

# Championing excellence in the profession

Formed in 1901 by Sir John Wolfe-Barry – the man who designed London's Tower Bridge – BSI is the world's first National Standards Body. Since then, the importance of standardisation has quickly spread internationally, and BSI has helped to shape many of the world's management system standards. Anne Scorey, BSI's Managing Director of Assurance, UK and Ireland, shares how she will continue to drive growth and the organisation's innovation agenda

Words: Dina Patel



Photo: Karen Parker

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### What is your role at BSI?

I'm the UK and Ireland Managing Director for BSI, a role that encompasses leadership for the assurance side of the business. It covers our training, certification, and our product certification which includes the BSI Kitemark™. I also have a responsibility for the strategic implementation of our sales, the entire operational delivery of the business and profit and loss management for the UK.

### What are your current objectives?

When you first start in a business, you don't go in with a set of well-defined objectives because you've really got to understand the business and the

business strategy. Through this process, you then get to the objectives you want to focus on for your particular role. I've been at BSI for 10 months and I've now defined a set of objectives. The focus is on supporting the BSI organisational resilience strategy, which is hugely important for the business. This strategy is building on everything that BSI has developed over the past 118 years. It's also taking a very holistic view to quality and helping businesses continue to drive excellence through the services we provide.

One of the compelling reasons for me to join BSI was that the organisation has a royal charter, which means it doesn't have shareholders

and all profits get reinvested back into the business. BSI can therefore offer a fantastic programme for its employees' development. One of my objectives is to stay very focused on our employee development and we have lots of interesting ways we're going to do that in 2019. Apprenticeships, for example, are hugely important for us as a business. I've been to our laboratories in Hemel Hempstead and have seen how much our apprentices are learning.

### How have you found the past 10 months?

I've been excited about the opportunities and I've always loved meeting different people and sitting

## BSI HISTORY

### 1901

The Engineering Standards Committee was formed by Sir John Wolfe-Barry, the man who designed London's Tower Bridge.

### 1903

The British Standard Mark – the world's first quality mark – now known as the BSI Kitemark™, was registered.

### 1929

The Engineering Standards Committee was granted a royal charter. A supplemental charter was granted in 1931, changing the name, finally, to The British Standards Institution (BSI).

### 1939

During World War II, ordinary standards work ceased and efforts were concentrated on producing over 400 'war emergency standards'.

### 1942

The British government officially recognised BSI as the sole organisation for issuing national standards.

### 1945

BSI's longest running Kitemark was issued for copper pipe fittings.

### 1946

The first ever Commonwealth Standards Conference was held in London. The conference which was organised by BSI, led to the establishment of the International Organization for Standardization (ISO).



down to listen to them. I think it's fair to say anybody, when going into a new business, gets that feeling of butterflies in the stomach. You want to make a difference, you've been hired to bring all of your experience and tap into it to drive improvements. In the first few months, you're really just talking to people and that's so valuable. Whatever role you go for, it's always beneficial to be a good listener, have that ability to ask questions, and let people open up to you about what they do in the business, what works well and what doesn't work well.

### Where did you work prior to BSI?

I've worked in three very different areas prior to BSI – fashion, fast-moving consumer goods (FMCG), and Information Services. During my first role, I was really passionate about fashion and I went through Selfridges's buying course and was promoted very young. I loved it and I moved to a senior commercial role at a fashion catalogue, which was brilliant. It was full of young people and based in Earl's Court, London.

I left that role to move to Australia with my husband and I had a baby. I decided I couldn't be a stay-at-home mum and was initially looking for part-time work when I found the role in FMCG at Xidex Pty.

They liked my commercial experience and what started as a temporary position led to me becoming managing director back in the UK for their whole European business. It was very fast-paced but challenging because I had three children by that point. I decided I was going to take some time out to choose what my next move would be, and what I could be passionate about.

I initially worked as a consultant for an information services provider which was acquired by SAI Global. Through that process I met with the chief executive officer, the chief operating officer and the chief security officer of SAI Global, and they asked me if I could move from my consulting job with the information services provider and into a full-time role serving SAI Global as a General Manager. In this role, I ran their European and US business.

### What did you enjoy about your role at SAI Global?

I loved the role, it was something completely new for me and I stayed there for 11 years. I ended up writing the global strategy for the information services business and because of that I was promoted to Global Head of Information Services. That was a fantastic business to run, but also extremely useful experience for my role now at BSI, because I gained in-depth knowledge about the importance of standards. Everything in this room, for instance, has a standard to drive quality and safety. The table, chairs, and windows. But you don't pay attention to it unless you're in the 'standards world'.

### What is your greatest professional accomplishment?

Juggling my family life with my work life because I've always had really interesting, senior roles, and I've had to manage that with my family. When I look back now, the challenge I faced was the rushing around. You're either missing a sports event, or the sports event has overrun, and you've got a business meeting. I see it as a huge accomplishment to be able to continue on my career path with all of my promotions being really interesting roles, and still be able to have a fantastic family life. The one approach I've had with every role is to do the best job I possibly can. When I look back and think, well it might not have been the right decision, or that might have not worked out, but I've done the best job for the right reasons. You also have to absolutely segment your mind into home life and work life. It's challenging when work is stressful, or your child is ill, but you have to try and focus on work, and then switch off when you're at home.

### How important is the relationship BSI has with the CQI?

It's a hugely important relationship because the CQI and BSI are both focused on quality. We look at the world through a similar lens and people need to develop relationships and partnerships with like-minded people. You get so much from the cross-transfer of ideas. At the end of the day, it's all about how we support our



customers better, and one way we do that is by working in a partnership, supporting each other and sharing ideas.

#### How will you continue to work with the CQI in the future?

I was very privileged recently to facilitate a meeting with the CQI Construction Special Interest Group (ConSIG). I gave the opening address and had the opportunity to talk to so many people within the construction sector. This was a great way to bring likeminded people together across these very complex industries, and really help drive that quality conversation. We spoke about how quality in the construction sector can affect health and safety. It was clear that this hugely important sector is very disjointed but there are so many talented people doing good things to help improve it. The ConSIG helps facilitate a conversation so people can understand all the different pieces of work and what can be done going forward.

Going forward, I would like to continue working together, to encourage discussions and combine our expertise to help to address and support industry needs.

#### From your point of view, how is quality changing in the UK?

Quality has always been really

important in the UK but now there's more of a focus on it. I think some of that is driven by social media and the ease that people have to bring up any issues. The risk of reputational damage makes quality more important than ever. Through our organisational resilience work, we created something called our Organisational Resilience Index, which involved going out and asking high level questions to more than 1,200 people in C-suite roles. This identified that reputational damage was one of the key areas keeping people awake at night.

#### What are the implications of Brexit for BSI?

Like all companies, BSI has been planning for Brexit and has very good

**“The risk of reputational damage makes quality more important than ever”**



**1951**

The Women's Advisory Committee was formed to advise on standards affecting the domestic consumer.

**1953**

The BSI Kitemark was applied to domestic furniture, pressure cookers and motorcycle helmets.

**1955**

BSI opens a new Kitemark testing facility at Hemel Hempstead, UK.

**1979**

BSI published the UK's first management systems quality standard BS 5750. It led to the ISO 9000 series of international standards.

**1991**

BSI Americas was established.

**1992**

The world's first standard for environmental management systems was launched. It inspired ISO 14001.



**1995**

BSI Pacific was established in Hong Kong.

**1996**

BSI published BS8800, which inspired BS OHSAS 18001 Occupational Health and Safety Management.

**1999**

BSI acquired Singapore certification organisation International Standards Certification Pte Ltd (ISC).

**2001**

BSI Eurasia opens in Istanbul.

**2002**

BSI acquired KPMG's ISO Canadian and US registration business.

**2003**

BSI became a Business Superbrand.

**2007**

BSI opened its Thai office to consolidate its presence in South Asia.

**2010**

BSI acquired gas certification body GLCS, the certifier of gas related consumer equipment in the UK.

**2014**

The BSI Standards Awards were launched.

**2017**

BSI acquired Neville Clarke to broaden its training offering.

**“Making sure companies stand the test of time will be a challenge”**

plans in place. I guess there's two areas to talk about; one is the standards business where we're not expecting any change. BSI will remain a member of CEN-CENELEC, which is the European standards development body. It will also continue to be innovative in its development of standards.

The other area that BSI has been looking at is supporting our clients with market access. Of course, the big unknown is no-one knows exactly what's going to happen with Brexit, but we've been working on extending our notified body status. Recently, we've been working in the Netherlands for the medical devices quality standard, ISO 13485:2016 'Medical devices - quality management systems'. We have gained accreditation through the Dutch Accreditation Council Raad voor Accreditatie (RvA), and more recently achieved full designation as a Medical Device Notified Body for the medical device directive.

#### What are the big opportunities for BSI?

BSI is not short of opportunities. We have a wide product portfolio and we're staying focused on some of our big opportunities. I certainly see opportunities with the Internet of Things (IoT). BSI has opened an IoT laboratory in Hemel Hempstead, and it sits so well with the BSI heritage. When I think about BSI's history, I think about the laboratory in Hemel Hempstead and the impact testing of windows - which we still do - to pass the relevant standards. Our traditional business is also testing locks on doors and now our IoT lab enables us to test internet-connected locks. We have an IoT Kitemark which supports our traditional business as it moves into the connected world.

We're also focusing on the standard

BS 18477:2010 'Inclusive service provision', which helps organisations reach out to vulnerable customers. I'm particularly interested in this standard because we have an aging population and it's important for individual businesses and the country to make sure we have robust procedures to help them.

#### What challenges do you anticipate in 2019?

Making sure companies stand the test of time will be a challenge. If you look back to the FTSE 100 in 1984, only 20% of the companies are still on the list. Of course, Brexit will be a challenge for everybody. But where there are challenges, there are opportunities. We've had a lot of conversations with our clients and we have an opportunity to help a variety of companies through Brexit.

Cyber security is another challenge for everyone. BSI has been working with the Business Continuity Institute (BCI) and in the 2018 Horizon Scan Report, produced by the BCI in association with BSI, cybersecurity was identified as the biggest threat. And finally, innovation is another area we're focusing on. We're absolutely delighted that we've appointed a Global Head of Innovation to make sure BSI stays relevant and focused on our innovation agenda. We are very much looking at future technologies. Blockchain is interesting in terms of how it will help traceability within supply chains, and there are certainly areas that BSI is working in where blockchain has huge relevance.

Fundamentally, we have great people at BSI who have a lot of ideas and now we're at a point where we need to reflect, look at ideas, and pull out the big themes we want to focus on.