. A consequence of this has been an increase in the complexity of the administration of the Hague System. There has been, for example, a tenfold increase in the number of notifications of refusals processed annually by the International Bureau, up from 203 to 2,021.

34. A new electronic environment for the Hague System is a major priority and is at an advancing stage of development. It is planned that deployment will take place in the second half of 2018. The new environment will be more user-friendly for Offices and users and will enable both productivity gains and a higher quality of service on the part of the International Bureau.

35. As the Hague System has been developed and revised over the course of 90 years, work remains to be done to achieve a single system and to eliminate the complications arising from the application of multiple Acts of the Hague Agreement. There has been good progress toward this goal since the last Assemblies. The decision of the Hague Union to terminate the antiquated London (1934) Act was brought into effect in October 2016, following receipt by the International Bureau of the last two consents required, from Suriname and Egypt. There remain just three countries, namely Belize, Morocco and Suriname, which are party only to the Hague (1960) Act. Ideally, we will reach the point where all members of the Hague Union are party to the Geneva (1999) Act.

The Lisbon System

36. The number of Contracting Parties to the Lisbon Agreement for the Protection of Appellations of Origin and their International Registration remains at 28. The Geneva Act of the Lisbon Agreement on Appellations of Origin and

Geographical Indications will enter into force upon ratification or accession by five Contracting Parties. The Working Group for the Preparation of Common Regulations under the Lisbon Agreement and the Geneva Act of the Lisbon Agreement concluded its work in April 2017 with a recommendation to the 2017 Lisbon Union Assembly to adopt the draft Common Regulations. Following the decision taken at the Lisbon Union Assembly in 2016, Lisbon Union members paid subventions to eliminate the projected biennial deficit of the Lisbon Union, and continued their discussion regarding the financial sustainability of the Lisbon Union.

WIPO Arbitration and Mediation Center

37. The Arbitration and Mediation Center provides time- and cost-efficient alternatives to court litigation of IP disputes. The Center administers cases and provides policy expertise in alternative dispute resolution (ADR), including in the area of Internet domain name disputes.

Domain Names

38. As brand owners face the possibility of further abuse of their trademarks in domains – both old and new – they continue to rely on WIPO's anti-cybersquatting dispute resolution procedures. By combating opportunistic domain name registration practices, WIPO's services remedy trademark infringement in the Domain Name System (DNS), thus curbing consumer deception.

39. Since the Center administered the first case under the WIPO-initiated Uniform Domain Name Dispute Resolution Policy (UDRP) in 1999, total WIPO case filings have passed the 38,000 mark, encompassing some 70,000 domain names.

40. Total WIPO cybersquatting case filings in 2016 increased by 10% over 2015, with a record 3,036 cases lodged by trademark owners alleging abuse of their mark. The number of such cases received by WIPO in 2017 through to August was 1,977.

41. WIPO UDRP cases in 2016 involved parties from 109 countries, underlining the global character of the procedure administered by WIPO. The top three sectors of complainant activity were banking and finance (12% of all cases), fashion (9%), and heavy industry and machinery (9%). Cases were decided by 305 WIPO panelists from 47 countries, with 15 different languages of proceeding.

A large, stylized graphic of the number '17' in white, set against a light beige background. The '1' is a simple vertical bar, and the '7' has a curved top and a horizontal base.

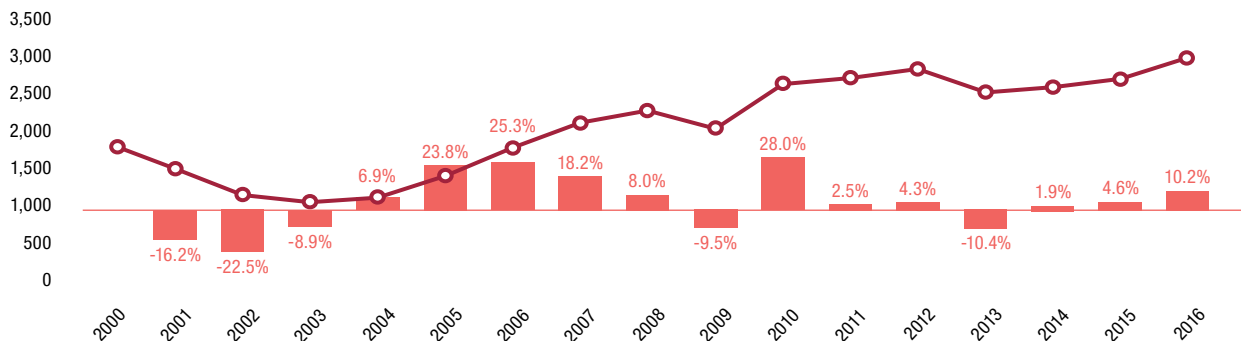
42. Country code Top-Level Domains (ccTLDs) accounted for 14% of all WIPO filings in 2016. With the addition in 2017 of .EU and .SE (Sweden), 76 ccTLD registries now use this WIPO service.

43. WIPO in 2017 launched a new edition of the *WIPO Jurisprudential Overview*. Covering over 100 topics, this essential domain name case-filing tool captures numerous developments in the DNS and WIPO UDRP jurisprudence.

44. Registrations in newly opened generic Top-Level Domains (gTLDs) now routinely figure in UDRP cases. With over 1,200 out of a projected 1,400 new gTLDs operational, cases involving these domains represented some 16% of WIPO's 2016 caseload.

45. WIPO is closely monitoring a process initiated by the Internet Corporation for Assigned Names and Numbers (ICANN) to review the UDRP and other rights protection mechanisms.

WIPO Domain Name Case Filing, 2000–2016



IP Disputes

46. The procedures offered under the WIPO Arbitration, Mediation, and Expert Determination Rules aim to facilitate the use of IP without the undue disruption caused by prolonged and costly litigation.

47. 2016 saw a considerable increase in the number of mediation and arbitration cases administered by the Center, with disputes filed in the areas of patents, trademarks, copyright (including collecting societies), ICT, research and development (R&D), life sciences, film and media (including television format-related disputes) and franchising. Since receiving its first case, the Center has now administered over 500 arbitrations, mediations and expert determinations, with values in dispute ranging from USD 20,000 to USD 1 billion.

48. The Center collaborates with interested IP and Copyright Offices to raise awareness of IP ADR options in their respective jurisdictions, and makes available resources that can help parties resolve their rights disputes pending before such Offices. Since the 2016 Assemblies, the Center has administered mediation of trademark oppositions at the Intellectual Property Office of Singapore and of a trademark dispute filed through the Intellectual Property Office of the Philippines, launched an initiative with IP Australia for ADR options, and established collaboration with IP authorities in El Salvador, Israel and Paraguay. The Center has also worked with public stakeholders in Germany and with the Spanish IP Office (OEPM) to develop and make available model R&D contracts that include WIPO ADR clauses.

49. Parties with experience in IP disputes named the Center as their second most used institution in a 2016 survey carried out by Queen Mary University of London. Where survey respondents expressed a preference for an institution, the Center ranked first.

The International Legal Framework



34 accessions to
WIPO treaties

191
Member
States

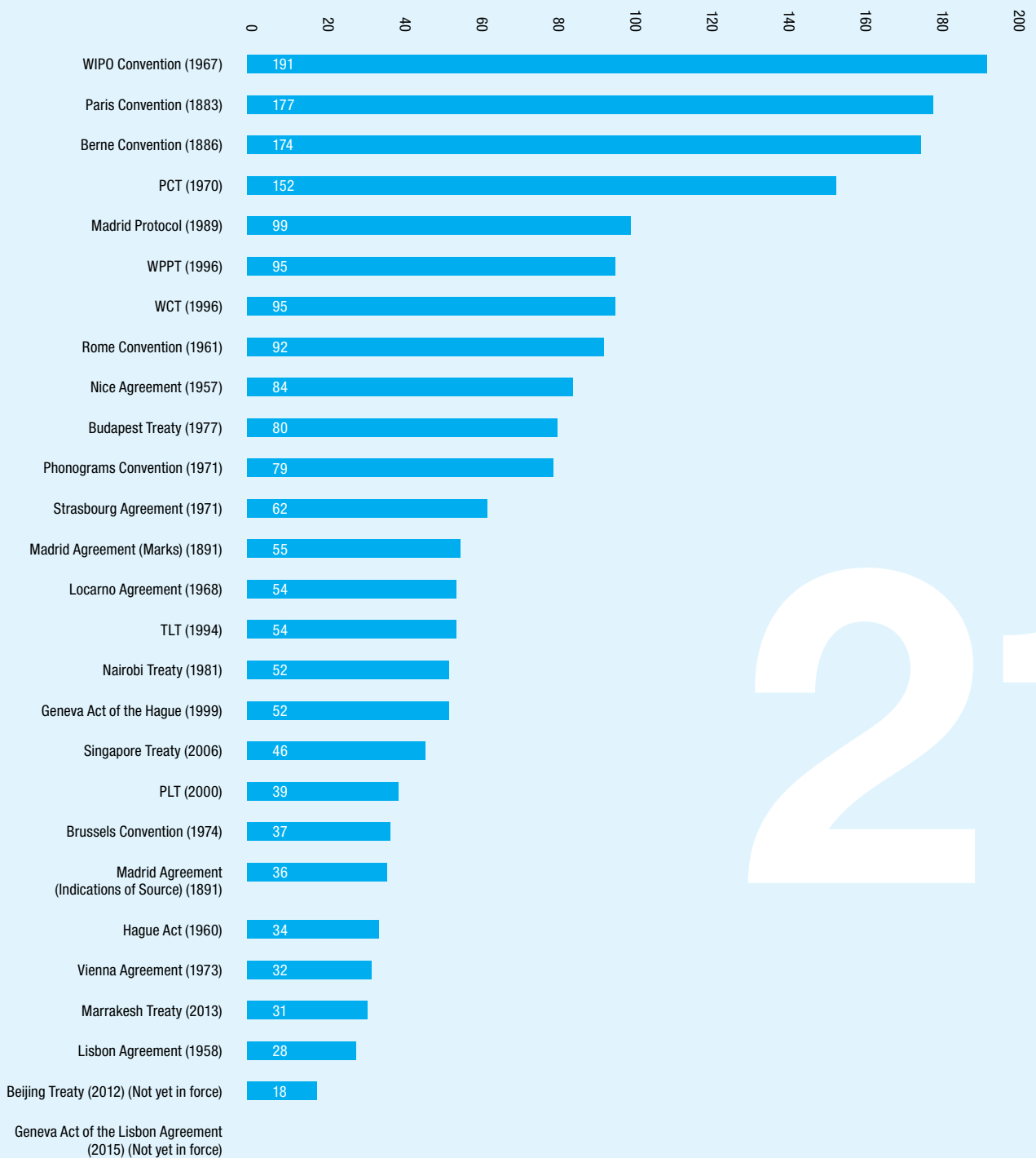
50. During the past year, the rate of accessions to WIPO-administered treaties has continued apace, with 34 accessions received since August 2016. For the third consecutive year, the majority of these accessions were from developing countries. Most recently, in September 2017, WIPO was pleased to welcome the Marshall Islands and Timor Leste as the 190th and 191st Member States, respectively.

51. Following the significant milestone reached on September 30, 2016 with the entry into force of the Marrakesh Treaty to Facilitate Access to Published Works for Persons Who Are Blind, Visually Impaired or Otherwise Print Disabled, more countries acceded to this treaty than any other administered by WIPO. A third of all instruments of accession or ratification deposited in the last year (11 out of the 34) were to the Marrakesh Treaty. This trend extended to copyright treaties in general, which enjoyed the most accessions overall (22 out of 34). The Organization continues to look forward to a prompt entry into force of the Beijing Treaty on Audiovisual Performances, which now counts 18 of the required 30 accessions or ratifications.

52. Beyond these recently concluded treaties, the past year has also seen special focus on completing the constitutional reform process that Member States began nearly two decades ago. In 1999 and again in 2003, this process yielded the adoption of amendments to the WIPO Convention and to other WIPO-administered treaties. The 1999 amendment to the WIPO Convention would limit a Director General to serving two six-year mandates. The 2003 amendments to the WIPO Convention and to other WIPO-administered treaties would: abolish the WIPO Conference; formalize the unitary contribution system and the changes in contribution classes that have been practiced since 1994; and establish annual (rather than biennial) ordinary sessions of the WIPO General Assembly and the other Assemblies of the Unions. Although these amendments were adopted by consensus, Member States have not completed the ratification process and none of these amendments has entered into force. By submitting the needed written notifications that would allow these amendments to enter into force, WIPO Member States would complete a process of rationalizing the Organization's constitutional structure they began many years ago, and allow the treaty texts to reflect faithfully the full implementation of the measures they adopted more than a decade ago.

53. In accordance with the relevant treaty provisions, the amendments will enter into force one month after notifications of acceptance have been received from three-fourths of the number of States Members of WIPO at the time the competent bodies adopted the amendments. To date, only 52 out of the required 129 WIPO Member States have communicated their acceptance of the 1999 amendment, and only 15 out of the required 135 for the 2003 amendments.

Accessions to WIPO Administered Treaties 1970 – September 2017



54. In adopting the amendments in the first place, Member States signaled a clear intention to update and streamline these specific elements of the Organization's constitutional structure. As evidenced by the request of the Program and Budget Committee for the Secretariat to make a presentation on constitutional reform during the Committee's July 2017 session, Member States have clearly reiterated this intention. It is pleasing to note that several Member States have now communicated that they are reinvigorating their domestic ratification processes to allow them to deposit notifications of acceptance in due course. We look forward to the successful entry into force of these amendments and the conclusion of an important constitutional reform process on the part of Member States.

55. Work continued in the various standing and other committees on addressing those issues of IP law and practice that are under discussion between the Member States. A brief summary of the status of discussions on the various issues is contained in the next paragraphs.

56. Standing Committee on Copyright (SCCR). Progress in the SCCR has been gradual. Broadcasting continues to be a focus of the Committee's work, and a shared understanding of the issues has deepened. The Committee is approaching the stage where it will need to decide if it is able to recommend to the 2018 Assemblies the convening of a diplomatic conference for the conclusion of a treaty. The other main focus has been exceptions and limitations, where a considerable volume of research and information material has been prepared in support of the Committee's discussions. At the next session of the SCCR in November 2017, new or revised studies will be presented on exceptions and limitations with respect to libraries and archives, museums, education and research, and persons with disabilities.

57. Two newer areas have received some attention from the SCCR. The first is the resale right. A study on the impact of the resale right will be presented to the session of the SCCR in November 2017. The second is the impact of digital developments on national legislative frameworks. A scoping study on this vast subject will also be presented to the next session of the SCCR.

58. Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (IGC). Pursuant to the mandate and work program for the 2016-2017 biennium, the IGC met three times after the General Assembly in 2016. The Committee made reasonable and steady progress on the texts of international legal instruments on the protection of traditional knowledge and traditional cultural expressions.

59. At its most recent session in June 2017, the IGC took stock of the progress made over the 2016-2017 biennium. The IGC agreed that progress has been made, but that more work needs to be done. Affirming the importance of the Committee, it recommended that the General Assembly in 2017 decide that the IGC continue its work during the 2018-2019 biennium and that the Assembly decide on a mandate and a work program. The IGC's positive recommendation was "without prejudice to the elements of the mandate to be approved by the General Assembly."

60. Since the 2016 General Assembly, two Seminars were also organized to build regional and cross-regional knowledge and consensus on issues related to intellectual property and traditional knowledge and traditional cultural expressions, with a focus on unresolved issues.

61. Standing Committee on the Law of Patents (SCP). The SCP held two sessions since the last WIPO Assemblies. During these two sessions, the SCP continued to address the following five topics: (i) exceptions and limitations to patent rights; (ii) quality of patents, including opposition systems; (iii) patents and health; (iv) the confidentiality of communications between clients and their patent advisors; and (v) transfer of technology. As regards the future activities of the Committee, the SCP will further advance its work based on the agreement reached at its last session. Delegates' interventions coincide on the importance of the SCP as the only multilateral forum where substantive patent law issues can be discussed.

62. Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications (SCT). The main item that has occupied the SCT's agenda for the past several years, a possible Design Law Treaty (DLT), stands in the same place that it was before the 2016 WIPO Assemblies. The convening of a diplomatic conference for the proposed DLT was discussed at the 2016 Assemblies, but there was insufficient time to bridge the remaining differences among Member States on two outstanding issues. Member States decided to continue considering the convening of the diplomatic conference at the 2017 Assemblies. In light of this decision, the SCT did not actively discuss the DLT during its sessions held since the 2016 Assemblies, although the topic remained on its agenda. It is hoped that at this year's Assemblies, Member States will find sufficient common ground to convene the diplomatic conference on this important matter. Other items under active discussion in the SCT include the protection of country names and geographical indications.

Development



55,000
participants
trained by
WIPO Academy

63. In line with Recommendation 12 of the WIPO Development Agenda, the whole of the Organization addresses development considerations in the delivery of its programs. Development cooperation activities span all sectors of the Secretariat, notably:

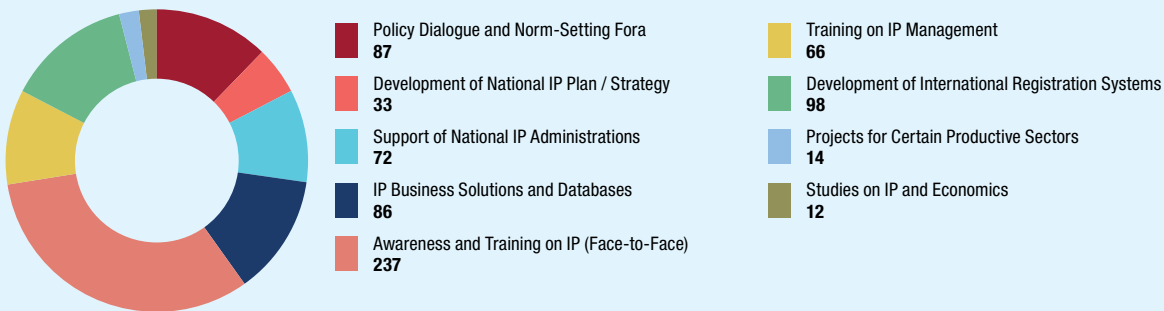
- the Global IP Systems, where special programs address the needs of developing, least developed and transition countries in the use of those Systems;
- the Divisions for patents, trademarks, designs, geographical indications, copyright, building respect for IP and SMEs, where legislative and policy advice is provided for countries requesting it;
- extensive programs in the Global Infrastructure Sector, which are detailed below;
- economic studies and analyses provided by the Economics and Statistics Division; and
- public-private partnerships.

In addition, there is the Development Sector, with its Regional Bureaus, Division for Least-Developed Countries and WIPO Academy, the Copyright Development Division and the transition-countries part of the Department for Transition and Developed Countries, all of which are dedicated to technical assistance and capacity building.

Technical Assistance

64. In 2016, WIPO organized 705 technical cooperation events for the benefit of developing and least-developed countries, reaching over 135 countries and 16 regional intergovernmental organizations. Among them, the largest number of undertakings was organized in the field of awareness and training on IP administration-management (43%), policy dialogue (12%) and business solutions and databases for National IP Administrations (12%). As regards South-South Cooperation, a mapping covering the period 2014-16 presented to the Committee on Development and Intellectual Property (CDIP) in May 2017 identified 149 activities.

Technical Assistance Activities



National IP Strategies and Plans

65. The Organization continued to provide support and assistance to transition, developing and least developed countries (LDCs) in the design, development and implementation of national IP strategies that are both consistent with their overall development plans and have the ability to foster innovation and creativity. The application of the standardized, yet flexible, methodology and set of practical tools for the formulation of national IP strategies and plans, developed as part of the Development Agenda project on Improvement of National, Sub-regional and Regional IP Institutional and User Capacity in 2012, continued to guide the process. As a result, 14 additional countries (one in Africa, one in the Arab region, three in Asia and the Pacific, five in Latin America and the Caribbean and four in transition countries) initiated the process of formulating national IP strategies/plans. By the end of 2016, national IP strategies/development plans were under implementation in 52 countries (26 in Africa, two in the Arab region, nine in Asia and the Pacific, nine in transition countries, and six in Latin America and the Caribbean), of which 20 in LDCs. In addition, in May 2017, in collaboration with the African Regional Intellectual Property Organization (ARIPO), the Organization launched a project for the development of guidelines for the effective use of IP by universities and research and development institutions in Africa.

Least Developed Countries

66. WIPO continued executing Phase II of the Development Agenda project Capacity-Building in the Use of Appropriate Technology for three countries, namely Ethiopia, Rwanda and the United Republic of Tanzania. So far, two areas of need have been identified in each country – in Ethiopia, solar coffee dryer technology and fish-breeding technology; in Rwanda, solar water distillation technology and fish-breeding technology; and in the United Republic of Tanzania, extraction of carrageenan from seaweeds, and fish-breeding technology. The next step will be to decide on the appropriate technological solutions for the six identified development areas. To that end, consultations have started for the preparation of a technology landscape report which will include an analysis of patent search results, single out relevant technologies and propose ways to implement the selected technologies.

25

67. The first training program focusing on technological capacity-building for LDCs was held under the framework of cooperation with the Swedish Patent and Registration Office and the Swedish International Development Cooperation Agency (SIDA). The program benefited 22 senior officials from 14 LDCs. It primarily addressed the utilization of industrial property as a tool for technological capacity-building, including topics such as transfer of technology and appropriate technology for development. The program encompasses the formulation of a practical project that should contribute to national innovation capacity. Implementation of the project should start within six months after its development and will be carried out under the monitoring of WIPO and SIDA.

Development Agenda

68. An Independent Review of the Implementation of the Development Agenda Recommendations was undertaken by a team of three external experts. The final document contained 15 findings, 14 conclusions and 12 recommendations. The nineteenth session of the Committee on Development and Intellectual Property (CDIP) discussed the report, together with the response of the Secretariat to its recommendations and written contributions from Member States. The Secretariat will report annually on progress concerning adopted recommendations, while the CDIP will continue its discussions on those recommendations that have not yet been adopted.

69. The CDIP reached, at its nineteenth session, an agreement on a long-standing item that would “add a new agenda item to the CDIP agenda, entitled IP and development, to discuss IP and development-related issues agreed by the Committee, as well as those decided by the General Assembly.” This decision is before the current session of the Assemblies for its adoption.

70. The CDIP also discussed the Sustainable Development Goals (SDGs) and the 2030 Agenda for Sustainable Development. Member States agreed that the Organization should continue reporting annually on its contribution to the implementation of the SDGs, which have been mapped into the proposed Program and Budget for the next biennium.



Students graduating from a new WIPO Academy course.

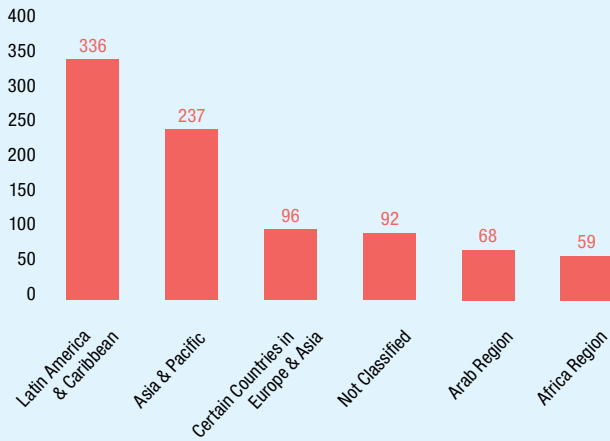
Photo: Courtesy of LUISS Business School

WIPO Academy

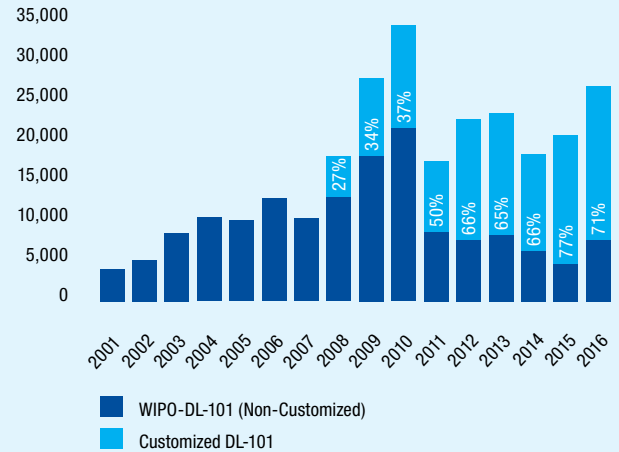
71. Over the last 12 months, the Academy has seen record levels of participation in its courses. Over 55,000 students participated in WIPO Academy courses in 2016, a figure that is 25% higher than in 2015, and 55% higher than in 2014. Since the Academy's establishment in 1998, over half a million people have graduated from its courses, which are offered globally and in a diverse range of languages. Many graduates are government officials from developing countries, least developed countries and countries with economies in transition, who have benefited from scholarships and fee waivers.

72. Following the entry into force of the Marrakesh Treaty, a distance-learning course was launched last year, in the six UN official languages and Portuguese, in an accessible format for the benefit of those with visual impairment or other

Participants Enrolled on the Accessible IP Training (DL-101), 2016–2017



Rate of Increase in the Number of Participants in Customized Versions of DL-101



print disabilities. Since mid-2016, approximately 900 people have registered for the course. Future work is planned to offer more programs in this format.

73. Following approval by the CDIP, the WIPO Academy started implementation of the Judicial Training Institutions Project in the pilot countries selected by Member States, namely Costa Rica, Lebanon, Nepal and Nigeria. The project is due to be completed in 2018 and already a number of Member States have requested to be involved in a possible future phase of the project. In addition, the Academy has initiated the development of a distance-learning course for judges, prosecutors and the judiciary.

74. In response to the request of Member States for more tailored provision of IP human capacity building, WIPO increased the customization of WIPO Joint Master’s programs for both the general and advanced distance-learning courses. In 2016, 71% of those students taking general distance-learning courses undertook a customized version, and a similar figure is expected for 2017.

75. One way to manage the growth in demand for the services of the Academy without any increase in resources has been to build upon existing and new partnerships with Member States and other stakeholders. A good example of this type of alliance is the collaboration with the Center for Intellectual Property Training (CIPTC) of the State IP Office of China (SIPO), through which the Academy’s distance-learning courses are hosted and delivered by CIPTC using the WIPO Academy standard. The WIPO Academy has also benefited from an increase in financial support from donor governments (China, Italy, Japan and the Republic of Korea) who share the Academy’s vision for global access to high-quality and neutral IP education and training.





34

accessions to
WIPO treaties

191 Member
States



100 innovation hotspots
identified in the GII

The year in numbers

3 millionth
PCT application
received



200+
conferences
and events
organized



100th member joined
Madrid System

7th year of growth
in Hague System
filings

3,036 domain name
disputes referred to AMC



Staff members
from **120**
Member States



55,000 participants
trained by WIPO
Academy

CHF 32 million
budget surplus
at end 2016



**CHF 387.7
million** total
revenue

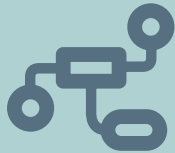
127 research collaborations
established through WIPO
Re:Search

604
TISCs in
operation

76 languages covered by
ABC Global Book Service



2,600 technologies in
WIPO GREEN database



18 language pairs in
WIPO Translate

100 million data records in
WIPO's free global databases

29

503 World IP Day events
in **124** countries



94 million
page views of
WIPO website

Global Infrastructure



604 TISCs in operation

100 million data records in WIPO's free global databases

18 language pairs in WIPO Translate

Global Databases

76. PATENTSCOPE has become a truly global and valuable patent database, with an increasing number of national IPOs contributing their patent data to WIPO (42 national IPOs in addition to three regional IPOs, the European Patent Office (EPO), the Eurasian Patent Organization (EAPO) and ARIPO). WIPO improved usability, security and training with regard to PATENTSCOPE.

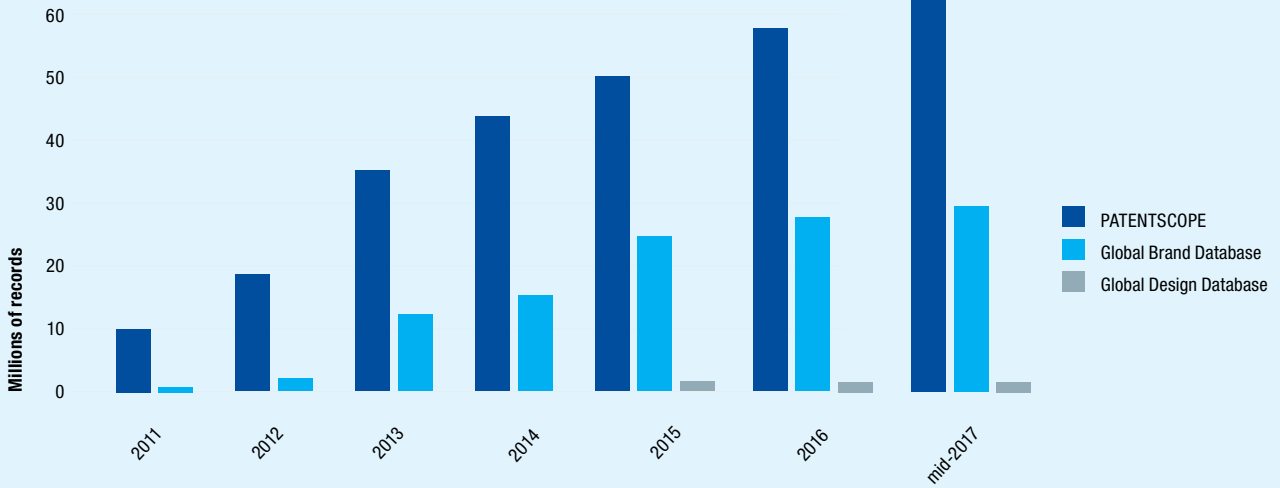
77. Two new major pieces of functionality were introduced recently to PATENTSCOPE. The first consisted of a new search facility for chemical compounds and International Non-Proprietary Names (INNs), launched with an initial search scope composed of the PCT and U.S. published patent collections in English and German. The capability to detect chemical formulae in Chinese, French, Japanese and Korean within PATENTSCOPE will be added in the near future, unlocking the possibility of searching chemical compounds in the collections of the EPO, the Japan Patent Office, the State Intellectual Property Office of China and the Korean Intellectual Property Office. The second advance has been achieved by integrating PATENTSCOPE services with WIPO CASE and Global Dossier, which makes the public dossier contents of the collections of EPO, Japan and Australia available through PATENTSCOPE.

78. WIPO Translate. WIPO continues to refine its unique tools to enhance the value of searching, retrieving and analyzing IP Big Data. Notably, major progress has been achieved in automatic translation quality within WIPO's own machine translation tool, WIPO Translate, through the early adoption of the emerging technology of neural networks for machine translation. Eighteen language pairs have been successfully trained and will be put into production in PATENTSCOPE to offer world-class machine translation for patent texts with excellent performance.

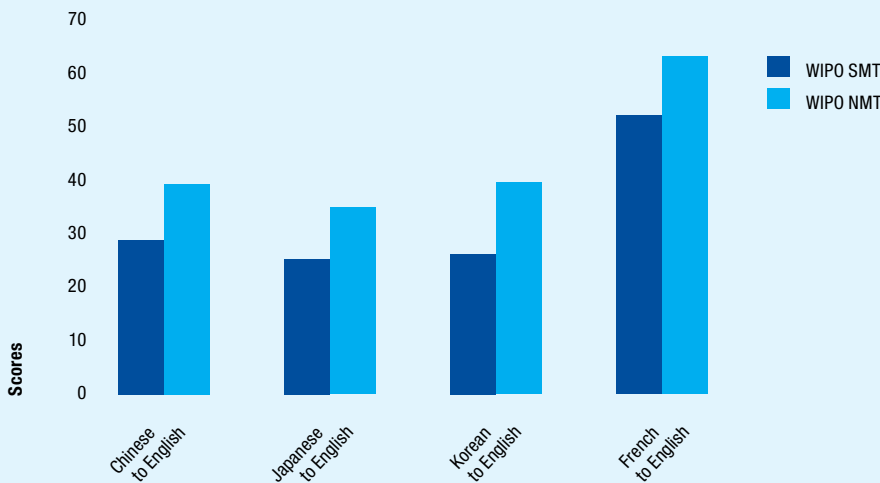
79. The Global Brand Database holds trademark data from the Madrid System, registration of appellations of origin under the Lisbon System, and emblems protected under Article 6ter of the Paris Convention, as well as national trademark collections from 33 Offices and the regional trademark collection of the European Union Intellectual Property Office. The introduction of the innovative image-based search function of the Global Brand Database, which allows users to search for visually similar images and figurative elements of trademarks around the world, was highly appreciated by IPOs and users, and refinement of the function continues.

80. Global Design Database. The national collections of industrial designs of Indonesia, Japan, Spain and the United States of America were added to the Global Design Database. National Offices are encouraged to join this project by contributing their data.

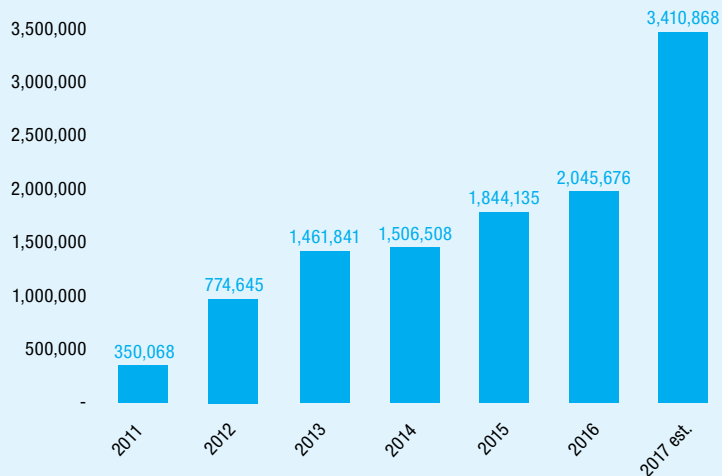
Growth of the Global Databases, 2011–2017



Comparison of New Neural Translation (NRT) Quality with the Previous Statistical Machine Translation (SMT)



WIPO Lex Users, 2011–2017



31

81. **WIPO Lex**, the Organization's online legal information database, has progressed well as a common endeavor of Member States and the International Bureau, primarily through the exchange of information within the framework of national contact points designated by Member States since May 2016. Member States determine and provide information on their IP systems that they wish to include in the database, which is then published by the Secretariat in their respective national profiles in WIPO Lex. This ensures continued quality control of the data by competent national authorities and focal points as well as timely updating of the data when new legislation is adopted. The International Bureau will prioritize interaction with the contact points in Member States in order to ensure that WIPO Lex can continue to advance as an authoritative source of up-to-date legal data.

82. This closer cooperation between the Member States and the International Bureau has led to a considerable increase in the number of users. In 2016, WIPO Lex reached the important threshold of 2 million annual users. It is expected that the number of users will reach 3.4 million in 2017.

83. The year 2017 has witnessed a transformation in the visibility of WIPO Lex in developing countries, with a spectacular surge of users. Developing countries have clearly become the top users of WIPO Lex.

WIPO Lex Top 10 Countries of Users' Origin (by Number of Sessions)

January–June 2017

	Country	Number of sessions	Increase since 2016 (%)
1	Mexico	190,640	110.79
2	Philippines	122,598	79.66
3	United States	119,316	7.54
4	Colombia	106,795	120.11
5	Panama	84,459	187.39
6	Morocco	76,647	39.11
7	Costa Rica	63,577	47.83
8	India	60,956	69.67
9	Indonesia	59,950	179.92
10	Venezuela (Bolivarian Republic of)	59,829	279.17

84. As of July 2017, the database contained 12,647 national legal acts and 768 international treaties. The treaties include 26 WIPO-administered treaties, 75 other IP-related multilateral treaties, 35 IP regional treaties, 60 regional economic integration treaties and 572 IP-relevant bilateral treaties.

WIPO Standards

85. IP data cannot be searched by machine-assisted search tools if the data are not recorded in accordance with common technical standards for format and structure. These are provided by WIPO Standards. Member States adopted several new and revised standards over the past year, including WIPO Standards

regarding the patent legal status data to be exchanged by IPOs and the list of patent documents (authority file) published by IPOs for the assessment of patent document collections. Member States also agreed upon January 2022 as the global implementation date of WIPO Standards ST.26 (nucleotide and amino acid sequence listings, such as DNA, in XML format), which will likely impact applications and IPOs' practices and IT systems. WIPO has started a project to develop a software tool to help IPOs implement ST.26 at the same time and in a harmonized manner around the world. Additionally, six new Tasks were created, including applicant name standardization, electronic visual representations of industrial designs, and data structure and format for geographical indications.

New WIPO Standard for the Exchange of Patent Legal Status Data by IPOs (ST.27)

The availability of up-to-date, reliable and understandable patent legal status information is necessary for innovators and industry to avoid patent infringement and to set the direction of their activities. IPOs currently provide such legal status information, but it is delivered in various formats and languages, inconsistently, and frequently in an untimely manner. The new WIPO Standard ST.27 defines the standardized states, stage and events of a patent application and patent right, as well as the data structure. By using the Standard, it is expected that Offices will be able to provide patent legal status information in a harmonized manner, and in a manner that is more comprehensible for users who are less familiar with the various patent prosecution systems around the world. WIPO will also work to develop a legal status standard for trademarks and industrial designs.

International Classifications

86. WIPO administers four international classifications established by WIPO treaties (the International Patent Classification (IPC), the Nice Classification for Goods and Services for the Purposes of the Registration of Marks, the Vienna Classification of the Figurative Elements of Marks and the Locarno Classification for Industrial Designs). In response to accelerated technological development and product life cycles, the pace of updates and revisions of the IPC and Nice classifications has significantly increased.

87. The number of new subdivisions within the IPC increased from 684 in 2016 to 1,057 in 2017, with an additional 597 modifications. The new IPC Revision Management Solution (IPCRMS), which fosters cost and time efficiency in publication, enabled early publication of IPC 2018.01, including the large number of new subdivisions. The IPC publication platform (IPCPub) was upgraded in a manner that provides intuitive and easy access to IPC information for public users through the introduction of smart search functions.

88. In the Nice Classification (classifying goods and services for the purposes of the registration of trademarks), Member States adopted 884 modifications, including 205 new entries for the improvement and clarification of the list of goods



and services. The Class Headings revision, which started in 2015, continued to be expanded to other classes and is expected to simplify the classification work by giving clearer guidance to users. The new Nice publication platform (NCLPub) was made available, enhancing the resilience of the system.

89. In the Vienna Classification (classification of the figurative elements of marks), Member States adopted 156 modifications, which will be reflected in the eighth edition, entering into force on January 1, 2018.

Platforms

90. WIPO Case. The WIPO CASE (Centralized Access to Search and Examination) system enables patent offices to securely share search and examination documentation related to patent applications in order to reduce the unnecessary duplication of work. WIPO CASE is linked to the IP5 Global Dossier system to create a global network of offices sharing patent search and examination information.

91. During the past year, the number of participating offices grew from 21 to 29, of which 12 have agreed to operate as providing offices, sharing their patent dossier content with other offices. From 2017, dossier content from several WIPO CASE providing offices has been made available to the public via the WIPO PATENTSCOPE service and the Global Dossier.

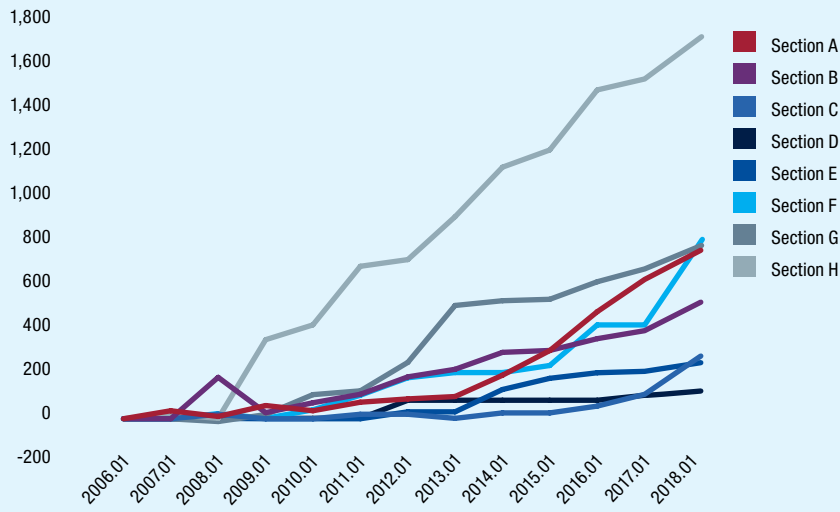
92. Digital Access Service (WIPO DAS). After a period of stability, interest in the WIPO DAS service is growing. The system enables applicants and offices to meet the requirements of the Paris Convention for certification of priority documents in an electronic environment. Traditionally, applicants have been obliged to request certified paper copies of documents from one office and then submit those documents to other offices. DAS allows applicants to simply request the first office (known as the Depositing Office or Office of First Filing) to make priority documents available to the system, and then to request other offices (known as the Accessing Offices or Offices of Second Filing) to retrieve those documents via the service. The exchange of documents thus takes place electronically between the offices.

93. During the past period, the number of participating offices has increased from 11 to 15, and several other offices are now working with the International Bureau to implement the service.

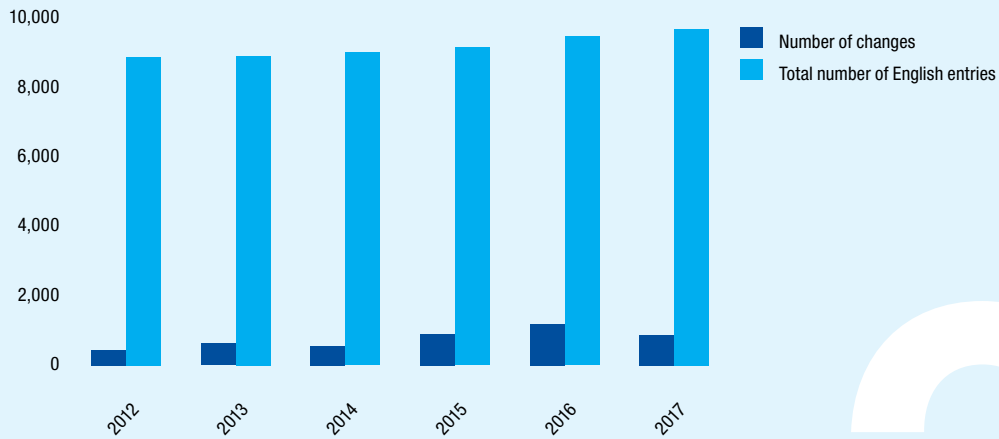
IP Support Systems

94. WIPO Connect. WIPO has completed the development of the first phase of the WIPO Connect system, which enables Collective Management Organizations (CMOs) to manage documentation and the distribution of royalties for copyright musical works. The system has been deployed in a pilot phase in three CMOs and is being progressively rolled out to others that have requested it. The second phase of the development (covering performers' rights) is nearing completion and will be ready for deployment in early 2018.

Evolution of the IPC by Section



Evolution of the Nice Classification



35

95. IPAS (Intellectual Property Automation System) Office Suite. The IPAS Office Suite provides a complete solution for the business operations of IP offices, including modules for online filing (WIPO File), back-office administration (IPAS), paperless processing (WIPO Scan and EDMS) and online publication and dissemination of IP information (WIPO Publish). Deployment of the IPAS Suite enables IP offices to significantly improve the quality and timeliness of their services. A total of 81 IP Offices now use IPAS.

96. During 2017, several offices deployed the WIPO File module and started to offer full online services to their users. Many offices have benefited from assistance in digitizing their paper files, enabling them to improve the quality and timeliness of search and examination and to disseminate their IP information online.

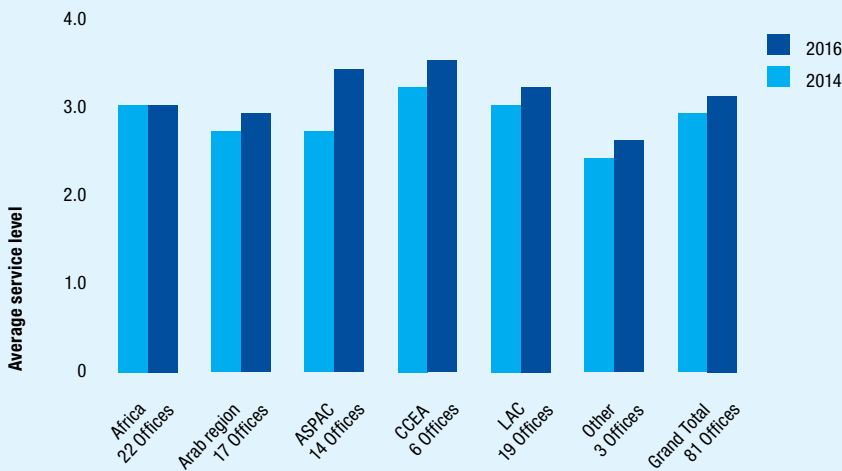
97. The impact of the IPAS suite is measured using the “service level indicator.” The indicator is an aggregate of 20 measures of the level of service provided by the office that are enhanced by using the suite, such as provision of online services, automation of business processes and digitization of files. The indicator is steadily increasing in all regions, showing the impact of WIPO’s assistance on the business climate for IP in developing countries.

Technology and Innovation Support Centers (TISCs)

98. National and Regional Networks. TISCs contribute to diminishing the global knowledge gap by providing access to technology information and related innovation support services. Although national TISC projects are formally ongoing in 62 Member States, 28 of these national networks are now considered sustainable according to defined sustainability criteria which reflect their institutionalization, operationalization and provision of additional value-added services. There are now over 600 TISCs worldwide offering the various services indicated in the graphic below. An effective provision of services and strong local demand has led the average number of inquiries received by TISCs to nearly double. Over 730,000 inquiries were received globally last year. At least another 20 Member States have requested assistance in establishing national TISC networks. Two regional TISC networks continue to develop – in ASEAN and in the CATI-CARD network in Central America and the Dominican Republic.

99. TISC Clinics. TISC Clinic services, in conjunction with the Inventor Assistance Program (IAP) (see below), continue to be developed in Colombia, Morocco and the Philippines, providing *pro bono* legal assistance to eligible under-resourced inventors and small businesses. TISCs play a vital role in

IP Office Service Levels, 2014 vs 2016



Number of TISCs Providing Different Types of Services

TISCs	604
Access to patent, scientific and technical databases	541
Assistance and advice in using databases	520
Search – State of the art	255
Search – Novelty, patentability	245
Assistance in licensing, tech transfer	234
Search – Freedom to operate, clearance	199
Search – Validity	197
Assistance in patent drafting	134
Assistance in commercialization	132

reviewing both inventors and inventions according to the national eligibility criteria before either can enter the national IAP. A total of 35 requests were received within the IAP in these countries last year.

100. Patent Analytics. There are now six TISCs that offer patent analytical services and associated value-added services, such as the drafting of patent landscape reports (PLRs). In order to develop and reinforce the skills necessary for TISCs to carry out these services, both the Guidelines on Preparing PLRs and the Manual on Open Source and Free Tools for Patent Analytics are now available online. Moreover, patent analysis training modules have been developed and the first TISC workshops on patent analysis were held last year to support TISCs in providing these value-added services. Interest in PLRs prepared by WIPO and other organizations remains high, with over 200 PLRs available online, 25,848 unique views counted on the WIPO PLR websites, 44,467 downloads of PLRs and 3,243 downloads of PLR infographics during 2016.

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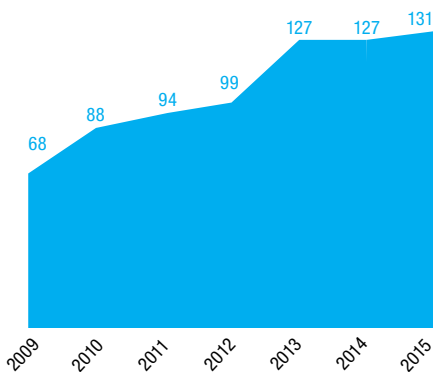
Global Reference Sources



100
innovation
hotspots
identified in
the GII

Growing Coverage of WIPO's IP Statistics

Number of IP Offices Responding
to Annual Statistics Survey



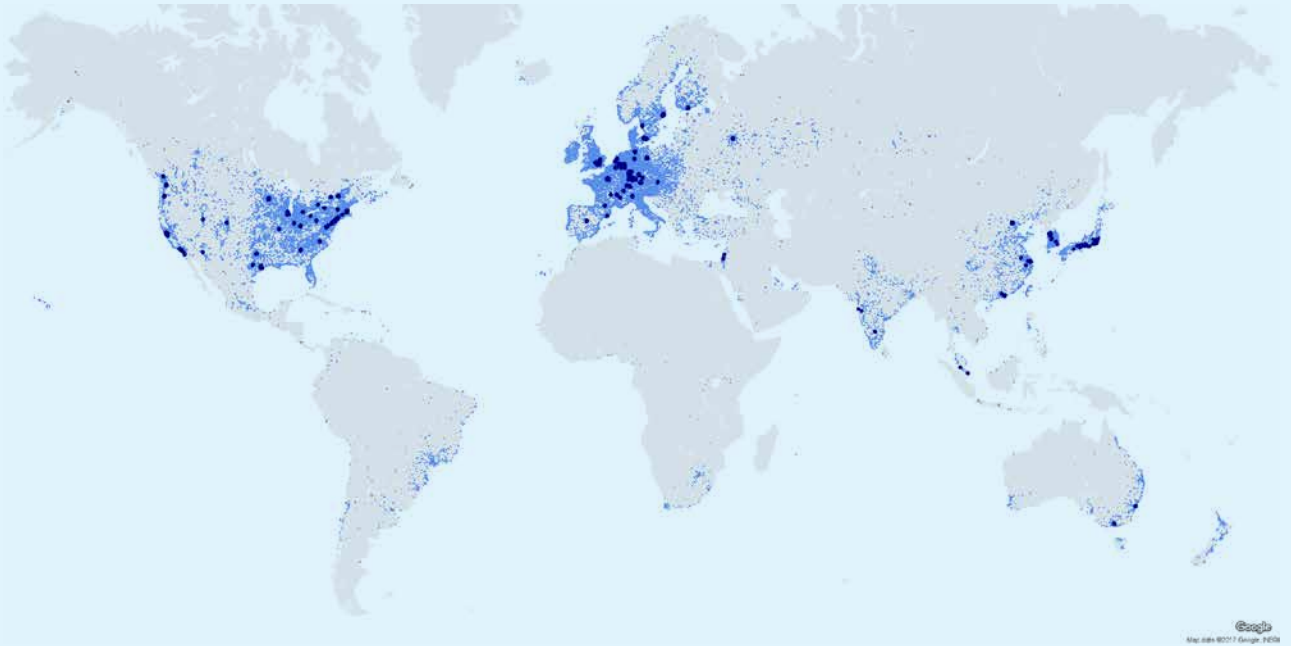
Intellectual Property Statistics

101. Collecting and reporting statistics on IP activity worldwide continues to be a core function of WIPO. Decision-makers from around the world regularly draw on these statistics. Patent and trademark offices use them for operational planning. More generally, policymakers and researchers employ IP statistics to track innovative activity in different fields of technology and for economies as a whole. With the generous cooperation of Member States, we updated the WIPO IP Statistics Database in 2016. The number of responses we received to our statistical questionnaire improved on the previous two years. The Database continues to act as the sole reference source on IP activity worldwide.

102. WIPO's statistical data are freely available through the IP Statistics Data Center on the WIPO website. In 2016, we published French and Spanish versions of this online tool and improved its functionality, which we hope will broaden its reach. We plan to add additional languages in the future. In addition to the Data Center, a variety of statistical reports discuss the latest trends in IP use worldwide – notably, the flagship *World IP Indicators* report and the shorter publication *WIPO IP Facts and Figures*. Statistical Country Profiles as well as dedicated *Yearly Reviews* on the PCT, Madrid and Hague Systems complete the portfolio of statistical outputs. As part of the 2016 *World IP Indicators*, WIPO published for the first time statistics on women's participation in international patenting. These statistics are the result of an ambitious project to identify the gender of inventors listed in around 9 million applications filed under PCT. The project built a global name dictionary, relying on information taken from 13 public sources. It represents the most comprehensive gender attribution exercise for patent documents undertaken so far. The resulting statistics show that women's participation has increased over the past 20 years, but women continue to be under-represented in global patenting. Drawing on WIPO's research work, several IP offices around the world have similarly embarked on reporting statistics on women's participation in patenting at the national level.

103. WIPO will continue to invest in ensuring the timely collection and reporting of accurate statistical information. We will also strive to further expand the range of statistical indicators that we report on in order to draw an even richer picture of IP activity worldwide.

Top 100 Clusters of Inventive Activity



Global Innovation Index

104. WIPO continues to be a co-publisher of the Global Innovation Index (GII), in partnership with Cornell University and INSEAD. The 2017 edition was launched in Geneva on June 15, 2017. Its development was supported by the Brazilian National Confederation of Industry (CNI) and the Brazilian Micro and Small Business Support Service; the Confederation of Indian Industry (CII); and PwC. It relies on the input of an Advisory Board composed of recognized innovation experts from around the world. The 2017 GI covers 127 economies and consists of 81 indicators to measure and rank national innovation performance. As in previous years, media outlets reported extensively on the GI's main findings. In addition, many Member States are employing the GI as a benchmarking tool for identifying strengths and weaknesses in national innovation systems, and WIPO has supported numerous national and regional initiatives to this effect.

105. One important innovation in 2017 was the development of a new ranking of the top 100 innovation hotspots around the world. Complementing the country perspective that the GI has traditionally embraced, this new ranking focuses on innovation clusters linked to a single city or a set of neighboring cities. It relies on geocoded data of inventors listed in international patent applications and state-of-the-art algorithms to identify hotspots of inventive activity. This analysis breaks new ground, as it is the first endeavor to measure innovation hotspots on a global scale. Nonetheless, it is only the first step toward better capturing innovative activity at the sub-national level. We aim to improve and broaden this line of research in the years to come.

106. Through the GI, WIPO helps promote debate – at both national and international levels – on the elements that contribute to a successful innovation ecosystem. WIPO plans to continue its partnership with INSEAD and Cornell University, and work is under way to refine the GI methodology for the compilation of the 2018 Index.

39

Public-Private Partnerships



2,600 technologies in
WIPO GREEN database

127 research
collaborations
established
through WIPO
Re:Search

76 languages
covered by
ABC Global
Book Service

107. The Organization manages several successful public-private partnerships. In line with Sustainable Development Goal 17, these partnerships create the possibility for the enterprise sector and civil society to share their expertise and provide funding for the advancement of a number of important public policies that underlie the Organization's mission.

Accessible Books Consortium (ABC)

108. The Accessible Books Consortium (ABC) groups authors, publishers, rights-holders' organizations, libraries, the DAISY Consortium, the International Council for Education of People with Visual Impairment, Sightsavers and the World Blind Union for the purposes of promoting the international exchange of publications in accessible formats, capacity building and the adoption of best practices regarding accessibility in the publishing industry. It is complementary to, and assists in the implementation of, the Marrakesh Treaty.

109. ABC celebrated its third anniversary in June 2017. It has produced excellent results during this initial start-up period.

110. The ABC Global Book Service is a global online catalogue of books in accessible formats that provides libraries serving people who are blind, visually impaired or otherwise print-disabled with the ability to search and make requests for accessible books. The service is an international library-to-library technical platform. Twenty-five libraries have signed an agreement with WIPO to participate in the service and the catalogue now contains 360,000 titles in more than 76 languages.

111. ABC provides training and technical assistance in the latest accessible book production techniques to non-governmental organizations serving people with print disabilities, departments of education, and commercial publishers in developing and least developed countries. Nearly 4,000 accessible educational titles will have been produced in national languages by the end of 2017 through capacity-building projects in seven countries, namely, Argentina, Bangladesh, Botswana, India, Nepal, Sri Lanka and Uruguay.

WIPO Re:Search

33 active
agreements

4 advancing
agreements

127 members

118 agreements
established

38 countries

WIPO Re:Search

112. WIPO Re:Search aims to improve global health by accelerating research and product development for neglected tropical diseases, malaria and tuberculosis. BIO Ventures for Global Health (BVGH) plays a special role in the partnership by bringing together potential collaborators among the members of the partnership to establish collaboration agreements.

113. After five years of successful operation which have seen 118 collaborations established between the 127 members, the *WIPO Re:Search Strategic Plan 2017 to 2021* was launched in May 2017 to ensure that WIPO Re:Search continues to achieve its mission. The Strategic Plan has two closely inter-related goals: demonstrating that the intellectual property system works to stimulate investment in innovation, and catalyzing more research on neglected tropical diseases, malaria and tuberculosis. The Strategic Plan was the result of extensive discussions with the WIPO Re:Search Partnership Hub Administrator, BVGH, the WIPO Re:Search Advisory Committee and the 127 Members of WIPO Re:Search.

41

Access to Research for Development and Innovation (ARDI)

114. The ARDI partnership with scientific, technical and medical publishers seeks to make available scientific and technical journals to people and institutions in developing and least developed countries free of charge or at modest cost. The volume of accessible content of scientific and technical journals in the ARDI program continues to increase, reaching nearly 28,000 journals, e-books and reference works. The number of registered institutional users also continues to grow at a substantial rate, with over 900 institutions now registered. The increases in both content and the number of registered institutions, as well as an active promotion within the Research4Life partnership, have led to a strong increase in the use of ARDI, as reflected in the number of logins indicated in the table opposite over a 12-month period.

Access to Specialized Patent Information (ASPI)

115. In partnership with commercial patent information providers, ASPI provides access to specialized patent and technological databases to people and institutions in developing and least developed countries. The number of active users increased steadily to 46, while the number of registered institutions increased to 96.

WIPO GREEN

116. WIPO GREEN is a platform that serves as an interactive marketplace, promoting innovation and diffusion of green technologies. WIPO GREEN adds greater transparency to the market for green technology by connecting technology and service providers with those seeking innovative solutions. By July 2017, WIPO GREEN had 80 partners and 2,600 database entries of available technologies, and had facilitated over 300 connections.

117. Matchmaking continued to be a WIPO GREEN priority. An exhibition of innovative SMEs, organized in cooperation with the Moroccan Industrial and Commercial Property Office (OMPIC) and the National Institute of Industrial Property (INPI) of France, was organized at the twenty-second Conference of the Parties (COP) to the UN Framework Convention on Climate Change, with the aim of demonstrating the value of networking for technology transfer.

ARDI Logins, 2016–2017

July 2016	377
August 2016	536
September 2016	665
October 2016	904
November 2016	759
December 2016	478
January 2017	656
February 2017	748
March 2017	1,007
April 2017	856
May 2017	971
June 2017	755

Photo: Courtesy of Tusk Engineers



The WIPO GREEN database now includes 2,600 green technologies.



Photo: Access to Water Foundation

118. WIPO GREEN matchmaking activities illustrate how licensing and technology transfer can be encouraged through the comprehensive understanding of needs and an environment of trust. The *Innovate 4 Water* forum held in June 2017 built on this approach. Access to water and sanitation is a complex challenge around SDG 6 (*Ensure access to water and sanitation for all*), and at the nexus of several issues such as health, agriculture and food security. *Innovate 4 Water*, hosted by WIPO and organized in collaboration with WIPO GREEN Partners Waterpreneurs and Watervent, brought together 350 experts from the public and private sectors, civil society, academia and finance. The event targeted organizations implementing water-related projects with local impact, allowing them to meet, connect and forge partnerships.

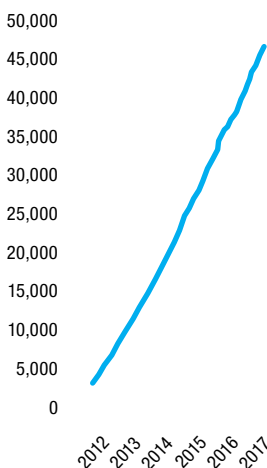
Communications



94 million page views
of WIPO website

503 World IP
Day events
in 124
countries

@WIPO Twitter Followers



119. The challenge of communicating regular and engaging information about the services and activities of the Organization, and about intellectual property in general, remains one that involves the whole of the Organization, assisted by the specialized services of the Communications Division. The Organization uses a mix of on-site visits, traditional print media and digital platforms in an endeavor to reach a wide audience in a diversity of languages.

On-site Visits

120. The Organization welcomes visits from schools, universities, industry and civil society. Since the last Assemblies, the Organization hosted 50 groups, reaching 1,200 people through the on-site briefings program.

Newsletters

121. The WIPO e-newsletter mailing platform makes available a selection of 22 topic-specific newsletters to subscribers in multiple languages, covering areas from traditional knowledge to PCT developments. It is an efficient means for stakeholders to stay up to date with news and announcements from WIPO in their areas of interest. Some 870 newsletters were sent through the platform since the last Assemblies, with subscribers having opened newsletters nearly 1.5 million times, generating more than 360,000 clicks to further content on the WIPO website.

122. The WIPO Wire newsletter offers a selection of WIPO news, features, video clips and resource tips published every two weeks in all six official UN languages. Launched in mid-2015, WIPO Wire now has 14,500 subscribers from more than 175 countries.

123. The WIPO Magazine is published every two months in English, French and Spanish and has over 18,000 subscribers. The Magazine generated over a million unique page views over the last year. In November 2016, we published the first ever issue in Mandarin, a special issue produced for the International Conference on Building Respect for Intellectual Property – Stimulating Innovation and Creativity, which took place in Shanghai and was co-organized by the Shanghai Municipal People's Government and WIPO, with the support of the State Intellectual Property Office (SIPO).



Photo: WIPO / Berrod



Dozens of events were hosted at WIPO Headquarters.

Photo: WIPO / Martin



Enhanced Member State Engagement through Events

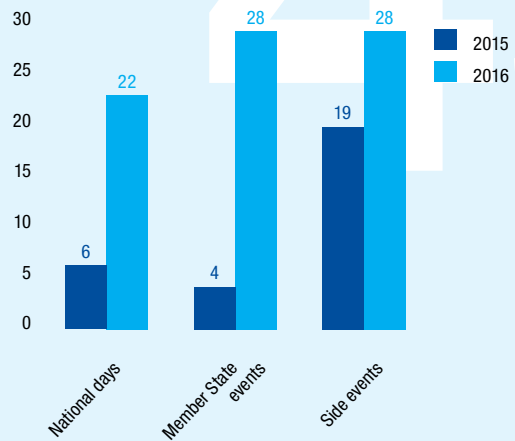


Photo: WIPO / Martin



45

World IP Day

124. The celebration of World IP Day in 2017, with the theme “Innovation – Improving Lives”, generated enthusiastic participation worldwide. More than 500 events were reported in 124 countries, compared to 451 events in 121 countries in 2016. Public engagement with this year’s campaign set all-time records. More than 864,600 people were reached via Facebook, up 138% on 2016 figures; World IP Day web pages enjoyed 99,940 page views, a 26.5% increase on 2016; and Twitter engagement rose to 8,765, representing a 91% increase on 2016. At the peak of the campaign, the *#worldipday* hash tag generated up to 1,000 tweets per hour.

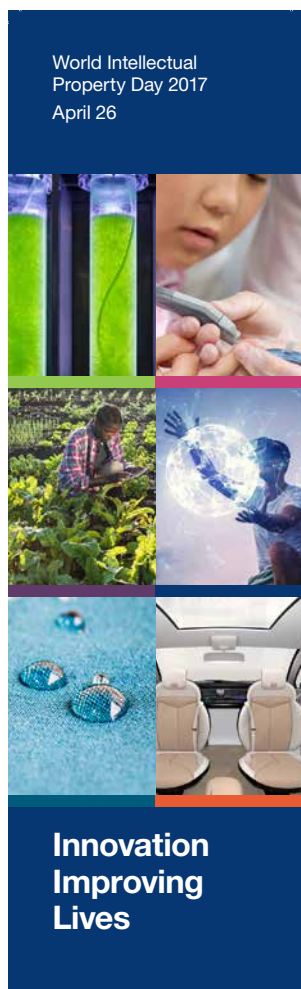
Digital Channels

125. WIPO uses different digital and social platforms to reach its audiences, including the main external communications channel, the WIPO website, Twitter, Facebook, YouTube and Flickr. The WIPO website generated 94 million page views. The portal page has been refreshed for easier identification of new items, easier navigation and greater visual appeal. Several sub-sites, including the ABC, Finance and Madrid sites, were improved as part of integrated marketing campaigns, providing new content and easier navigation. A new overview video, *WIPO in Three Minutes*, was launched in October 2016 in six languages and has generated 26,500 combined views from YouTube and the WIPO website. On Twitter, our 45,900 followers show notably high levels of engagement with WIPO’s messages, generating approximately 6.47 million impressions, 19,605 re-tweets and 17,935 likes since October 1, 2016. The WIPO Flickr site continues to present visitors with a visual portrayal of a wide range of WIPO events and stakeholders and generated almost 1.3 million new views in the past year. The WIPO YouTube channel enjoyed 1.5 million views of WIPO videos.

Publications and Open Access

126. WIPO’s online publications platform allows users to search and use the knowledge contained in more than 1,355 WIPO publications and information products. Since the last Assemblies, these reference products enjoyed more than 300,000 page views. All WIPO publications online remain available for download free of charge, with an option to purchase hard copies through a print-on-demand service.

127. Having negotiated the CC-IGO 3.0 licensing suite with Creative Commons on behalf of the Intergovernmental Organization Working Group on Open Access, WIPO adopted an Open Access Policy in October 2016. Since then, the Organization has released 123 publications under the CC BY IGO license, allowing online users to reproduce, distribute or adapt WIPO content without needing to seek permission. In addition, as signatories to the Charter for Accessible Publishing, WIPO’s commitment to accessibility has been operationalized in key domains since the last Assemblies. All WIPO publications related to the Marrakesh Treaty have been formatted to be accessible to people with visual impairments or other print disabilities, in all official languages.



Countries and Events Celebrating World IP Day



Building Respect for IP

WIPO's approach to building respect for IP focuses on facilitating information exchange among Member States and other stakeholders; providing legislative and capacity building assistance; and cooperating on joint activities with other international actors.

The Advisory Committee on Enforcement continues to serve as a relevant forum for policy dialogue on IP enforcement and building respect for IP, addressing the challenges and vulnerabilities in IP protection arising from globalization and digitalization while taking into account socio-economic interests and development-oriented concerns.

WIPO's capacity-building activities in the area of building respect for IP continue to be highly valued by participants for their relevance and usefulness. A particular focus was placed on engaging with members of the judiciary. Colloquia for judges were organized that benefited from the use of custom-made casebooks developed by the Organization and available in four languages. In addition, with the support of Funds-in-Trust provided by the Republic of Korea, WIPO developed a survey toolkit for use in measuring consumer attitudes toward counterfeiting and piracy and in assessing the impact of awareness-raising campaigns.

47

Administration and Management



200+
conferences
and events
organized

128. The Administration and Management Sector provides the support services and structure for the functioning of the Secretariat, covering finance, program performance, risk management, procurement, travel, conference services, languages, premises, safety and security and the central ICT services that are common to the separately developed and managed electronic environments of the PCT, Madrid System, Hague System, Arbitration and Mediation Center and the various databases, platforms and tools of the Global Infrastructure Sector. While often less visible than the externally facing services of the Organization, all these administrative support services are indispensable to the performance of the Organization.

Travel

129. For the third consecutive year, the Organization has decreased its travel costs through the use of electronic tools that reduce transaction fees and give access to cheaper fares.

Travel Costs, 2014–2016

Year	Average service fee (CHF)	Average ticket fare (CHF)	Total travel expenditure (CHF millions)
2014	119	1,598	20.3
2015	95	1,481	21.4
2016	92	1,315	18.6

Procurement

130. The workload of the Procurement Division has grown in quantity and sophistication in recent years as a consequence of the use of specialized services to supplement the skills base of the Secretariat and of the use of flexible resourcing to fulfill needs. In 2016, goods and services to the value of CHF 100.8 million were procured by the Organization.

131. The Procurement Framework has been the subject of a review and revisions overseen by the various oversight bodies of the Organization in the past year. The Program and Budget Committee considered the revisions at its 26th session in July 2017 and has recommended their adoption to the 2017 Assemblies.

132. The Organization continues to enhance cooperation in procurement with other international organizations, with 6.7% of the total value procured now benefiting from leverage resulting from system-wide cooperation. The Organization also implemented a vendor performance evaluation program for its strategic vendors. In 2016, 52% of strategic vendors were subject to an annual evaluation, representing 87% of the total expenditure with strategic vendors.

Translation and Promoting Multilingualism

133. A new language policy was adopted in 2011, placing all six UN languages on the same footing. According to the five-year phased implementation of the Policy, which started in January 2012, six-language coverage will have been extended to all meetings of the Assemblies, Program and Budget Committee, Standing Committees and Working Groups by the end of this biennium. The implementation has been successful, with timely and quality translations ensured and the consequential increase in expenditure contained to the maximum extent possible.

134. The volume of translation undertaken within the Organization is very substantial, covering not only meetings and conferences, but also the specialized translation services of the PCT, the Madrid System and the Hague System. We continue to work to achieve a common set of technologies across these various services and to maximize the extent to which machine-assisted translation can be used to improve efficiency, productivity and quality.

Premises and Conferences

135. Continuing efforts are deployed to maintain the WIPO Campus in peak condition, thereby averting the need for costly general renovations. In the past year, the Medical Unit, the social welfare office, the breast-feeding room, the medical insurance meeting room, the office of the ombudsman, the meditation room and the travel agency have all been renovated with a view to ensuring greater energy efficiency and more appropriate facilities.

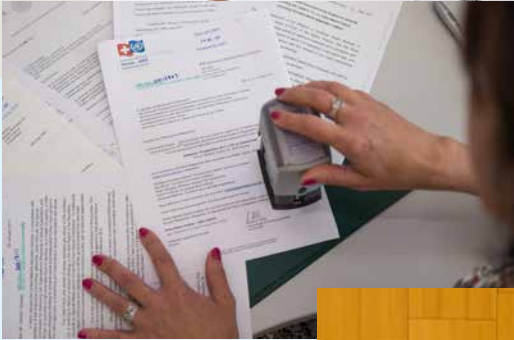
136. In the period from October 2016 to the 2017 Assemblies, over 130 WIPO meetings (totaling some 285 days) were held on our Geneva premises. Ninety-five percent of users rated the conference services they received as good or excellent. WIPO's conference facilities were also heavily in demand by external users, from intergovernmental organizations, to private enterprises, to the international Model United Nations for high-school students. WIPO's rental policy seeks to make optimal use of our state-of-the-art facilities, sharing the benefit as widely as possible with our Member States and with the international and local communities.

Safety and Security

137. The security of people, information and physical assets continues to be a major priority. Following the increased use of external service-providers in line with the policy of flexible resourcing, in 2016 we established and implemented policies and procedures for managing service-provider security risks. Initiatives to increase staff awareness of information security threats continued with the launch of mandatory security awareness training and a number of simulated phishing campaigns designed to train staff to detect malicious activity and respond appropriately. WIPO's international information security certification (ISO/IEC 27001) of its Global IP Systems was successfully maintained for the fourth year while extending the scope of the certification to the Arbitration and Mediation Center. We also improved our information security posture through the implementation of technical security controls, including the logical segmentation of sensitive ICT systems and real-time detection of malicious activity on our servers and workstations.

138. In response to the evolving security threat environment in Europe, we strengthened perimeter access to WIPO Headquarters facilities through stringent screening protocols and a deterrent, reinforced guard force presence. Over 200 conferences and events hosted at WIPO Headquarters were held in a safe and secure environment without any major incidents. We also established a threat and risk service to continuously manage security risks to traveling staff, local and global WIPO conferences and workshops, and WIPO's External Offices.

Administrative support services behind the scenes are indispensable to the performance of the Organization.



Photos: WIPO / Berrud

51

External Offices

139. In accordance with the Guiding Principles Regarding WIPO External Offices, the Member States decided in 2016 that new WIPO External Offices should be opened in Algeria and Nigeria during the 2016-2017 biennium. This decision will establish, for the first time, a WIPO presence on the ground in Africa. The Secretariat has engaged intensively with the Governments of Algeria and Nigeria since the decision of the 2016 Assemblies on the many issues that need to be addressed to ensure that the new External Offices in Algeria and Nigeria are able to start working this year. These efforts have included identifying suitable premises that meet UN System and WIPO standards in terms of functionality and security, and ensuring that required privileges and immunities are extended to WIPO staff and premises. Considerable progress has been made and Host Country Agreements for the new External Offices will be considered by the Coordination Committee at the 2017 Assemblies.

140. WIPO's existing External Offices in Rio de Janeiro (covering Brazil), Beijing (covering China), Tokyo (covering Japan), Moscow (covering the Russian Federation) and Singapore (covering the countries of the Association for South East Asian Nations (ASEAN)) continue to register impressive achievements. The WIPO Brazil Office broadened its engagement with stakeholders, including industry associations, expanding awareness of the importance of intellectual property. The WIPO Office in China conducted numerous promotional events for WIPO's Global IP Services, including in provinces throughout the country. These events contributed to the double-digit growth in filings under the PCT and Madrid Systems in 2016 and the year to date. Following Japan's accession to the Hague System in 2015, the WIPO Japan Office focused on promotional activities for the Hague System with potential users. The level of uptake of the System, as reflected in filings from Japan, has been very encouraging. The WIPO Office in the Russian Federation provided advice and assistance on request to the Russian Federation in respect of its proposed accession to the Hague System. Similar support is being extended to the Government in the context of its efforts to accede to the Marrakesh Treaty. As the WIPO Service Center in ASEAN, the WIPO Singapore Office extensively promoted WIPO services, tools and platforms through the organization of numerous events, such as the inaugural roundtable of ASEAN IP associations. This and related initiatives contributed to the implementation of the ASEAN IP Rights Action Plan 2016-2025.

141. Looking ahead, the decision of the Member States at the Assemblies in 2015 to expand the WIPO External Office network up to a possible 11 offices by 2019 places the focus on continuing to build the External Office culture in WIPO. As previously reported, significant progress has been registered in this regard through the institution of seamless IT connectivity between Headquarters and the offices, regular video conferences with offices, constantly updated webpages and bi-monthly reporting from offices. These dedicated initiatives have led to improvements in the coherence and effectiveness of the network, which will be important with the prospect of additional External Offices in the near future.

Internal Oversight

142. The Internal Oversight Division issued 15 oversight reports delivering in total 60 recommendations, of which 8% have been implemented in the same reporting period. These reports include six audit reports, three continuous auditing memoranda, three evaluation reports and three Management Implication Reports arising from investigative activities conveying recommendations to enhance internal controls in the management of benefits and entitlements and staffing.

143. After consultations with the Independent Advisory Oversight Committee (IAOC) and Member States, the WIPO Internal Oversight Charter (IOC) was enhanced with provisions which clarified the procedures to follow in case of investigation cases concerning WIPO Senior Staff Members. These changes were also reflected in the revised Internal Oversight Division Investigation Policy, Investigation Manual and Report Publication Policy.



Photo: WIPO / Yuji Okuma

External Offices are crucial in expanding awareness of IP, for example by promoting competitions for young inventors.

53

Human Resources



Staff members from 120 Member States

144. Diversity, flexibility, agility and work-life balance continued to be the central themes of human resource (HR) initiatives and activities over the last 12 months.

145. Diversity is a pillar for organizational creativity and productivity. A new high of 120 Member States are now represented among WIPO staff, the most geographically diverse composition yet achieved in WIPO's history. The relative shares of staff from different geographical regions continue to improve, with the share of Western Europe, which used to constitute more than half of all staff in the professional and higher categories, declining to 46.8 %, allowing a complementary increase in the number of nationals from other geographical regions.

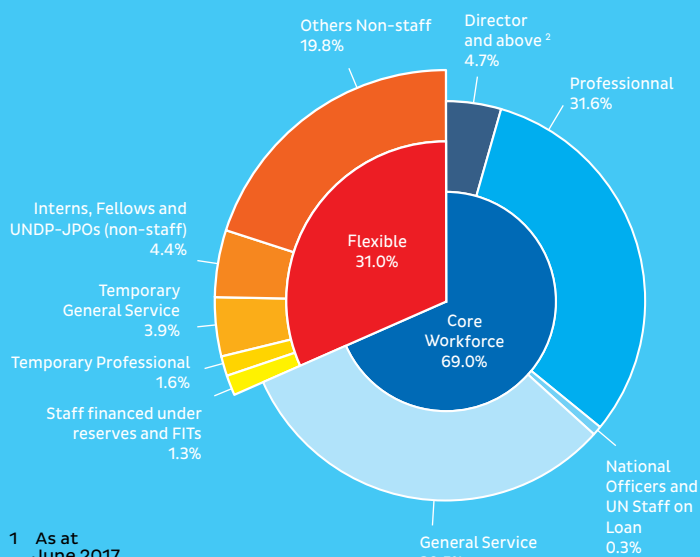
146. Progress on gender balance is another positive diversity indicator. Women represent more than half of WIPO staff and occupy nearly 30% of senior-level positions, sustaining the trend over the past three years of increasing participation by women in decision-making roles in the Organization. More needs to be done. The Organization is committed to achieving gender equality at all levels in WIPO staffing. Out of 15 performance indicators under the UN System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP), WIPO has met 40% since its launch in 2012, while nearly 50% are approaching completion, with only a little over 10% still to be addressed. Gender mainstreaming in WIPO's programs and activities is also accelerating. Tracking of gender data plays a key role in documenting trends in IP. For example, a record-breaking 25,000 women participated in distance-learning courses at the WIPO Academy in 2016, a significant leap from 20 years ago when distance-learning courses were first offered, with only 26 women participating. Today, women participants represent over half of total annual enrolment.

147. Investment in young talent is another area of focus. Young talent helps create a work environment that is more open to change and innovation. Entry-level positions at the P1 grade have been introduced to broaden opportunities for talented young professionals in IT, IP and other areas related to WIPO's programs and activities. WIPO's Internship Program receives significant interest among young graduates. While relatively small, with around 50 interns selected each year, the most recent roster published in October 2016 included more than 1,500 applicants. Fellowship programs have also developed in recent years to cover more specialized areas such as legal case management, translation and terminology, examination in the Global IP Systems, indigenous communities, research in economics and statistics and, most recently, artificial intelligence.

148. Diversity encompasses other factors that ensure multiple perspectives are represented in the workplace. WIPO's policy of inclusion also covers persons with disabilities and support for diversity in sexual orientation and gender identity.

WIPO Workforce

WORKFORCE AT A GLANCE ¹



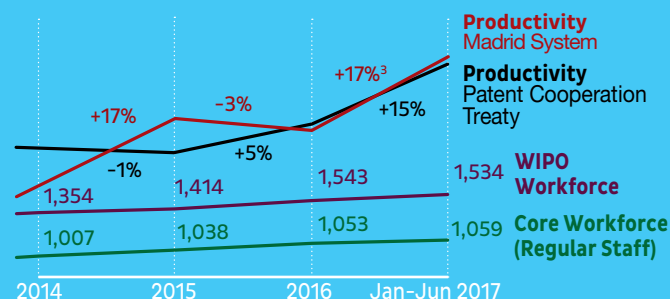
¹ As at June 2017

² The Executive Category (DG, DDG and ADG = 9 posts) is included

Regular Staff	1,059
Staff Financed under Reserves and FIT	20
Temporary Staff	84
Interns, Fellows and UNDP-JPOs (non-staff)	68
Other Non-staff	303
Total	1,534

WIPO WORKFORCE PRODUCTIVITY

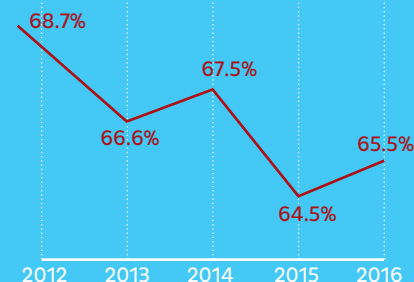
Productivity continues to increase



³ Data covering the first six months of 2017 may not be representative of the entire year. During the first half of 2017, the Madrid System processed an exceptionally high number of registrations and renewals, which are the two transactions used to calculate the productivity of the Madrid System.

DECREASING STAFF COSTS

Percentage of staff costs in WIPO's budget ⁴



⁴ Source: WIPO's financial systems – As at June 2017

STAFF BY SECTOR ⁵

Global Infrastructure Sector 5.2%

External Offices ⁶ 1.2%

Development Sector 6.6%

Copyright and Creative Industries Sector 5.0%

Brands and Designs Sector 12.8%

Administration and Management Sector ⁷ 20.6%

Global Issues Sector 3.1%

Patents and Technology Sector 33.7%

Director General ⁸ 11.8%

⁵ As at June 2017

⁶ Not a stand-alone sector although shown separately; these offices fall under either the Office of the Director General, the Brands and Designs Sector, the Global Issues Sector or the Global Infrastructure Sector (there is no double-counting)

⁷ Office of the Assistant Director General, Information and Communication Technology Department, Conference and Language Department, Procurement and Travel Division, Department of Program Planning and Finance, Safety and Security Coordination Service and Premises Infrastructure Division

⁸ DG Front Office, Office of the DG, Office of the Legal Counsel, Human Resources Management Department, Economics and Statistics Division, Internal Oversight Division, Office of the Ombudsperson, Department for Transition and Developed Countries, WIPO Ethics Office

Enriched diversity can only result in value-driven insights, more thorough and thoughtful development of novel ideas and, ultimately, strategic decision-making, inspired leadership and innovative performance.

149. WIPO continues to achieve greater flexibility in the composition of its workforce, balancing core and long-term employment contracts with flexible and shorter-term contractual arrangements. This policy increases the Organization's capacity to adjust rapidly to a fast-evolving external environment and to adapt to changes in demand. Its staff component, which represents the bulk of its workforce, remains the stable core supporting sustained program delivery and productivity. Selection of talent and staff training and development are directly aligned with business needs, ensuring that WIPO is future-ready with staff who are fit for purpose, possessing competencies and skills relevant to the times. Language training covering the six official UN languages and four additional PCT publication languages (German, Japanese, Korean and Portuguese) is offered to staff based on job requirements. Other training for effective communication and strengthening of managerial skills also forms part of continuing staff development.

150. Work-life balance is essential for staff well-being. Effective time management is key in achieving work-life balance. Reform of WIPO's time management policies and practices is nearly complete, with changes scheduled for implementation in January 2018. Anchored in the principles of self- and managerial responsibility, trust and professional ethics, the new time management system, which includes flexible working arrangements, is a tool for staff and supervisors to manage individual and team working time so that staff can meet productivity and performance goals, and be responsive to personal and family obligations.

151. Significant improvements have been achieved in HR systems and processes to enhance customer-oriented service delivery and to optimize operational efficiency. In particular, the transition to paperless processes based on user-friendly self-service functionalities has been further developed.

152. I salute and thank the staff for their contributions in creating a workplace where everyone can take pride in increasing organizational efficiency and productivity, where diversity is promoted, where creativity is valued, and where organizational goals are achieved and staff well-being is supported.

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