



American National Standards Institute

ANNUAL REPORT 2013–2014



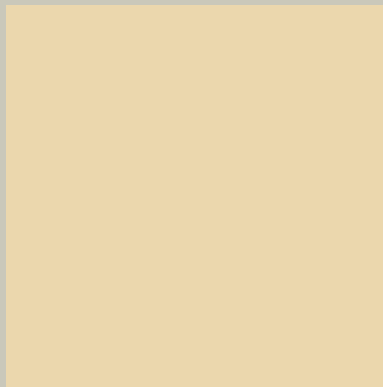
STRENGTH  
INNOVATION  
ACTION  
GROWTH  
PRODUCTIVITY  
SOLUTIONS  
PARTNERSHIP  
COLLABORATION



STRATEGIES FOR A STRONG NATION AND A SAFER, HEALTHIER WORLD

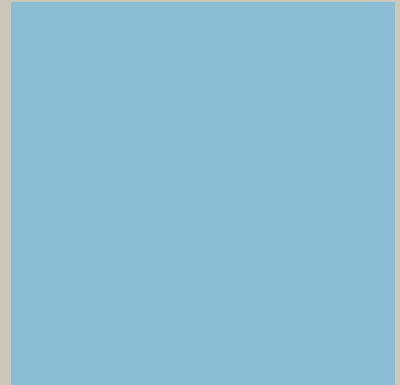
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**A**s the world becomes more and more globally connected every day, our nation's key priorities are increasingly affected by our position and strength across regions and borders. The American National Standards Institute (ANSI) is proud of its proven record fostering collaborative, cross-sector solutions that respond to critical national and global needs. From workforce development to energy efficiency to technological innovation and market growth, ANSI harnesses the collective power of the U.S. standards and conformity assessment system to facilitate solutions that meet the needs of its diverse membership, U.S. business and industry, and the greater public.

Throughout this Annual Report, notable quotes highlight a series of interdependent concepts that lie at the core of ANSI's work: strength, innovation, action, growth, productivity, solutions, partnership, and collaboration. Without the thousands of members, experts, and volunteers in the ANSI Federation driving standardization initiatives, innovation and action on priorities would be hampered. And without the collaboration and partnerships that ANSI works every day to foster, our standards and conformance solutions could not fulfill their promise as building blocks of U.S. strength, growth, and productivity. As the achievements summarized in the following pages demonstrate, ANSI's responsive leadership on behalf of the U.S. standardization community enables successful strategies for a strong nation and a safer, healthier world.



# STRENGTH

"A single twig breaks,  
but the bundle of  
twigs is strong."  
– TECUMSEH





**Mary H. Saunders, Interim Chair of the Board**

It is an honor to have been named interim chair of the ANSI Board of Directors in 2014 following the tenure of Jim Pauley, who recently became president of the National Fire Protection Association (NFPA). While I have been an active ANSI volunteer and Board member for over fifteen years, assuming the role of interim chair brings with it an even greater commitment to the progress of the Institute, its members, and the larger standardization community. As the bridge between public-sector policies and private-sector solutions, ANSI plays a vital role in strengthening U.S. competitiveness and quality of life.

I am particularly proud to be at ANSI's helm during the launch of Workcred, a new ANSI affiliate organization tasked with increasing awareness of competency-based, industry-recognized workforce credentials and supporting efforts to improve the quality, transparency, portability, and market value of these important tools. As more and more jobs require applicants to have special training or experience beyond just a high school diploma, industry-based credentials have become a growing trend, providing new opportunities for job seekers and employers. But less than 10% of the more than 4,000 personnel certification bodies active in the United States are accredited or reviewed by a third-party accreditation body, leaving job-seekers, employers, and industry with little means of assessing the quality of a training program or credential.

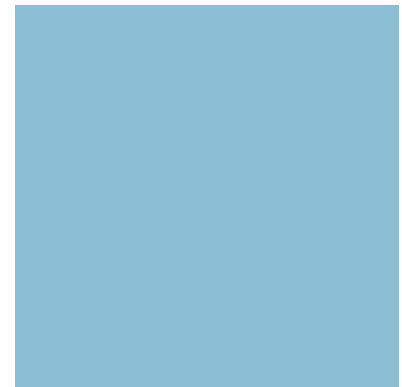
Workcred will play an important role in support of U.S. efforts to increase the performance and market value of credentials. Through coordinated research into credentialing needs for different industries; consulting and evaluative services for the development of credentials that meet relevant standards; stakeholder collaboratives to address issues with workforce credentials that require industry consensus; and workshops and other events to increase awareness and drive industry involvement in quality credentialing, Workcred will foster an effective, competency-driven workforce credentialing ecosystem in the United States.

The National Technology Transfer and Advancement Act (NTTAA) endorses public-private standardization partnerships to create solutions for meeting regulatory requirements that support national objectives and priorities. Workcred exemplifies ANSI's commitment and leadership in fostering public-private sector cooperation to address key issues that impact the standardization community, and the nation.

As interim chair, one of my main responsibilities is providing guidance to help strategically position the Institute for long-term success. As we look for innovative strategies for a strong nation and a safer, healthier world, this responsibility couldn't be more important, and I am committed to ANSI's future growth. I would like to express gratitude to my predecessor, Jim Pauley, for having steered the Institute so successfully over the past two and a half years.

While strong leadership is one requirement for success, none of ANSI's diverse initiatives would get off the ground without the expertise and dedication of our network of thousands of individuals working in collaboration. I would like to extend my sincere thanks to all the members and volunteers for their commitment, and offer my own in return. I look forward to continued work with all of you.

A handwritten signature in black ink that reads "Mary H. Saunders". The signature is fluid and cursive, written in a professional style.





**S. Joe Bhatia, President and Chief Executive Officer**

Throughout the long history of the U.S. standardization system, ANSI has worked in close cooperation with our members, stakeholders, and partners to respond to national and global priorities. By working together in a consensus-based process, we find strategies to foster a stronger nation and a safer, healthier world.

Over the past year, one of our priorities has been engaging with private-sector executives and senior public policy officials to ensure that the standardization ecosystem is well understood by decision makers nationwide. Leading the agenda was the discussion of standards that are incorporated by reference (IBR) into regulation, and specifically, the “reasonable availability” of IBR-ed standards. According to the National Institute of Standards and Technology (NIST), there are over 10,000 citations of standards incorporated by reference in regulations, and 80% of these are private-sector standards. Disrupting this system would have a tremendous impact on a great majority of our SDOs’ and ANSI’s business models, and on the strength and efficacy of the entire U.S. standardization system. There are only so many ways to pay for the infrastructure needed to support robust, consensus-based standards development that serves the needs of U.S. industry, government, and society at large.

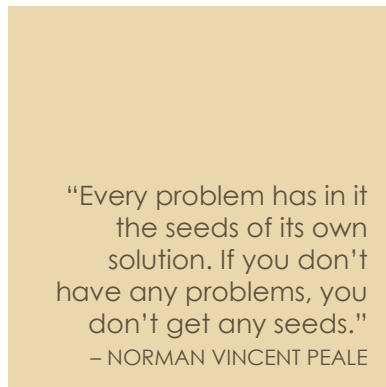
ANSI has worked to ensure that government officials continue to recognize the effectiveness of current standards-related policy through testimony at federal hearings, presentations at cross-sector events, coordinated discussions between diverse stakeholders, and submission of consensus responses to proposed revisions to the Office of Management and Budget (OMB) Circular A-119, which addresses federal participation in the development and use of voluntary consensus standards and in conformity assessment activities. We have explained the sensitive ecology of how standards are created, and how it is in all of our interest to preserve this balance and avoid undue influence of any single stakeholder. And we have prioritized the need to afford reasonable access to standards in a way that keeps the system going and flowing, so we can continue to promote competitiveness and innovation.

I’m pleased that U.S. government agencies seem to largely support our position. They understand that there is no one-size-fits-all approach and recognize that we are already working to make IBR-ed standards reasonably available while maintaining copyright protection. ANSI offers an online IBR Portal ([ibr.ansi.org](http://ibr.ansi.org)) with access to many IBR-ed standards from ANSI-accredited standards developers, as well as those from the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC). The portal provides a level of access that satisfies those wanting to see what the standard is about, yet protects intellectual property rights. Working together with NIST, other agencies, and the standards community, we will expand the portal to include more IBR-ed standards. We’ve done a lot of work, but the IBR issue will likely continue to present challenges, and ANSI will monitor it closely.

I would like to offer a special thanks to our former Board chair, Jim Pauley, for his guidance and support in achieving ANSI’s goals and those of the greater community. Thank you also to our interim chair, Mary Saunders, for stepping in to continue that great record of success. And finally, to the thousands of dedicated individuals at the core of ANSI’s work, thank you all for everything you do to help foster growth and innovation for our nation and the world.

ACTION

“Even if you are on the right track, you’ll get run over if you just sit there.”  
— WILL ROGERS



ANSI's strategic priorities are intended to position the Institute for the long term. They reflect the needs of our community and the publicly stated goals of the administration and policy makers. The following highlights actions on top priorities over the past year.

#### Lead Standards Initiatives That Enhance U.S. Competitiveness and Innovation

Addressing the national need for standards and conformance programs for workforce development – most notably via the launch of Workcred – was just one of many ways in which ANSI's work this year has fostered a stronger, more competitive nation. With the release of the *Standardization Roadmap: Energy Efficiency in the Built Environment* by the ANSI Energy Efficiency Standardization Coordination Collaborative (EESCC), U.S. industry, government, standards developing organizations (SDOs), and other stakeholders now have a national framework for action and coordination on energy efficiency standardization. The EESCC has begun its phase two by seeking action on roadmap recommendations and supporting the development of standardization activities.

Nanotechnology offers vast opportunities for innovation across nearly every industry sector. The ANSI Nanotechnology Standards Panel (ANSI-NSP) implemented significant updates to its Nanotechnology Standards Database, including a section that allows representatives of governmental bodies to post policy and position documents that may be of interest to the greater nanotechnology community. The database serves as a tool for developers seeking to identify gaps in the existing nanotechnology standards landscape and potential areas of new work. Also a growth area, nuclear energy has potential as an increased source of clean, inexpensive electricity. Addressing the expansion of nuclear power plant life spans and related standardization needs, the Nuclear Energy Standards Coordination Collaborative (NESCC) released reports on "Electrical Cable Aging and Condition Monitoring Codes and Standards for Nuclear Power Plants" and "Welding Codes and Standards for Nuclear Power Plants."

#### Offer Solutions for National and Global Priorities

With the growth of smart and sustainable cities as a focus worldwide, ANSI identified the need for a coordinated U.S. approach. A workshop examined the role of standardization in achieving the promise of smart cities, and led to the establishment of the ANSI Network on Smart and Sustainable Cities (ANSSC). The network is a one-stop shop where city authorities and other experts in urban infrastructure and sustainable development can engage with ANSI, learn about relevant standardization work, and share issues and needs.

To help enhance the efficacy of public safety agencies, fire departments, and law enforcement bodies, the ANSI Homeland Defense and Security Standardization Collaborative (HDSSC) convened a roundtable to examine pressing standardization needs associated with the work of emergency preparedness and response practitioners. Eight priority needs were identified and a path forward for addressing each was developed and issued in a report titled, "InterAgency Board for Equipment Standardization and Interoperability (IAB) Standards Needs."

#### Serve as a Bridge between Public-Sector Policies and Private-Sector Solutions

Collaboration between the Institute, industry, and government is key to maintaining a strong voice in U.S. policy and effectively responding to the needs of the nation. President Obama's Climate Action Plan challenged government leaders, utilities, and industry to demonstrate innovative initiatives to transform the energy efficiency

market and cut building energy waste. In response, ANSI and the ANSI-ASQ National Accreditation Board (ANAB) have joined with the U.S. Department of Energy (DOE) in the implementation of one the Industrial Superior Energy Performance (SEP) Accelerators, a program that highlights the benefits and cost savings that energy efficiency can provide.

The Standards Alliance – a partnership between ANSI and USAID for trade-related technical assistance in developing economies – completed joint assessments for all 10 of the partner countries/regions, and work plans are now being issued. Enquiry-point training was conducted in collaboration with the National Institute of Standards and Technology (NIST) for participants from the East African Community (EAC) member states, and the Southern African Development Community (SADC).

With the aim of optimizing effective government participation in the International Organization for Standardization (ISO), ANSI reached out to agencies currently administering U.S. Technical Advisory Groups (TAGs) – and those that may be able to initiate new U.S. activity – to help them identify ways to increase their impact, and provide training to ensure compliance with ANSI procedures. In addition, ANSI is working with the Department of State and the United States ITU Association (USITUA) to enhance their relationships, address concerns from the information and communications technology (ICT) community, and coordinate positions among the International Telecommunication Union-Telecommunication Standardization Sector (ITU-T), ISO, and the International Electrotechnical Commission (IEC) stakeholder groups.

#### **Assert U.S. Expertise and Leadership in Regional and International Standardization**

It is a constant priority for ANSI to ensure the U.S. is assuming and retaining policy and technical leadership within ISO, IEC, and all major international and regional standards and conformance bodies. From the policy perspective, ANSI's vice president of accreditation services was re-elected for a second term as ISO CASCO Chairman. The U.S.'s Jim Matthews of Corning Incorporated began his second term as vice-president of the IEC, and serves as chair of the IEC Standardization Management Board (SMB). And the U.S.'s Randy Dougherty of ANAB is the current chair of the International Accreditation Forum (IAF), and Peter Unger of A2LA serves as chair of the International Laboratory Accreditation Cooperation (ILAC).

From the technical perspective, the U.S. participates in 80% of the work of ISO and 90% of the IEC, through the U.S. National Committee (USNC). The USNC increased its participation to a record of 160 approved U.S. TAGs. And in ISO, ANSI assumed six committee secretariats this year, and sixteen U.S. experts have been appointed as chairs of ISO technical activities. The U.S. has maintained its long-term leadership of ISO/IEC Joint Technical Committee 1 (JTC 1), *Information Technology*, with ANSI holding the secretariat and Karen Higginbottom of Hewlett-Packard serving an unprecedented third three-year term as chair. ANSI and the African Organization for Standardization (ARSO) finalized a memorandum of understanding (MoU) to bolster cooperation between the two organizations. And ANSI has twinned with the Kenya Bureau of Standards (KEBS) to run the secretariat for ISO TC 285, *Clean cookstoves and clean cooking solutions*, and held the inaugural plenary meeting in Nairobi, Kenya, building on ANSI's partnership with the UN Foundation's Global Alliance for Clean Cookstoves.

In an effort to ensure that the U.S. is properly represented in the ISO process and that those serving on behalf of the U.S. have received sufficient guidance to effectively

## PRODUCTIVITY



“Flaming enthusiasm, backed up by horse sense and persistence, is the quality that most frequently makes for success.”

– DALE CARNEGIE

carry out their roles, ANSI has mandated completion of the ISO Directives Updates 2013 training course, which covers changes to the ISO guidelines, processes, and procedures that were implemented in 2013. And through a series of webinars and an online survey, ANSI coordinated national input to ISO's proposed *Strategic Plan for 2016-2020*.

In regional activities, the ANSI president and CEO continues to serve as the president of COPANT, and opened the COPANT 2014 General Assembly in Havana, Cuba. During the event, COPANT signed an agreement of mutual cooperation with the Forum of IEC National Committees of the Americas (FINCA), which is expected to lead to greater involvement of COPANT member nations in the development of IEC international standards.

#### Boost Bilateral Relationships in Key Market Sectors

Working to strengthen global market access through standardization is key to U.S. competitiveness and a constant focus for ANSI. The Institute's leadership continues its 20+-year dialogue with representatives from the European Standards Organizations (ESOs) – the European Committee

for Standardization (CEN), the European Committee for Electrotechnical Standardization (CENELEC), and the European Telecommunications Standards Institute (ETSI).

The third phase of the U.S.-China Standards and Conformance Cooperation Program (SCCP) began in 2013, with ANSI taking over as the implementing partner of the U.S. Trade and Development Agency (USTDA)-funded initiative. The SCCP will offer 20 workshops in China hosted by ANSI and relevant partners, covering a wide range of topics; the latest two focused on earthquake response management and heavy haul. Under the ongoing U.S.-India SCCP initiative, ANSI convened a workshop in cooperation with the Confederation of Indian Industry (CII) and the Bureau of Indian Standards (BIS) focused on standards for the growing building and construction industries in the U.S. and India.

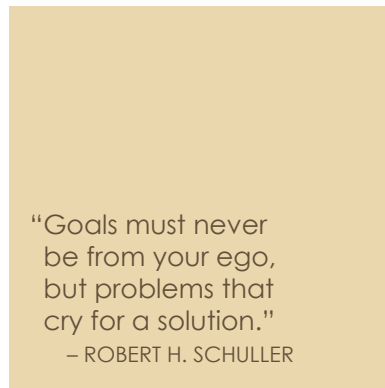
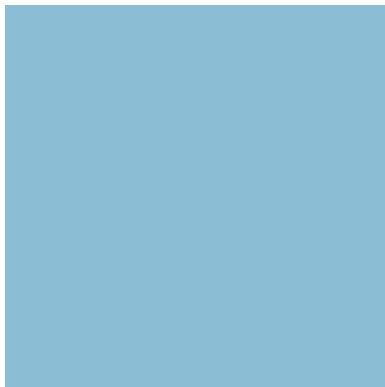
#### Support and Protect the Standards Ecosystem

ANSI works every day to maintain a strong voice on behalf of the voluntary standardization community and ensure that government, industry, and the public continue to recognize the value of standards and conformance. ANSI's monitoring, outreach, and response regarding the OMB Circular A-119 revision, and the overall issue of standards incorporated by reference (IBR) into legislation, has demonstrated a consistent and responsible voice on behalf of the greater community. And the portal ANSI launched at [ansi.org/ibr](http://ansi.org/ibr) provides the opportunity for a central resource to allow reasonable access to IBR standards.

ANSI's vice president and general counsel testified to the House Subcommittee on Courts, Intellectual Property, and the Internet at a hearing on "The Scope of Copyright Protection." She presented the standards community's point of view that SDOs' copyrights are valid and must be protected, while "reasonable access" can be granted, stressing that the current system is supported by law and works as-is.

#### Respond to Member and Industry Needs and Increase Access and Communication

ANSI continually strives to enhance its member and customer experience and provide constituents with the needed tools





to become more effective stewards for standardization within their own organizations. In response to priorities expressed by members in the medical device industry, the Institute initiated cooperation with Chinese medical device standardization agencies to provide a forum for in-depth technical exchange. And in an effort to highlight available tools for the management of certifications and conformity assessments that could improve access to global markets, ANSI and SES–The Society for Standards Professionals co-hosted a webinar examining the structure and operation of the IEC Conformity Assessment Programs.

To inform a broad audience of stakeholders about the many benefits of accreditation, ANSI and ANAB held a webinar marking World Accreditation Day 2014. The free event featured guest speakers from the DOE, the Federal Communications Commission (FCC), and the EPA. And three “What is an ANS, anyway?” webinars were attended by more than 500 stakeholders, spreading the word on the value of the American National Standard (ANS) designation.

#### **Expand Accreditation Services and Program Recognition**

ANSI recently sponsored an independently conducted market analysis of the use of environmental labels and declarations, which found a growing demand in this area for accreditation based on ISO standards. In response, ANSI created a pilot program to determine the eligibility of program operators for Type III environmental labels and declarations, and to assess the competence of certification bodies that verify/validate Environmental Product Declarations (EPD). In addition, ANSI created a pilot program to determine the eligibility of a Type I environmental labeling certification scheme, and to assess the competence of eco-labeling certification bodies.

In 2014 Arizona passed legislation requiring certificate programs that provide food handling training to meet a specific American National Standard, and all food handling certificate programs accredited under the ANSI Certificate Accreditation Program (ANSI-CAP) are in compliance with the new law. West Virginia and Illinois have also mandated ANSI-CAP for food handler training. These are among the many instances where government bodies have chosen to rely on ANSI accreditation to assure competency. In a federal example, the U.S. Department of Health and Human Services (HHS) Office of the National Coordinator for Health Information Technology (ONC) renewed ANSI's designation as the ONC-Approved Accreditor (ONC-AA) for the ONC Health Information Technology (HIT) Certification Program.

In the international arena, two of ANSI's accreditation programs have been recognized by peer accreditation bodies in the Pacific Rim, moving one step closer to the goal of “one standard – one test – one mark” of acceptance in the global marketplace. ANSI became a signatory to the Pacific Accreditation Cooperation (PAC) Multilateral Recognition Arrangement (MLA) on greenhouse gas validation and verification, and renewed its status as a signatory of the PAC MLA on product certification – a significant milestone for the credibility of ANSI accreditation. The International Sustainability and Carbon Certification (ISCC) selected ANSI as an accreditation body for its certification system for sustainability and greenhouse gas emissions. And ANAB signed the Asia-Pacific Laboratory Accreditation Cooperation (APLAC) MLA for proficiency testing, harmonizing accreditation practices around the world to allow global recognition of the competence of proficiency test providers.

#### **Engage New Constituents and Expand ANSI's Role in the Marketplace**

The Institute has increased its outreach to students, professors, and emerging professionals in an effort to ensure the strength of the next generation of U.S. standards and conformance experts. ANSI and the USNC participated in the 2014 USA Science & Engineering Festival, with an interactive booth and promotional materials geared toward K-12 students providing a basic introduction of standards and the concept of “Standards are everywhere!” The fun, user-friendly flyers and postcards are the basis of a new [ansi.org/students](http://ansi.org/students) webpage intended to help spread the word about the critical role of standards in everyday life.

To engage university students in standardization, ANSI held a workshop simulating the experience of taking part in voluntary consensus standards development. The event made use of a simulation exercise, “Setting Standards: Exercise in Strategy and Cooperation in Standardization Processes,” provided by NIST. An ANSI Committee on Education student paper competition on the topic of “How are standards and conformity assessment critical components in addressing emerging business challenges?” attracted impressive submissions from undergraduate and graduate-level students in engineering and other disciplines. And as a result of ANSI's outreach, communications, and membership development activities intended to engage a broader range of stakeholders and participants, more than 1,100 members now comprise the ANSI roster – a record number. ■

## MEMBERSHIP AND ACTIVITIES

AS OF JULY 15, 2014

### Membership

Total Members	1,106
Company	647
Organizational	338
Government	57
Educational/Institutional	26
International	38



"Individually, we are  
one drop. Together,  
we are an ocean."  
— RYUNOSUKE SATORO

### ANS & ASDs

ANSI-Accredited Standards Developers and American National Standards (ANS)	
ANSI-Accredited Standards Developers (ASDs)	235
Approved ANS	11,197

### ISO

ANSI Participation in the International Organization for Standardization (ISO)	
Participating "P" Memberships	574
Technical Advisory Groups	218
U.S.-Administered Technical Committee (TC) Secretariats	34
U.S.-Administered Subcommittee (SC) Secretariats	81
U.S.-Held Chairmanships	118

### USNC/IEC

USNC Participation in the International Electrotechnical Commission (IEC)	
Participating "P" Memberships	160
Technical Advisory Groups	160
U.S.-Administered TC Secretariats	12
U.S.-Administered SC Secretariats	11
U.S.-Held Chairmanships	32

### ANSI Accredited Bodies

Product Certification	71
Personnel Certification	53
Greenhouse Gas Validation and Verification	27
Certificate Issuers	32

### ANAB Accredited Bodies

Quality Management Systems	70
Environmental Management Systems	55
Other Management Systems	202

### ACLASS & FQS Accredited Bodies

Laboratories	850
Inspection Bodies	30
Reference Material Producers	23
Proficiency Testing Bodies	13
Medical Laboratories	1

## DESCRIPTION OF ORGANIZATION

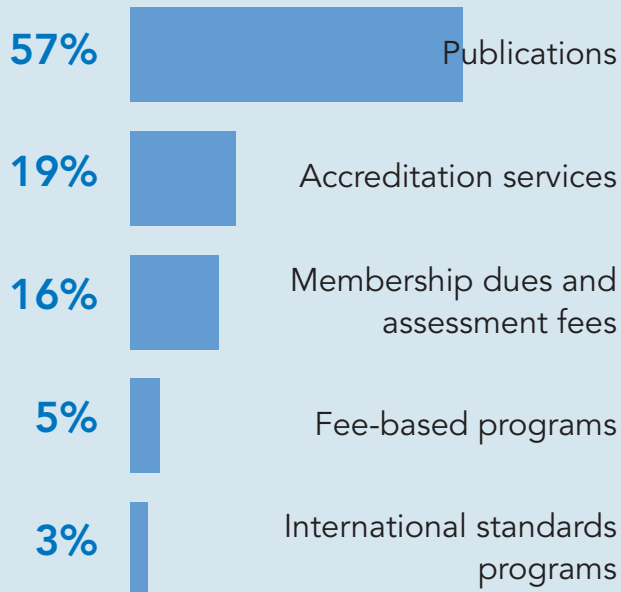
The American National Standards Institute (ANSI) is a 501(c)3, not-for-profit organization. In fulfilling its mission, ANSI:

- Is recognized by both the public and private sectors as the policy and coordination forum for the U.S. standards and conformity assessment community.
- Approves standards as American National Standards (ANS) and safeguards the integrity and value of the ANS designation by requiring openness, balance, due process, consensus, and transparency to all directly and materially affected interests in the private and public sectors.
- Is the U.S. national member body to the International Organization for Standardization (ISO), the International Electrotechnical Commission (IEC, via the U.S. National Committee), and other non-treaty regional and international standards and conformity assessment organizations, facilitating access by U.S. parties and promoting U.S. interests.
- Offers accreditation programs for organizations that certify products and personnel; bodies engaged in the validation and verification of carbon emissions data and carbon offsets; organizations that issue education and training certificates to workers; and, through the affiliate ANSI-ASQ National Accreditation Board (ANAB), management systems certification bodies, testing and calibration laboratories, inspection bodies, reference material producers, and forensics testing agencies.
- Accredits standards developers, U.S. Technical Advisory Groups (TAGs) to ISO, and conformity assessment bodies.
- Coordinates efforts in the marketplace to make products and systems safe, efficient, and globally relevant.
- Provides a means for assessing the need for new standardization activities and promotes the resolution of identified needs.
- Interfaces with U.S. and other governments on standards and conformity assessment issues, and on technology; health, safety, and the environment; and global market access and TBT issues.
- Provides a central resource for timely, relevant, and easily accessible information and education on standards, conformity assessment programs, and related activities in the U.S. and abroad.

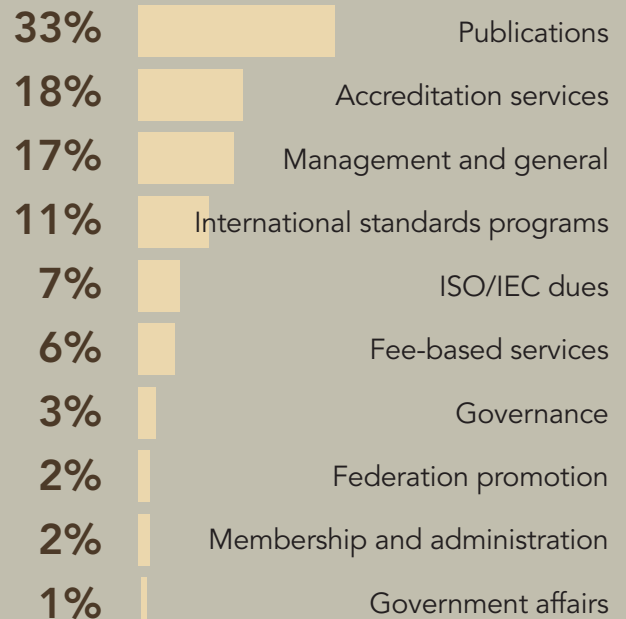
## FINANCIAL OVERVIEW 2013

For more information, see the Statement of Activities on page 13.

### REVENUE



### EXPENSES



## FINANCIAL POSITION

as of December 31, 2013 and 2012

	2013	2012
<b>Assets</b>		
Cash and cash equivalents	\$ 3,209,402	\$ 3,678,708
Investments	8,112,635	7,354,796
Net accounts receivable:		
Publications and royalties	3,922,224	3,277,976
Program support, accreditation, dues, and other	3,032,096	2,372,735
Prepaid expenses and other assets	945,311	681,217
Prepaid pension costs	697,047	668,065
Investment in ANAB	491,569	324,767
Net property and equipment	285,026	400,880
<b>Total assets</b>	<b>\$ 20,695,310</b>	<b>\$ 18,759,144</b>
<b>Liabilities</b>		
Accounts payable and accrued expenses	\$ 7,823,696	\$ 7,251,784
Deferred dues and fee income	4,736,603	4,122,685
Deferred rent	880,262	770,217
<b>Total liabilities</b>	<b>\$ 13,440,561</b>	<b>\$ 12,144,686</b>
<b>Net assets</b>		
Unrestricted:		
Operating fund	\$ (977,655)	\$ (972,238)
Board-designated permanent reserve	7,186,450	6,614,438
Specific-purpose funds	792,365	745,560
Total unrestricted	7,001,160	6,387,760
Temporarily restricted	253,589	226,698
<b>Total net assets</b>	<b>\$ 7,254,749</b>	<b>\$ 6,614,458</b>
<b>Total liabilities and net assets</b>	<b>\$ 20,695,310</b>	<b>\$ 18,759,144</b>

# STATEMENT OF ACTIVITIES

as of December 31, 2013 and 2012

	Summarized Information 2013	%	Summarized Information 2012	%
<b>Revenue</b>				
Membership dues and assessment fees	\$ 5,908,112	16%	\$ 5,425,011	15%
Publications	20,777,721	57%	20,775,080	59%
Accreditation services	6,985,621	19%	6,476,535	18%
International standards programs	870,975	3%	972,536	3%
Fee-based programs	1,942,739	5%	1,899,905	5%
<b>Total operating revenue</b>	<b>\$ 36,485,168</b>	<b>100%</b>	<b>\$ 35,549,067</b>	<b>100%</b>
<b>Expenses</b>				
Program expenses:				
Publications	\$ 12,160,864	33%	\$ 12,075,435	34%
Accreditation services	6,694,990	18%	6,055,156	17%
International standards programs	4,002,254	11%	4,090,346	12%
ISO/IEC dues	2,484,625	7%	2,546,966	7%
Governance	1,166,658	3%	1,119,639	3%
Fee-based services	1,987,507	6%	1,859,470	5%
Federation promotion	678,381	2%	603,494	2%
Government affairs	489,632	1%	471,047	1%
<b>Total program expenses</b>	<b>\$ 29,664,911</b>		<b>\$ 28,821,553</b>	
Supporting services:				
Membership and administration	739,086	2%	657,971	2%
Management and general	6,055,728	17%	6,026,968	17%
<b>Total supporting services</b>	<b>\$ 6,794,814</b>		<b>\$ 6,684,939</b>	
<b>Total operating expenses</b>	<b>\$ 36,459,725</b>	<b>100%</b>	<b>\$ 35,506,492</b>	<b>100%</b>
<b>Change in net assets from operations</b>	<b>25,443</b>		<b>42,575</b>	
<b>Non-operating activities</b>				
Net investment return	\$ 803,176		\$ 700,823	
General Meetings (PASC/PAC - 2013; ISO - 2012)	(150,061)		(98,600)	
Loss on disposal of fixed assets			(1,292,265)	
Post-retirement-related changes other than net periodic post-retirement cost	(38,267)		13,606	
<b>Total non-operating activities</b>	<b>\$ 614,848</b>		<b>\$ (676,436)</b>	
<b>Change in total net assets</b>	<b>640,291</b>		<b>(633,861)</b>	
<b>Net assets, beginning of year</b>	<b>6,614,458</b>		<b>7,248,319</b>	
<b>Net assets, end of year</b>	<b>\$ 7,254,749</b>		<b>\$ 6,614,458</b>	

# LEADERSHIP AND OFFICES

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Vice Chair  
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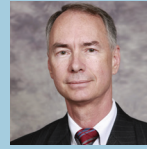
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202.293.8020

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- International and Regional Policy Programs
- International Standards Facilitation Programs
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- Membership Services
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25 West 43rd Street  
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New York, NY 10036  
212.642.4900

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- Domestic and International Standards Facilitation Programs
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- Membership Services



**Headquarters**

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**New York Office**

25 West 43rd Street  
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Tel: 212.642.4900  
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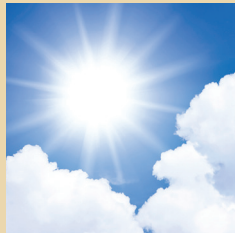
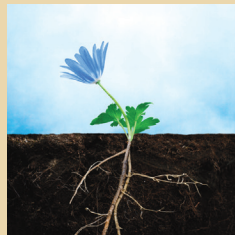






*American National Standards Institute*

## ROSTER OF MEMBERS as of August 1, 2014



The American National Standards Institute (ANSI) Federation is comprised of more than 1,100 companies, government agencies, professional societies and trade organizations, consumer representatives, academics, international bodies, and individuals. Via this network of members, ANSI represents the interests of more than 125,000 companies and 3.5 million professionals worldwide. Since 1918 the Institute has endeavored to represent and engage with current and new stakeholder groups and facilitate the powerful partnerships that lead to a strong nation and a safer, healthier world.

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 Air Liquide  
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 Aviva USA Corporation  
 Avon Protection Systems

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 Bison Gear and Engineering Corp  
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 Corporation  
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 Bonneville Power Administration  
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 Bottom Line Loss Control

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 Harger Lightning and Grounding  
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 Hawaii Retail Services  
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MET Laboratories, Inc.  
Metal Hose Manufacturing Association  
Metatech Corporation  
Metlsaw Systems Inc.  
Mettler Toledo Inc.

MHI  
Miami-Dade Police Department Forensic  
Services Bureau  
Micro Motion, Inc.  
Micron Technology Inc.  
Microsoft  
MicroSurgical Technology  
Middle East Industrial Training Institute  
Millennium Dental Technologies  
Miller Electric Manufacturing Co.  
Miller Engineering Associates  
Mine Safety Appliances Co.  
Minnesota Housing  
Mission Support Alliance, LLC  
Mitsubishi Electric Research Laboratories  
Moeller Instrument Company Inc.  
Molex  
Monsanto Co.  
Moody's Corporation

Motorola Mobility  
Mount Airey Group, Inc.  
Msys Certification  
MTC Holding Corporation  
MVP Group International  
Myraqa, Inc.  
Myriad Genetics Inc.

— N —

N A Microseismic Technology Group  
NACE International  
NANA Development Corporation  
NASA Headquarters  
NASDAQ  
National Air Duct Cleaners Association  
National Archives and Records Administration  
National Association of Architectural Metal  
Manufacturers

National Association of Consumer Agency  
Administrators  
National Association of Manufacturers  
National Association of State Boating Law  
Administrators  
National Board of Boiler and Pressure Vessel  
Inspectors  
National Board of Surgical Technology and  
Surgical Assisting  
National Center for Competency Testing  
National Commission for the Certification of  
Crane Operators  
National Consumers League  
National Council of State Boards of Nursing  
National Council Prescription Drug Program  
National Electrical Contractors Association  
National Elevator Industry Inc.  
National Emergency Number Association  
National Fenestration Rating Council

National Fire Protection Association  
National Fire Sprinkler Association  
National Floor Safety Institute  
National Fluid Power Association  
National Grid  
National Ground Water Association  
National Information Standards  
Organization  
National Inspection Testing and  
Certification Corporation  
National Institute for Certification in  
Engineering Technologies  
National Institute for Metalworking Skills  
National Institute of Building Science  
National Marine Consultants Inc.  
National Marine Electronics Association  
National Pork Producers Council  
National Propane Gas Association  
National Renewable Energy Laboratory



National Restaurant Association  
National Ski Areas Association  
National Trappers Association  
National Waste and Recycling Association  
The National Windshield Repair Association  
Navistar, Inc.  
NCSL International  
Nebraska State Fire Marshal  
The NELAC Institute  
NEMA – The Association of Electrical Equipment  
and Medical Imaging Manufacturers  
Neocorp, S. De R.L.  
Netflix  
NETGEAR  
Newell Rubbermaid  
Nextek, Inc.  
Nextivity, Inc.  
Nidec Minster Corporation  
Nielsen

NOCSAE  
Nortech Engineering  
North American Accreditation Body  
North American Electric Reliability Corporation  
North American Energy Standards Board  
North American Laminate Flooring Association  
North American Security Products Organization  
North Carolina Department of Labor  
Northstar/GFS – Financial Solutions Group  
Northwestern University – Center for Technology and  
Innovation Management  
Novozymes North America, Inc.  
NPES – The Association for Suppliers of Printing,  
Publishing and Converting Technologies  
NSF International  
Nuclear Energy Institute  
Nuclear Information and Records Management  
Association  
NVIDIA Corporation

NW Natural  
NYSE Euronext  
  
— O —  
  
OASIS  
Obalon Therapeutics, Inc.  
O'Brien and Gere  
Ohio State University – Center on Educational Training  
for Employment  
Oksala Consulting, LLC  
OmegaFlex, Inc.  
Open Source Electronic Health Record  
Alliance, Inc.  
Optics and Electro-Optics Standards Council  
The Options Clearing Corp.  
OptumHealth – a United Health Company  
Oracle  
Orbis Corporation

Orion Standards, LLC  
Oshkosh Corporation  
Outdoor Power Equipment Institute  
  
— P —  
  
P.I.P.E.  
PACCAR  
Packaging Machinery Manufacturers Institute  
Pall Life Sciences  
Panasonic Avionics  
Parametric Technology Corporation  
Parkview Health System, Inc.  
Partners Healthcare System  
The Partnership for Quality Medical Donations  
PCI Security Standards Council  
PCL Alverno  
PCTEST Engineering Lab Inc.  
Pearlfisher International

Pearson VUE  
Penford Products Company  
People's United Bank  
PEPCO  
PepsiCo Inc.  
Personal Care Products Council  
Pfizer Inc  
PG&E  
Philips Healthcare  
Philips Lighting Company  
Phoenix Contact Inc.  
The Photonics Group  
PICIS  
Pilz Automation Safety LP  
Pinova, Inc.  
Pioneer Hi-Bred International, Inc.  
Piping Engineering LLC  
PJM Interconnection LLC  
PLASA

Plastic Pipe and Fittings Association  
Plastics Recycling Partners, LLC  
Polo Ralph Lauren  
Pool Cover Specialists  
Portable Generator Manufacturers Association  
Portable Sanitation Association International  
Portland Cement Association  
Portwest LLC  
Powell Industries, Inc.  
Power Tool Institute  
PowerDMS, Inc.  
PowerServices, Inc.  
PPG Protective and Marine Coatings  
PPL Services  
Precast/Prestressed Concrete Institute  
PriceWaterhouse Coopers  
PRN Ergonomic Service  
Process Specialties, Inc.  
Professional Electrical Apparatus Recyclers League

Professional Examination Service  
Professional Ropes Course Association  
Professional Testing (EMI), Inc.  
Professional Testing Inc.  
Professional Tool Products  
Progressive Casualty Insurance Company  
Project Management Institute  
Prometric  
Providence Health and Services  
Purdue University  
Purebacco USA, LLC  
Putnam Plastics Corporation

— Q —

Q.E.D. Systems  
QEI Engineers, Inc.  
QUALCOMM Incorporated  
Qualitrol LLC

Quality Utility Equipment Service Testing  
Quick Mount PV

— R —

R.E. Uptegraff Manufacturing Co.  
R.P. Stone Consulting, Inc.  
R360 Environmental Solutions  
Radiological Society of North America  
Raven Industries, Inc.  
Raveneye  
Raydon Corporation  
RBG Inc.  
Recreation Vehicle Industry Association  
Recreational Off-Highway Vehicle Association  
Recreational Scuba Training Council  
Regional Public Transportation Authority  
Remanufacturing Industries Council  
Residential Energy Services Network, Inc.

Resilient Floor Covering Institute  
RESNA – Rehabilitation Engineering and Assistive  
Technology Society of North America  
Retractable Technologies, Inc.  
Richland County Sheriff's Department  
Forensic Lab  
Risk and Insurance Management Society Inc.  
Risk3 Inc.  
Riverside County Information Technology  
RMS  
Robotic Industries Association  
Roche  
Rockwell Automation  
Roofing Industry Alliance for Progress  
Ross Engineering Corp.  
The RSR Company  
RTI International  
Rubber Manufacturers Association  
Russell Marketing Research, Inc.

— S —

SAE International  
Safety Equipment Institute  
Safety Management Group of India, Inc.  
Saint-Gobain R&D Center  
Sample Solutions LLC  
San Diego Gas and Electric Company  
San Francisco Public Utilities Commission  
San Jacinto Methodist Hospital  
San Jose State University  
San Juan Regional Medical Center  
SanDisk Corporation  
Santa Clara County Crime Lab  
Sapa Extrusions Inc.  
Satake USA  
Scaffold and Access Industry Association  
Scaffolding, Shoring and Forming Institute  
Schaefer Associates

Schlumberger  
Schneider Electric  
Schweitzer Engineering Laboratories  
Science Applications International Corp.  
The Scotts Miracle-Gro Company  
SeaCrest Consulting  
Sealmatic India Pvt. Ltd.  
Secant Medical, Inc.  
Secured Packet, Inc.  
Security Industry Association  
Seegrid Corporation  
Sentinel Machine Safety  
SES – The Society for Standards Professionals  
SEW-Eurodrive Inc.  
SGC Cranes SAS  
Sharf and Associates  
Sheet Metal and Air Conditioning Contractors'  
National Association  
Shell Downstream

Shield Mfg. Inc.  
Shire Human Genetic Therapies  
Shock Doctor Inc.  
Showa Best Glove  
Siemens USA  
The Siemon Company  
Sigala Industrial and Mechanical Contracting, Ltd.  
Silver Dollar City  
The Simon Institute  
Singhal and Company, Inc.  
Sirius XM Radio Inc.  
The SKIP'R, LLC  
SlipNOT Metal Safety Flooring  
Smiths Medical  
Societe General Services  
Society for Human Resource Management  
Society for Imaging Science and Technology  
Society for Laboratory Automation and  
Screening

Society for Maintenance and Reliability Professionals  
The Society for Protective Coatings  
Society for Technical Excellence  
Society Insurance  
Society of Allied Weight Engineers, Inc.  
Society of Cable Telecommunication Engineers  
Society of Motion Picture and Television Engineers  
The Society of the Plastics Industry, Inc.  
Sodexo, Inc.  
Sony Electronics Inc.  
Southern California Edison  
Southern Co Services Inc.  
Souther Research Institute  
Southern Weaving Company  
Southwest Airlines  
Southwest Safety Training Alliance, Inc.  
SpanSet Inc.  
Specialty Coffee Association of America

Specialty Vehicle Institute of America  
Spokane Teachers Credit Union  
Sporting Arms and Ammunition Manufacturers Institute  
Spraying Systems Co.  
SPRI, Inc.  
Spring Manufacturers Institute  
Staatsolie Maatschappij  
Stadler America, LLC  
Standards Strategies, LLC  
Stanley Black and Decker  
State Auto  
State Compensation Insurance Fund  
State of Oregon  
State of Wyoming Department of Administration and Information  
Steadfast Certifications Pvt. Ltd.  
Steel Deck Institute, Inc.  
Steel Door Institute

Steel Joist Institute  
Steel Shipping Container Institute  
Steelcase Inc.  
Sterigenics  
STG Inc.  
Structural Building Components Association  
Sun Hydraulics Corporation  
Sunglass Association of America Inc.  
Sunset Technology Inc.  
Super Anchor Safety  
Superior Industries International, Inc.  
Sustainability Accounting Standards Board  
Sustainable Forestry Initiative, Inc.  
SVI International, Inc.  
Swedish Medical Center  
SWIFT Inc  
Synaptronics  
Synopsys Inc.  
Systems Integration Specialists Company

— T —

T.A.P.P.I.  
T.R. Arnold and Associates, Inc.  
Tag and Label Manufacturers Institute  
Taylor Machine Works, Inc.  
Telecommunications Industry Association  
Teledyne MEC  
Temtco Steel  
Teradata  
Texas Instruments Incorporated  
Textile Care Allied Trades Association  
Thermo Fisher Scientific  
Thermon Manufacturing Co.  
Thomson Reuters – Techstreet  
TiePoint Engineering, PC  
Tile Council of North America, Inc.  
Time Manufacturing Co.  
Timken Co.

Tire and Rim Association, Inc.  
Titan Supply LP  
Titan Tire Inc.  
TMEIC  
Tobacco Science Research Conference  
Toro Co.  
Town of Victor  
Toy Industry Association, Inc.  
Toyota Engineering  
Transcat, Inc.  
Travelport LP  
Tree Care Industry Association  
Tricam Industries  
Trijicon, Inc.  
Trimble Navigation Ltd.  
Triton Marine Construction  
Truss Plate Institute  
TSI Incorporated  
Tufts Associated Health Plans, Inc.

TUV Rheinland of North America, Inc.  
TUV Rheinland SZ  
TUV SUD America Inc.  
TW Cable

— U —

U.S. Access Board  
U.S. Centers for Disease Control and Prevention  
U.S. Centers for Disease Control and Prevention, NIOSH – National Personal Protective Technology Lab  
U.S. Centers for Medicare and Medicaid Services  
U.S. Coast Guard  
U.S. Consumer Product Safety Commission  
U.S. Cutting Tool Institute  
U.S. Department of Agriculture  
U.S. Department of Agriculture – Agricultural Marketing Services

U.S. Department of Agriculture –  
Animal and Plant Health Inspection Service  
U.S. Department of Commerce –  
National Institute of Standards and Technology  
U.S. Department of Defense  
U.S. Department of Energy – OITDC  
U.S. Department of Homeland Security  
U.S. Department of Homeland Security –  
Office of Emergency Communications  
U.S. Department of Justice – Antitrust Division  
U.S. Department of Justice –  
Federal Bureau of Investigation  
U.S. Department of the Interior  
U.S. Department of Transportation –  
Maritime Administration  
U.S. Department of Transportation –  
Research and Innovative Technology  
Administration  
U.S. Department of Veterans Affairs

U.S. EMC Standards Corp.  
U.S. Environmental Protection Agency  
U.S. Federal Housing Finance Agency  
U.S. Federal Trade Commission  
U.S. Food and Drug Administration  
U.S. Green Building Council  
U.S. Pharmacopeia  
U.S. Securities and Exchange Commission  
USPIS Forensic Laboratory Services  
UCB Inc.  
UL DQS Inc.  
Ultimate Certification Services Pvt., Ltd.  
Ultra Armoring LLC  
UMIAQ LLC  
Underwriters Laboratories Inc.  
Unified Abrasives Manufacturers Association  
UniGroup, Inc.  
Unilife Medical Solutions, Inc.  
Union Pacific Railroad

United Association of Journeymen and Apprentices of  
the Plumbing and Pipe  
United Network for Organ Sharing  
United Services Automobile Association  
United Technologies Corporation  
University of California  
University of Kentucky  
University of Michigan  
University of New Hampshire  
University of North Carolina  
University of North Texas System  
University of South Carolina  
University of Southern Queensland  
The University of Texas  
University of Virginia  
University of Wisconsin – Madison  
UNO Education and Technology Group LLC  
Unum Group  
UP Systems Inc.

UPM Raflatac, Inc.  
Upper Mohawk, Inc.  
Urschel Laboratories Inc.

— V —

Valley View Corporation  
Verify  
Verizon Business  
Vermette Machine Co. Inc.  
Viasstore Systems, Inc.  
Vibration Institute  
Virginia Department of Forensic Science  
Virginia Department of Labor and Industry  
Virtual, Inc.  
The Vision Council  
VMEBus International Trade Association  
VMWare  
VTM Group

— W —

W.T. Storey Inc.  
Wagstaff  
Walt Disney World – Worldwide Safety and  
Accessibility  
Wandling Engineering  
Washington Laser Institute  
Water Quality Association  
Watson Pharmaceuticals  
Weld Tooling Corp.  
Wells Fargo Bank  
Werner Co.  
Western Governors University  
Western Mesquite Mines, Inc.  
Western Union  
Westpak, Inc.  
WEXCO International Corp.  
WidePoint Corporation

Will-Burt Company  
Wilson, Ihrig and Associates, Inc.  
Window and Door Manufacturers Association  
Window Covering Manufacturers Association  
Wood Machinery Manufacturers of America  
Woodhead Software and Electronics  
Woodworking Machinery Industry Association  
The World Bank Group  
Wyndham Hotel Group

— XYZ —

Xcision Medical Systems  
Xerox Corporation  
Young Living Essential Oils  
ZigBee Alliance  
ZPower, LLC



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