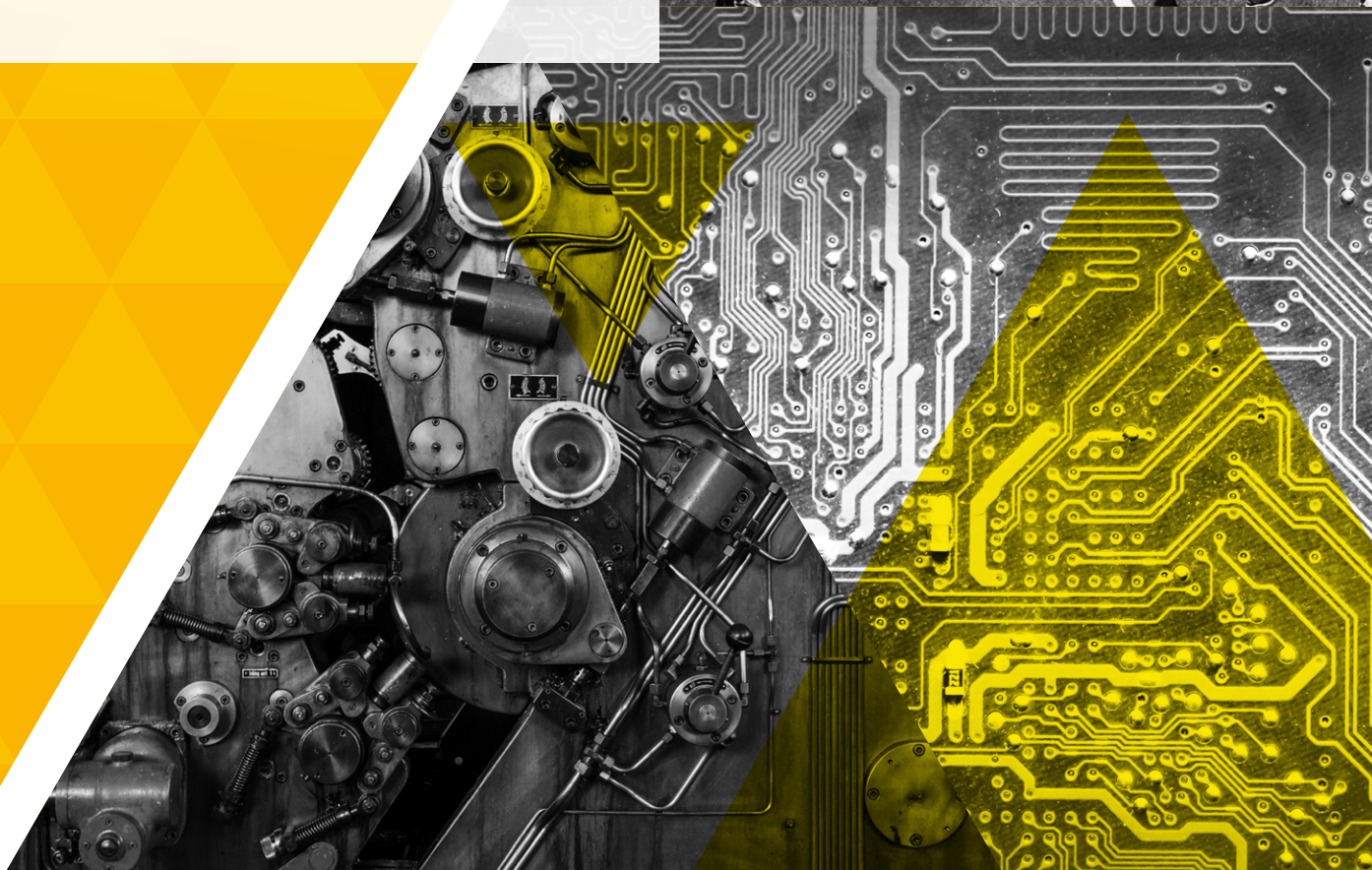




American National Standards Institute

**STANDARDS AND
CONFORMANCE:
SHAPING OUR FUTURE**

**ANNUAL
REPORT
2016-2017**



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STANDARDIZATION OFFERS PERSPECTIVE IN A CHANGING WORLD

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In a global marketplace where technology and business practices are evolving at faster rates than any time before in human history, it is more important than ever for companies, small businesses, and organizations to stay grounded in the latest developments in their industry. Standards and conformity assessment have become essential tools to stay up-to-date and relevant in a crowded marketplace—offering a broader perspective on both micro- and macro-scale trends.

As the marketplace diversifies, new approaches are needed to meet new challenges. Industries based on technologies and services that did not exist a few years ago are maturing into global recognition. Standardization is at the forefront of ensuring that these industries thrive economically while also ensuring quality, safety, and access to global markets.

ANSI's core mission is to enhance U.S. competitiveness and quality of life by facilitating effective voluntary standards and conformity assessment solutions and safeguarding our standardization system. Our national priorities are re-assessed every year to reflect the current needs of the United States while maintaining alignment with the Institute's mission. This report highlights actions on several top priorities over the past year.

ANSI is proud to present our continuing work at the forefront of strengthening our nation's robust standardization system—one that spans a vast spectrum of industries, interests, and players, but remains unified in the goal of improving the world in which we live.

A MESSAGE FROM

PRESIDENT & CEO

S. JOE BHATIA



As I reflect on another year of great progress, I must emphasize how proud I am that the United States remains a leading influencer of international standardization. When major stakeholders write and contribute to standards, they drive policies and life-changing developments on a universal scale.

In 2017, we have made headway to improve systems that have a sweeping impact across continents. One example is ANSI's dedication to help reverse poor sanitation management—a crisis that plagues health and the environment. The reality is that an estimated 2.5 billion people lack access to safe, clean toilets, an issue that has drastic consequences for world safety.

With support from the Bill & Melinda Gates Foundation, ANSI has conducted meetings all over the world—from South Africa, to Senegal, to Singapore and Morocco—to spearhead the development of two key areas of activity within the International Organization for Standardization (ISO): sustainable, non-sewered sanitation systems and community-scale, resource-oriented sanitation systems. This work is critical and lifesaving, and we are honored to help bring vision to reality.

ANSI also continues to monitor the rollout of China's standardization system reform. While we report on standards and conformity assessment-related activities in China, it's important to note that ANSI's China Program—and the strong relationships we have worked hard to build—have a direct and growing role in fostering greater U.S.-China cooperation in the areas of standardization and conformity assessment.

I'm excited to see how our long-term international efforts lead to results in the near future. There's no doubt that international standards accelerate new opportunities and challenges alike, but transnational collaboration is essential in order to elevate standardization efforts to the next level.

Just this summer, G20 leaders issued a statement that included a positive reference to industry-led international standards. The Institute proudly supports this statement, which embraces the importance of globally relevant standards that are developed in accordance with the principles outlined in the World Trade Organization Technical Barriers to Trade Agreement, or TBT. As we all know, the TBT Agreement Code of Good Practice outlines a number of principles for standards development, including openness and consensus, to name a few—values at the core of ANSI efforts that are important to ANSI's accredited standards developers.

ANSI's impact is far and wide, but our reach would not be as broad, or even possible, without the active participation of our members and stakeholders. No matter how you're involved with our efforts, be sure to stay informed on all the international and regional news that ANSI offers. This year, ANSI launched a new alerting subscription feature via www.ansi.org/subscribe that provides customizable information about what's going on with ANSI and leading standardization issues.

Finally, I would like to thank outgoing Board chair Kevan Lawlor for his excellent leadership efforts over the past three years. It has been an honor to work alongside him to make ANSI an even stronger organization in the service of the entire standardization community. As we approach 2018—the year ANSI marks its milestone 100th anniversary—I encourage our stakeholder community to stay involved in standardization to take our national and international impact to new heights, and leave a lasting legacy for the next century.

CHAIR OF THE BOARD

KEVAN P. LAWLOR



As my three-year term as chair of the ANSI Board of Directors comes to a close, I am inspired to take stock of the outstanding accomplishments the Institute and its Federation of members have worked together to achieve. Nowhere is this more apparent than in the rapid and prolific response that ANSI and its members have had to the rapid expansion of technology-driven innovations. It is clear that technology will continue to have a transformative impact on a growing range of sectors, including infrastructure, smart health, manufacturing automation, and digital retail. Given this growth, it is essential for our community to band together to support and advance these innovations for future generations.

I am happy to highlight a few initiatives that demonstrate the value of standards and conformance, and of strategic partnerships between the public and private sectors. Just this August, ANSI announced the launch of its Unmanned Aircraft Systems Standardization Collaborative. Its goal is to coordinate and accelerate the development of the standards and conformity assessment programs needed to facilitate the safe, mass integration of UAS—commonly known as drones—into the national airspace system of the United States.

And UAS is just one example of how technological advancement is reimagining business in every sector. Another collaborative is turning vision into reality in the 3-D printing space: the America Makes & ANSI Additive Manufacturing Standardization Collaborative. This year, the AMSC produced a 202-page standardization roadmap that is already helping to facilitate the growth of the additive manufacturing industry, as well as the many sectors that depend upon this technology, from the largest aircraft to the smallest medical devices and implants.

Standards also support innovative new materials, technologies, and processes used to revitalize aging infrastructure—a top priority for the current administration. ANSI's 2017 event on Capitol Hill—Standards and 21st Century Infrastructure—highlighted many codes, standards, and conformance programs that are helping to repair, modernize, and monitor our nation's infrastructure.

We have also seen some great progress in innovative healthcare systems. The theme of this year's U.S. Celebration of World Standards Day is Smart Health: Using Intelligent Systems to Improve the Quality and Delivery of Health Care in a More Integrated, Focused Approach. It's fair to say that there is no area of rapid innovation in which trust, quality, and reliability are more critical than in health care—which has a truly life and death impact. As medical technologies get "smarter" and more interconnected, standards and conformity assessment are the tools that help assure cutting-edge equipment, systems, and processes are safe, effective, and interoperable.

Looking back on my term as chair, my hope is that I have worked together with ANSI's governance leaders and staff to guide and strategically position the Institute for long-term success. I would like to extend my deepest gratitude to ANSI's excellent staff, and to every member organization and individual volunteer. Standards work is hard. We all put in long hours, long flights, and many years of effort for standards and conformance programs that without a doubt make life better for everyone. Thank you all for your many efforts in support of ANSI, and in support of the standardization system.

ORGANIZATION

OVERVIEW

The American National Standards Institute (ANSI) is a private, non-profit organization that administers and coordinates the U.S. voluntary standards and conformity assessment system. Founded in 1918, the Institute works in close collaboration with stakeholders from industry and government to identify and develop standards- and conformance-based solutions to national and global priorities.

Together, standards and technical regulations impact up to 93% of global trade. Globally relevant standards and the conformance measures that ensure their effective use help to increase efficiency, open markets, and reduce costs. ANSI is also the U.S. leader in fostering that potential for the benefit of businesses across every industry and consumers around the world. ANSI is not itself a standards developing organization. Rather, the Institute oversees the development and use of thousands of standards and guidelines by accrediting the procedures of standards developers and approving their documents as American National Standards. As an accreditation body, the Institute assesses the competence of conformity assessment bodies in a variety of disciplines, assuring marketplace trust and confidence that goods and services meet standards' requirements.

Representing the diverse interests of more than 125,000 companies and organizations and 3.5 million professionals, ANSI provides a neutral forum for collaboration between the private and public sectors. ANSI empowers organizations to strengthen their position in the global economy, while helping to assure the safety and health of consumers and the protection of the environment.

HEADQUARTERS

1899 L Street, NW
Eleventh Floor
Washington, DC 20036
202.293.8020

Primary functions in this office include:

- Office of the President and CEO
- Accreditation Services for Product and Personnel Certification Bodies, Greenhouse Gas Validation/Verification Bodies, Certificate Issuers, and Eco-labeling and Environmental Declaration Certification Bodies
- International Policy and International Development Programs
- Government Relations Program
- Membership Services
- Workcred

NEW YORK OFFICE

25 W. 43rd St.
Fourth Floor
New York, NY 10036
212.642.4900

Primary functions in this office include:

- Administrative Operations
- American National Standards and ANSI-Accredited Standards Developer Programs
- Domestic and International Standards Facilitation Programs
- Publication Sales
- Membership Services

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 lack of dominance for all directly and materially affected interests.

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.

Accredits standards developers, U.S. Technical Advisory Groups (TAGs) to ISO, and conformity assessment bodies, including 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; certification bodies assessing eco-labeling and environmental declarations; 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.

Provides a means for assessing the need for new standardization activities and promotes the consensus fulfillment 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 technical barriers to trade (TBT) issues.

Provides a central resource for timely, relevant, and easily accessible information and education on activities related to standards and conformity assessment programs in the U.S. and abroad.

An aerial photograph of a city street intersection. The street is filled with various vehicles including cars, taxis, and trucks. Buildings line both sides of the street, and there are some trees and greenery in the center. The overall scene is a busy urban environment.

COORDINATION

ENHANCE U.S. COMPETITIVENESS AND INNOVATION THROUGH STANDARDS AND CONFORMANCE ACTIVITIES

Initiated in partnership with members and stakeholders, ANSI's standards coordination work evolves to respond to the needs of the nation, fuel business growth, and spur innovation. New collaborative activities support emerging technologies and national and global priorities by advancing cross-sector coordination of standards and conformance programs. By assessing the current standardization landscape and identifying resources and needs, these activities drive coordinated standards activity, minimize duplication, and help U.S. industry advance new technologies safely and efficiently.

The most recent example is ANSI's launch of the Unmanned Aircraft Systems (UAS) Standardization Collaborative (UASSC). The UASSC has begun to develop a roadmap of the standards and conformity assessment programs needed for the safe, mass integration of UAS—or drones—into the national airspace, as detailed in the Letter from the Board Chair (page 5). Also, in 2017 the America Makes & ANSI Additive Manufacturing Standardization Collaborative (AMSC) published a Standardization Roadmap for Additive Manufacturing (aka, 3D printing), which has been downloaded more than 1,200 times and featured at major 3D-printing and innovation-based conferences and events. Before AMSC there was no process for identifying priorities and interdependencies in the development of standards and specifications for additive manufacturing. The AMSC recently kicked off its Phase 2 activities, with goals that include expanding the discussion of standards needs for polymers and engaging experts from the automotive, heavy equipment, energy, and industrial and commercial machinery sectors.

Nanotechnology continues to fuel scientific advancements, and standards and conformance are just as critical as ever to nano research, development, and application. This year, the ANSI Nanotechnology Standards Panel (ANSI-NSP) convened a meeting to assess standardization needs for the

commercialization of graphene-enabled products. Graphene is touted as one of the strongest known materials, with broad application potential across industries. Internationally, ANSI played a key role in maintaining U.S. leadership of the International Organization for Standardization (ISO) Technical Committee (TC) 229, *Nanotechnologies*; Working Group (WG) 3 on *Health, Safety, and the Environment*; and leadership of ISO TC 229 Task Groups on *Nanotechnology and Sustainability* and *Consumer and Societal Dimensions of Nanotechnologies*. In 2017 Ajit Jillavenkatesa, Ph.D., of the National Institute of Standards and Technology (NIST) was approved as chair of the ANSI-accredited U.S. Technical Advisory Group (TAG) to ISO TC 229—a group that is highly effective in advancing U.S. positions to ISO in this key technology area.

ANSI's Workcred affiliate is strengthening the quality of the U.S. workforce by improving the credentialing system and preparing employers, workers, educators, and governments to use it effectively. In 2017, Workcred continued its partnership with George Washington University and Southern Illinois University on a Lumina Foundation-funded project to pilot-test a credential registry, and facilitated its transition to a new non-profit organization—Credential Engine—that was formed to take the registry to scale. Workcred's executive director was tapped to head Credential Engine's Certification and Licensure Advisory Group (CLAG), and ANSI's president and CEO—who serves as chair of the Workcred Board of Directors—has been selected as a member of the Credential Engine Board of Directors. Among recent achievements, Workcred completed a contract examining credentials for actuaries, and was subsequently contracted to conduct additional work in this area. The organization is also contributing to a Lumina Foundation-funded career pathways mapping project, acting as a third-party data evaluator.

PARTNERSHIP

SERVE AS A BRIDGE BETWEEN PUBLIC-SECTOR POLICIES AND PRIVATE-SECTOR SOLUTIONS

The cooperative relationship between the public and private sectors is one of the greatest strengths of the U.S. standardization system. These “public-private partnerships” lead to the most effective standardization solutions, and ANSI takes a lead role in building these successful collaborations with its members.

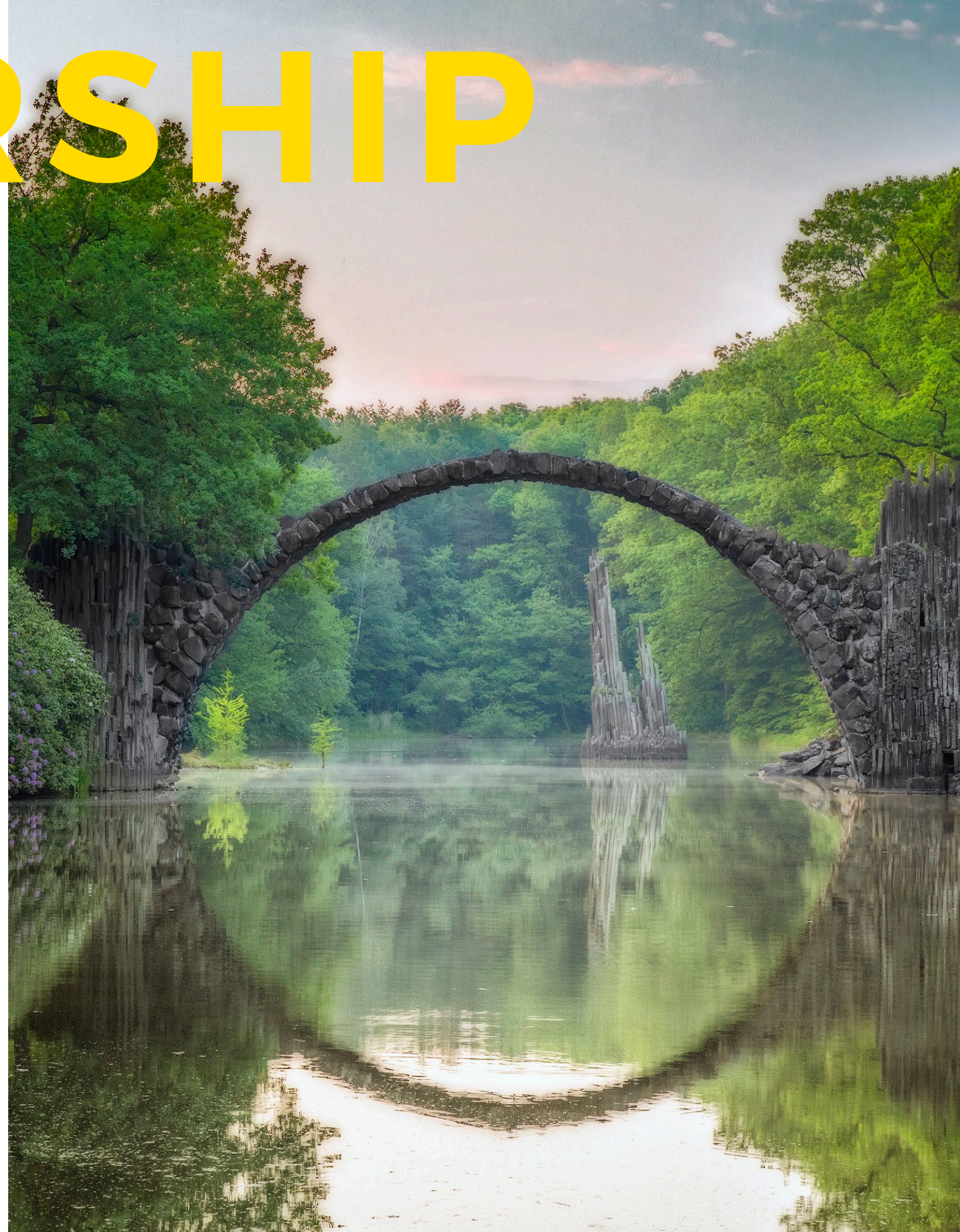
Reflecting the Administration’s focus on infrastructure, the Institute organized a July 2017 Capitol Hill event on “Standards and 21st Century Infrastructure.” Standardization leaders from ANSI and several member organizations highlighted the various ways that standards and conformance enhance infrastructure and the importance of public-private partnerships, and ANSI unveiled a new poster describing the many standards and conformance programs currently in place to support our nation’s infrastructure. ANSI and NIST also co-hosted the U.S. Celebration of World Standards Day Capitol Hill event with the Association for the Advancement of Medical Instrumentation (AAMI). Discussions focused on smart health and how standardization supports the latest advancements in intelligent healthcare systems.

Recognizing the importance of the Institute’s cross-sector role, a 2017 fact sheet from the Office of the United States Trade Representative (USTR) highlighted the work of the Standards Alliance, ANSI’s public-private partnership with the U.S. Agency for International Development (USAID), in supporting recent successes related to reducing technical barriers to trade in developing economies. The Standards Alliance carried out successful workshops and training activities in 11 countries in 2017, including Uganda, Zambia, Mozambique, Vietnam, Peru, Indonesia, and Ghana—all involving strong participation from U.S. industry and government agencies. ANSI also began implementing Standards Alliance work plans for capacity-building activities in five new countries—Ghana, Senegal, Cote d’Ivoire, Zambia, and Mozambique—following successful expansion of the USAID agreement.

ANSI also received approval for an extension of the U.S. Trade and Development Agency (USTDA)-funded U.S.-Africa Clean Energy Standards Program (CESP), calling for five more workshops through September 2019. One 2017 CESP workshop in Johannesburg, for example—organized by ANSI in collaboration with the South African Industrial Development Corporation; the South African Bureau of Standards; ANSI members NEMA, NFPA, and UL; and a variety of U.S. and South African experts—focused on energy storage standards, conformance, and current technology developments.

ANSI leadership and staff were invited as presenters at the NIST and Consumer Product Safety Council (CPSC) Boot Camps, providing overviews of the Institute’s activities, engagement in regional and international fora, development programs, and the value and use of private-sector-led standards and conformity assessment practices. At the U.S. Federal Aviation Administration’s (FAA’s) request, ANSI gave a presentation to the FAA UAS ID and Tracking Aviation Rulemaking Committee, providing an overview of ANSI and its collaboratives and the results of a survey that ANSI carried out at FAA’s request on standards related to remote identification of UAS.

ANSI’s Workcred affiliate is conducting research for the NIST Manufacturing Extension Partnership (MEP) to examine the effectiveness of manufacturing credentials. The project will contribute to the body of knowledge for manufacturing-related skills credentials and help identify skill gaps that could be filled by creating new credentials and replacing those that are ineffective. Workcred is also examining the creation of a national task force to conduct research and disseminate results on continuing competency in the professions. Additionally, the ANSI affiliate hosted its second Federal Training Session in May 2017 under the auspices of Workcred’s Government Credentialing Network, providing training and key insights for federal employees involved in managing credentialing programs to help them be more effective in their jobs.



OUTREACH

SUPPORT AND PROTECT THE STANDARDS ECOSYSTEM ON BEHALF OF THE COMMUNITY AND THE NATION

ANSI works every day to maintain a strong voice on behalf of the voluntary standardization community and ensure that government, industry, and the public recognize the value of standards and conformance. In August 2017, ANSI's president and CEO and ANSI's vice president of international policy met with U.S. Secretary of Commerce Wilbur Ross for a strategic discussion of priorities for the standardization system and the nation. ANSI's messages included stressing the importance of a multiple-path approach to international standards; ANSI's engagement regarding China's standardization reform and the U.S.-China bilateral relationship; the problem of underinvestment in standards in the U.S., as well as ANSI's plans to work with and encourage C-suite executives to proactively use standardization engagement as a tool for business success; and the importance of supporting standardization activities for U.S. innovation and competitiveness, market access, and capacity building in developing economies.

Earlier in the year, the Institute worked extensively with U.S. government and private-sector contacts to develop highly successful messaging to influence G20 statements on digitalization and standardization, presented at the G20 Digital Economy Ministerial Conference in Germany. ANSI sought input from and coordinated messaging with our members and partners including NIST, the Department of Commerce (DOC), the U.S. Food and Drug Administration (FDA), industry groups, standards developing organizations (SDOs), and information and communication technology (ICT) companies. In a very positive outcome, the final declaration of the G20 conference

contained key messaging recognizing the critical importance of industry- and market-led international standards development based on openness, transparency, and consensus.

In spring 2017 the DOC and USTR requested stakeholder comments on a proposed modernization of the North American Free Trade Agreement (NAFTA). ANSI compiled and submitted input on behalf of the U.S. standardization community, and testified at a hearing on the matter. The Institute took both opportunities to express support for modernizing NAFTA by addressing outdated standardization policies—an action that will ensure greater flexibility and choice in standards and conformity assessment solutions. ANSI stressed strong support for the multiple-path approach in standardization and emphasized that a modernized NAFTA should include TBT provisions that are at least as strong as those contained in more recent Free Trade Agreements negotiated by the United States.

ANSI also submitted a response to a DOC/USTR Federal Register Notice on trade deficits. It spelled out a number of recommendations, including: promoting harmonization of standards and regulatory requirements in ways that benefit U.S. businesses; encouraging public-private collaboration in standards development; and broad support of the multiple-path approach.

INFLUENCE

ASSERT U.S. LEADERSHIP ROLE IN THE REGIONAL AND INTERNATIONAL STANDARDIZATION COMMUNITY

It is a constant priority for ANSI to ensure the U.S. has strong leadership and success in ISO, IEC, and all major international and regional standards and conformance bodies. As the U.S. national member for these bodies, the Institute works with our members and partners to facilitate U.S. policy and technical leadership and to present a strong voice for U.S. interests on the front lines.

Following the selection of Sergio Mujica from Chile as the new ISO Secretary General, ANSI set down a strong foundation for a cooperative relationship with Mr. Mujica, along with the ISO President-Elect, John Walter, of Canada. Both leaders spoke at an ANSI Executive Committee meeting in New York, engaging with Institute leadership and staff and expressing their commitment to working with ANSI and our regional partners. In IEC, the U.S.'s James M. Shannon, former president and CEO of the National Fire Protection Association (NFPA), assumed the role of IEC president in January 2017, following a successful campaign initiated by the U.S. National Committee (USNC) of the IEC, ANSI, and other U.S. interests. Jim Matthews of Corning Incorporated has been appointed an IEC Ambassador for a two-year term to promote Systems work and ICT work, in addition to being an IEC Directives Maintenance Team Chair.

Demonstrating the U.S.'s commitment to international standardization and its trade partners in the region, ANSI leadership co-hosted sessions at the recent joint Pan American Standards Commission (COPANT)-Pacific Area Standards Conference (PASC) General Meeting in Vancouver, British

Columbia. In a key market for ANSI members, ANSI's president and CEO was one of only five global leaders named as a foreign advisor to China's Standardization Expert Committee, a group advising Chinese leaders as they continue their standardization reform efforts.

On the technical side, the U.S. currently holds a substantial number of leadership positions in ISO and IEC. More details are available on pages 28 and 29. The U.S. has also maintained its long-term leadership of the prodigious ISO/IEC Joint Technical Committee (JTC) 1, *Information Technology*, thanks to the commitment of industry and government participants. Phil Wennblom of Intel has been named as the new ISO/IEC JTC 1 Chair, to begin an initial three-year term in January 2018, following the unprecedented 12-year tenure and tremendous record of success of the outgoing Chair, Karen Higginbottom of HP.

In the conformity assessment arena, ANSI's accreditation staff have expanded their key leadership roles in international fora—including membership on the Pacific Accreditation Cooperation (PAC) Executive Committee and the PAC MLA Management Committee; as Chair of the PAC Working Group on ISO/IEC 17024; as Co-chair of the International Accreditation Forum (IAF) Greenhouse Gas/Energy Working Group; and as Vice Chair of the International Halal Accreditation Forum Technical Committee. ANSI is also leading the development and implementation efforts of the new assessor competency document, MD 20, at IAF.



PARTICIPATION

ENSURE THAT THE U.S. IS STRONGLY AND EFFECTIVELY REPRESENTED IN GLOBAL STANDARDIZATION FORA

The most successful exporting nations in the world, including Japan, Germany, South Korea, and China, have all made standardization a top priority, and ANSI has been working hard to communicate the importance of robust U.S. participation in standards development to public- and private-sector leaders. As a result, the U.S. continues to be a global powerhouse in international standardization activities, with ANSI and its members at the helm.

From the technical perspective, the U.S. participates in 80% of the work of ISO and more than 90% of IEC through the USNC. To support new and proposed areas of ISO work, ANSI staff worked to identify new U.S. stakeholders for a number of different activities, including: Gold, Excellence in Service, Green Finance, Vulnerable Consumers, Social Responsibility, Packaging Machinery, and Ageing Societies.

The Institute consistently brings together U.S. stakeholders to discuss proposals for new ISO activities, gathering stakeholder comments and identifying potential interested parties for U.S. TAG participation and for the U.S. TAG Administrator role when appropriate.

To help ensure effective representation for U.S. interests, ANSI hosted a U.S. Leadership Workshop, providing guidance and best practices on U.S. TAG recruitment and retention; how to handle difficult people and situations; the ISO/CEN Vienna

Agreement on duplication of effort and reducing time when preparing standards; and increasing participation using ISO IT tools. The Institute also developed and circulated ISO Guidance Notes on procedural issues and changes that impact the roles of U.S. individuals in these leadership positions. A workshop held in February 2017 for U.S. TAG officers focused on day-to-day issues impacting their roles and a sharing of best practices. ANSI's ISO Team (ISOT) staff also provided extensive outreach, training, and guidance to numerous U.S. TAGs and organizations serving in ISO leadership positions, reinforcing ANSI's reputation as a knowledgeable resource.

In IEC activities, USNC staff supported a new initiative introduced by IEC president Jim Shannon to attract more industry to the USNC and the IEC as a whole. ANSI and USNC leadership also proposed and initiated planning for an industry-wide C-Suite Executive Roundtable to be held in the U.S. in 2018. C-suite executives from various industry sectors will participate in discussions on the strategic importance and role of standards in achieving business success. In addition, the USNC General Secretary has assumed the role of Convener for the new IEC SMB ad-hoc group on digital transformation of standardization.

BILATERAL

BOOST REGIONAL RELATIONSHIPS TO ENHANCE TRADE IN KEY MARKET SECTORS

Recognizing the importance of regional and bilateral cooperation in standards and conformance initiatives to reduce trade barriers, ANSI is actively engaged and fosters relationships with counterpart organizations and officials in nearly every area of the world.

For example, as China's major reform of its standardization system continues, the Institute has ramped up its monitoring efforts and communication updates to our community. An International Policy Committee/Board Focus Group on China Standardization Reform was formed, driving collaborative work with ANSI members to develop comments submitted on the draft of China's Standardization Law. ANSI hosted a high-level Chinese delegation in Washington, including the leader of the Standardization Administration of China (SAC), for an "Executive Roundtable" and bilateral meetings focused on enhancing ANSI and SAC's cooperative relationship. At the conclusion of the meeting, ANSI and SAC signed an updated Memorandum of Understanding (MoU) reinforcing ANSI and SAC's commitment to dialogue on the sidelines of international and regional meetings, cooperation, and regular visits between the two countries. ANSI and SAC also signed a "twinning" agreement, in which they agreed to share the role of Secretariat for ISO TC 301, *Energy Management and Energy Savings*.

The Institute held a number of very productive meetings with the European Standards Organizations (ESOs), as well as with DIN (Germany), in Washington in 2017, with active participation by ANSI members and significant follow up actions to support U.S. stakeholder interests. ANSI met with former EU lead Transatlantic Trade and Investment Partnership (T-TIP) negotiator Ignacio Barcero of DG Trade to discuss high-level outcomes of the ESO meetings, and ANSI staff were invited to participate in the CEN/CENELEC annual meetings in June

2017 to advance action items and develop new relationships with European counterparts.

Closer to home, ANSI continued its highly collaborative relationship with the Standards Council of Canada (SCC), speaking at a high-level bilateral meeting on priorities for increased North American cooperation in regional and international standardization, as well as a trilateral meeting including the Mexican Bureau of Standards (DGN) that further discussed North American cooperation and NAFTA issues. In the conformance space, ANSI held its first joint accreditation assessment with the Entidad Mexicana de Acreditación A.C. (EMA), the Mexican accreditation agency, in 2017. ANSI also collaborated with the U.S. Department of Agriculture (USDA) National Organic Program (NOP), the Inter-American Institute for Cooperation on Agriculture (IICA), and the Inter-American Commission for Organic Agriculture (CIAO) to provide training for authorities that oversee organic agriculture in Latin America. ANSI staff also provided training to the Chilean national accreditation body on establishing a greenhouse gas validation and verification body accreditation program.

As mentioned earlier, the Standards Alliance, CESP, and other ANSI international development projects carried out a large number of workshops and trainings related to reducing barriers to trade in expanding markets, including activities in support of the medical devices industry in Latin America, the automotive industry in Southeast Asia and the Middle East, and electric utilities in Africa. These events cover a wide range of sectors and issues related to standards and conformity assessment, and provide opportunities for interested U.S. private-sector organizations to get engaged in new markets. Looking ahead, ANSI will continue to identify opportunities for projects that advance members' interests in key markets.



ACCREDITATION

EXPAND ACCREDITATION SERVICES AND PROGRAM RECOGNITION

Accreditation is a key component of an effective standardization system, assuring industry and government decision makers that conformity assessment organizations are competent and their results can be trusted.

In 2017 ANSI launched a Pilot Accreditation Program for certification bodies (CBs) that intend to operate certification programs in accordance with the ANSI/LEO-4000, *American National Standard for Sustainable Agriculture*, in partnership with the Leonardo Academy. ANSI has also engaged with the Climate Action Reserve (CAR) to offer accreditation to validation/verification bodies in a new program under CAR's existing services umbrella. Additionally, ANSI signed an MOU for the establishment of the International Halal Accreditation Forum (IHAF), which is intended to harmonize conformity assessment practices in the Halal field and establish Multilateral Recognition Agreements between member bodies that will facilitate Halal trade globally.

As the Institute continues to broaden its accreditation activities, governments and organizations increasingly bestow recognition on its various programs. The U.S. Environmental Protection Agency (EPA) recently approved ANSI as an accreditation body to provide services under the EPA's Formaldehyde Emissions Standards for Composite Wood Products rule. The rule is intended to reduce exposure to formaldehyde emissions from wood products produced domestically or imported into the United States. The ANSI Certificate Accreditation Program has been selected by the U.S. Department of Education to serve as a Quality Assurance Entity in the Educational Quality Through Innovative Partnership (EQUIP) program. ANSI was selected as part of a team that includes the State University of New York (SUNY) Empire State College, and Flatiron School, a programming training bootcamp.

ANSI has successfully demonstrated compliance with the Accreditation Body qualifications included in Section 10 of the NIST Requirements & Application for U.S. Conformity Assessment Bodies Seeking Electromagnetic Compatibility (EMC) Directive 2014/30/EU Notified Body Status and the NIST Requirements & Application for U.S. Conformity Assessment Bodies Seeking EU Radio Equipment Directive (RED) 2014/53/EU Notified Body Status. In addition, the Office of the National Coordinator for Health Information Technology (ONC) approved ANSI for a third term as the ONC-Approved Accreditation Body for its Electronic Health Record Certification Program.

ANSI has increased state and local government recognition of its accreditation of food handler training programs: New Mexico, California, Illinois, Arizona (Maricopa County), West Virginia, and Texas now require a Food Handler Training Certificate from an ANSI-accredited certificate program. Further strengthening food safety nationwide, the Institute also initiated a Voluntary Pilot Program to perform a gap analysis for ANSI-accredited food safety certification bodies under the new Food and Drug Administration/Food Safety Modernization Act (FDA/FSMA) regulations for Accreditation of Third-Party Certification Bodies to Conduct Food Safety Audits to Issue Certifications. The purpose of the pilot program was to gauge the readiness of applicants to implement the FDA/FSMA Final Rules.

To further spread the word about the importance of accreditation in a safe and secure global supply chain, ANSI's vice president of accreditation services was a featured speaker at the Global Food Safety Conference in Houston, highlighting aspects of conformity assessment, competitive advantage, and business growth for food safety stakeholders.

MEMBERSHIP

RESPOND TO MEMBER AND INDUSTRY NEEDS AND FACILITATE STANDARDIZATION ENGAGEMENT

ANSI initiated a large number of activities and resources this year designed 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 the most visible example, ANSI's comprehensive overhaul and improvements of its web properties continued with the launch of significant design and technical improvements to www.ansi.org and webstore.ansi.org. In response to member feedback on how the Institute can deliver relevant information more effectively, ANSI designed and implemented a new news alert and subscriptions model. In use by hundreds of members already, the content delivery solution allows users to effectively navigate through tag-based content and easily sign up to receive a customizable set of topical ANSI news articles via email.

ANSI staff is focused on proactive outreach to members to determine their needs, especially in emerging markets and in the service industry. In continued support of its service sector initiative, ANSI conducted regular outreach and engagement with specific sectors of the U.S. service economy including UAS, mobile health, retail, and dietary supplements, and expanded its set of communications materials including brochures, posters, and other collateral.

ANSI's membership team introduced a new monthly overview and orientation webinar for anyone interested in an easy introduction to ANSI's activities and engagement opportunities and how to take full advantage of membership. Following the presentation, a Q&A session encourages active dialogue between ANSI members and membership staff. Other new resources include an ANSI ISO Forum (AIF) message board for members to post inquiries and share best practices in their roles in ISO activities, and the development of Company Member Forum (CMF) meeting highlight "takeaways" for distribution and usage by attendees and their executive teams.

The USNC has been highly active in assessing and responding to the needs and requests of its members, increasing its use of surveys and expanding communication and outreach. In 2017 the USNC officially formed its Young and Emerging Professionals Committee, consisting of seven past IEC Young Professionals (YP) winners, to help drive outreach to young professionals in related fields and engage former YPs to ensure their continued participation. The USNC also expanded its popular *USNC Current* newsletter to include quarterly coverage of key IEC policy decisions of keen interest to its members.



EXPANSION

ENGAGE NEW CONSTITUENTS AND BOLSTER ANSI'S ROLE IN THE STANDARDS ECOSYSTEM

ANSI continually seeks opportunities to work with new stakeholder groups and broaden the reach of its standardization activities and resources. The expansion of ANSI's engagement with the Bill & Melinda Gates Foundation has enabled the Institute to initiate impactful projects in partnership with an expanding group of stakeholders all over the world. The success of these projects is highlighting ANSI's strength and its reputation in fostering effective global standardization solutions.

As introduced in the "Letter from the President and CEO" on page 4, ANSI is at the helm of an ISO International Workshop Agreement (IWA) on *Community-Scale Resource-Oriented Sanitation Treatment Systems*. The Institute also continues to lead the ongoing work, in partnership with Senegal, in support of standards for a "next-generation toilet." A new international standard will enhance efforts to widely manufacture, market, and deploy non-sewered sanitation technology, potentially saving millions of lives. In 2017 ANSI leadership visited with Gates Foundation leaders in Seattle to continue to build on this strong collaborative relationship and promote the value of standardization and ANSI solutions to Gates Foundation goals across its program areas.

Building on recent efforts to attract new participants and increase engagement with the next generation of standardization leaders, ANSI's Committee on Education (COE) worked in partnership with John Deere to organize an International Standards Competition in 2017 at San Jose State University, challenging teams of college students to immerse themselves in a simulated standards development process. The COE also announced an expansion of its annual student competition: reflecting the theme of "Standards in a Changing

World," 2018 entrants are invited to either write a paper or create a short video highlighting how standards have made 21st-century communications possible.

Also reflecting the increasingly visual nature of global communications today, ANSI created an Instagram account showcasing photographic examples of standards in the world, and expanded its social media content focused on the application of standards in everyday life on Facebook, Twitter, and the ANSI blog. ANSI's use of video was ramped up significantly in 2017: the Institute produced two new videos for the Standards Boost Business (SBB) campaign highlighting how standards help businesses get a leading edge in industry. Working to shine more public attention on the importance of conformity assessment, ANSI produced "How is Accreditation Like an Onion?"—a brief video to help explain the value of accreditation and the role that ANSI plays as an accreditor. ANSI also produced an animated video in English and Spanish about food safety and how accreditation assures quality and safety from farm to fork. In support of its Workcred affiliate, ANSI created a promotional video that illustrates how Workcred is helping workforce stakeholders better assess the quality, effectiveness, and market value of credentials in a competitive job market.

ANSI is committed to its leadership role in the U.S. standardization system. The outreach materials that are described in this report are not only intended to support ANSI's activities, but also to help the entire U.S. standardization community to explain the value of standards and conformity assessment. ANSI is proud to offer these outreach materials, and is pleased to work so closely with our thousands of members and partners to describe the importance of standardization.

BY THE NUMBERS

MEMBERSHIP

1,234

TOTAL ANSI MEMBERS

764

COMPANY

339

ORGANIZATION

68

GOVERNMENT

38

INTERNATIONAL

25

EDUCATION/INSTITUTION

ANS & ASDS

241

ANSI-ACCREDITED STANDARDS DEVELOPERS

11,894

APPROVED AMERICAN NATIONAL STANDARDS

BY THE NUMBERS

IEC ACTIVITY

USNC Participation in the International Electrotechnical Commission (IEC)

ISO ACTIVITY

ANSI participation in the International Organization for Standardization (ISO)

165 PARTICIPATING "P" MEMBERSHIPS

577 PARTICIPATING "P" MEMBERSHIPS

165 TECHNICAL ADVISORY GROUPS

235 TECHNICAL ADVISORY GROUPS

12 U.S.-ADMINISTERED TECHNICAL COMMITTEE (TC) SECRETARIATS

36 U.S.-ADMINISTERED TECHNICAL COMMITTEE (TC) SECRETARIATS

12 U.S.-ADMINISTERED SUBCOMMITTEE (SC) SECRETARIATS

72 U.S.-ADMINISTERED SUBCOMMITTEE (SC) SECRETARIATS

29 U.S.-HELD CHAIRS

100 U.S.-HELD CHAIRS

BY THE NUMBERS

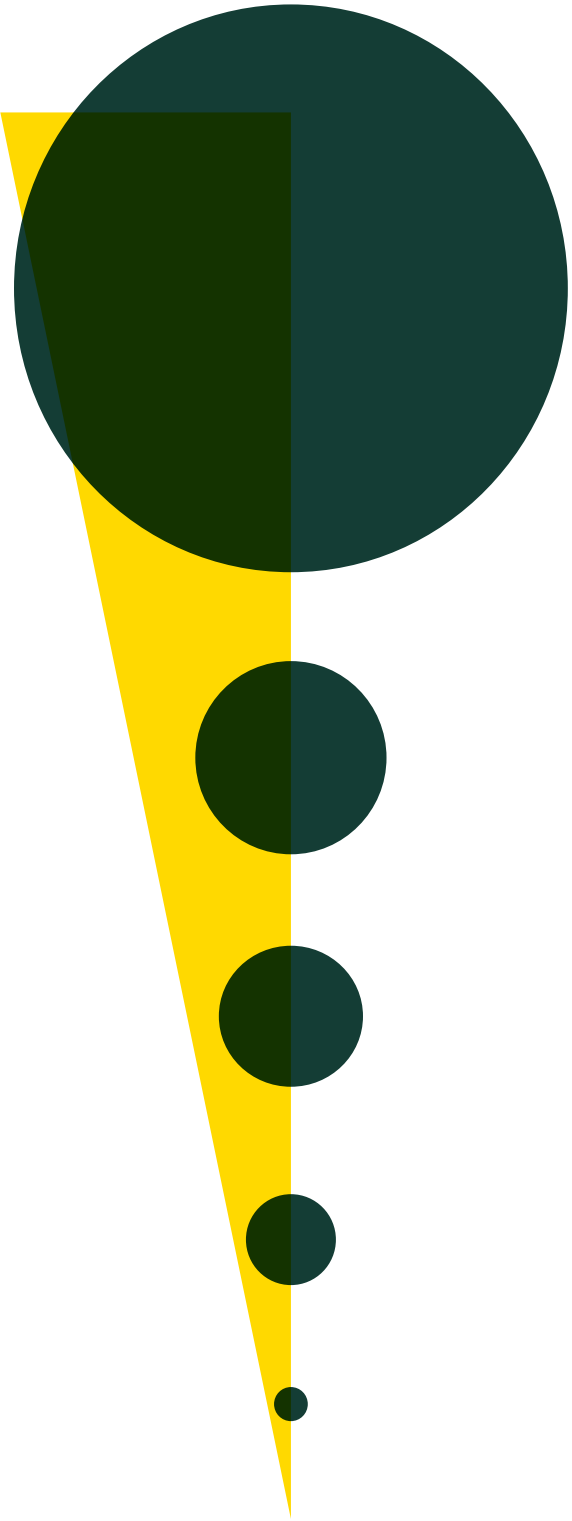
ANSI ACCREDITATIONS

83	PRODUCT CERTIFICATION PROGRAMS
60	PERSONNEL CERTIFICATION PROGRAMS
5	CONFERENCE FOR FOOD PROTECTION
42	CERTIFICATE PROGRAMS
21	GREENHOUSE GAS VALIDATION AND VERIFICATION PROGRAMS
3	ECO-LABELLING ELIGIBLE PROGRAMS

ANAB ACCREDITATIONS

76	QUALITY MANAGEMENT SYSTEMS CERTIFICATION BODIES
54	ENVIRONMENTAL MANAGEMENT SYSTEMS CERTIFICATION BODIES
265	OTHER MANAGEMENT SYSTEMS ACCREDITATIONS
1,348	LABORATORIES
24	REFERENCE MATERIAL PRODUCERS
19	PROFICIENCY TESTING BODIES
456	FORENSIC LABORATORIES
38	FORENSIC INSPECTION BODIES

\$49M REVENUE



59%

PUBLICATIONS

17%

ACCREDITATION SERVICES

13%

MEMBERSHIP DUES AND ASSESSMENT FEES

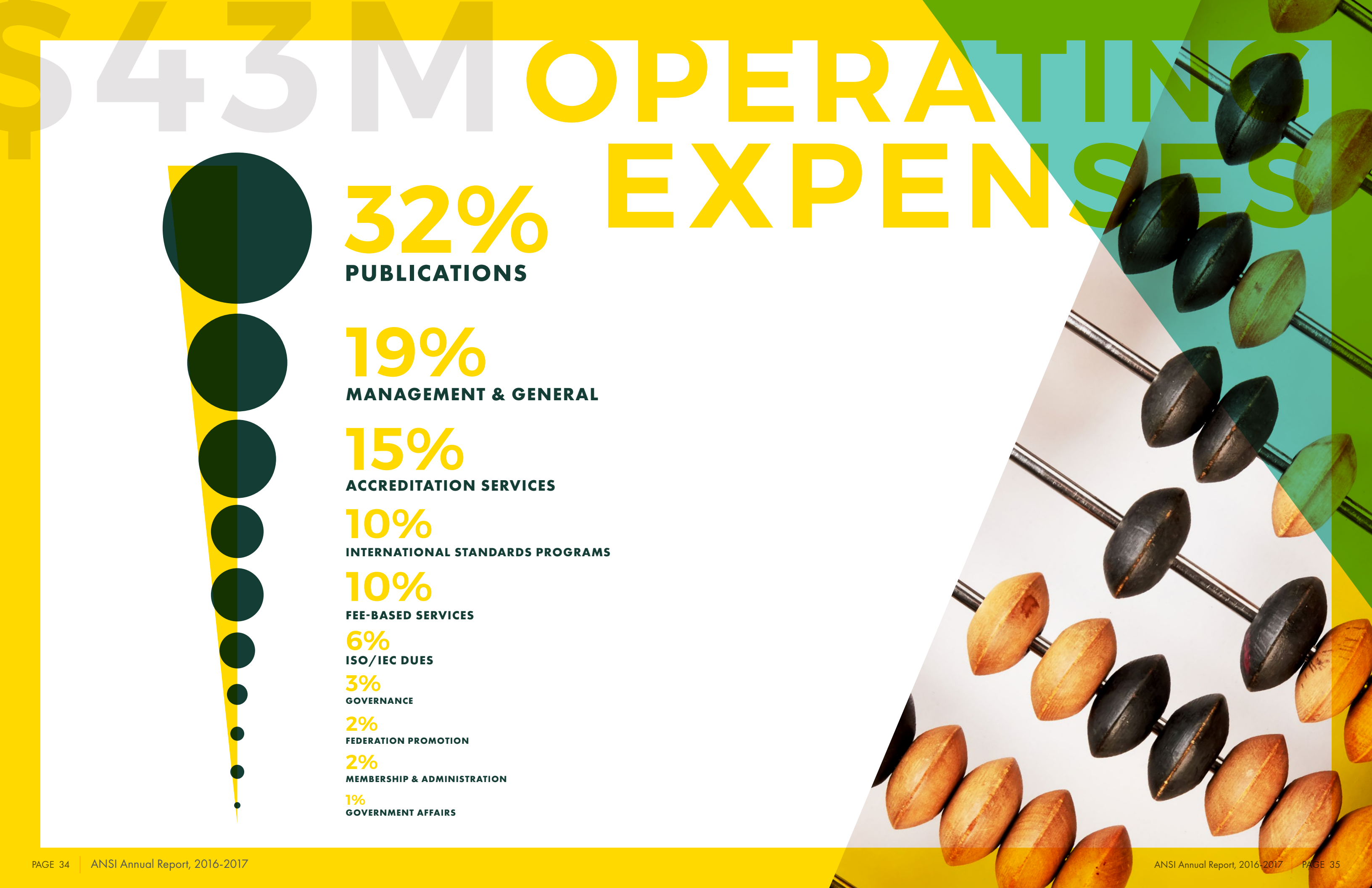
9%

FEE-BASED PROGRAMS

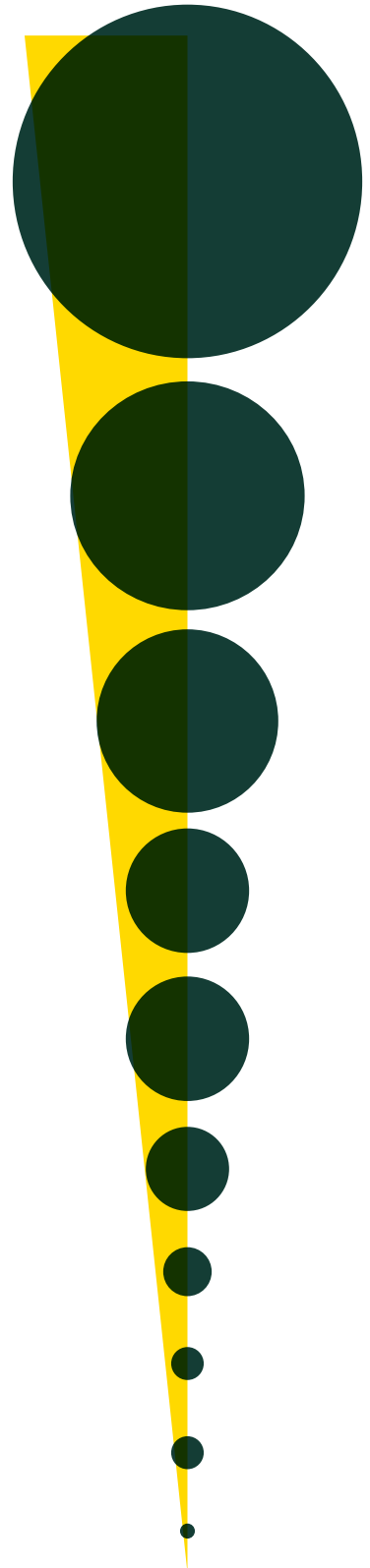
2%

INTERNATIONAL STANDARDIZATION PROGRAMS





OPERATING EXPENSES



32%
PUBLICATIONS

19%
MANAGEMENT & GENERAL

15%
ACCREDITATION SERVICES

10%
INTERNATIONAL STANDARDS PROGRAMS

10%
FEE-BASED SERVICES

6%
ISO/IEC DUES

3%
GOVERNANCE

2%
FEDERATION PROMOTION

2%
MEMBERSHIP & ADMINISTRATION

1%
GOVERNMENT AFFAIRS

CONSOLIDATED FINANCIALS

FINANCIAL POSITION

As of December 31, 2016 and 2015

	2016	2015
Assets		
Cash and cash equivalents	\$11,686,614	\$7,009,953
Investments	\$8,848,641	\$8,267,303
Net accounts receivable:		
Publications and royalties	\$6,325,866	\$5,710,377
Program support, accreditation, dues, and other	\$2,892,567	\$3,040,982
Prepaid expenses and other assets	\$1,637,823	\$1,151,500
Investment in ANAB	\$1,615,972	\$630,682
Net property and equipment	\$526,578	\$229,201
Total assets	\$33,534,061	\$26,039,998
Liabilities		
Accounts payable and accrued expenses	\$10,267,409	\$9,701,722
Deferred dues and fee income	\$6,451,577	\$6,748,142
Pension liability	\$2,532,746	\$706,910
Deferred rent	\$1,002,070	\$1,003,647
Total liabilities	\$20,253,802	\$18,160,421
Net assets		
Unrestricted:		
Operating fund	\$4,668,027	(\$302,331)
Board-designated permanent reserve	\$7,605,129	\$7,199,605
Specific purpose funds	\$809,421	\$797,467
Total unrestricted	\$13,082,577	\$7,694,741
Temporarily restricted	\$197,682	\$184,836
Total net assets	\$13,280,259	\$7,879,577
Total liabilities and net assets	\$33,534,061	\$26,039,998

STATEMENT OF ACTIVITIES

As of December 31, 2016 and 2015

	2016	%	2015	%
Revenue				
Membership dues and assessment fees	\$6,572,770	13%	\$6,470,371	15%
Publications	\$28,643,701	59%	\$25,275,313	57%
Accreditation services	\$8,321,728	17%	\$7,409,203	17%
International standardization programs	\$1,173,745	2%	\$1,232,972	3%
Fee-based programs	\$4,270,137	9%	\$3,751,422	8%
Total operating revenue	\$48,982,081	100%	\$44,139,281	100%
Expenses				
Program expenses				
Publications	\$13,633,547	32%	\$12,691,237	31%
Accreditation services	\$6,459,596	15%	\$6,409,956	16%
International standards programs	\$4,312,497	10%	\$4,189,963	10%
ISO/IEC dues	\$2,493,692	6%	\$2,484,348	6%
Governance	\$1,461,055	3%	\$1,291,767	3%
Fee-based services	\$4,161,848	10%	\$3,532,265	9%
Federation promotion	\$821,165	2%	\$770,115	2%
Government affairs	\$606,625	1%	\$564,427	1%
Total program expenses	\$33,950,025		\$31,934,078	
Supporting services				
Membership and administration	\$957,240	2%	\$720,750	2%
Management and general	\$7,973,529	19%	\$8,445,966	21%
Total supporting services	\$8,930,769		\$9,166,716	
Total operating expenses	\$42,880,794	100%	\$41,100,794	100%
Change in net assets from operations	\$6,101,287		\$3,038,487	
Non-operating activities				
Net investment return	\$1,424,304		(\$233,890)	
Pension-related changes other than net periodic pension cost	(\$2,124,909)		(\$2,022,095)	
Total non-operating activities	(\$700,605)		(\$2,255,985)	
Change in total net assets	\$5,400,682		\$782,502	
Net assets, beginning of year	\$7,879,577		\$7,097,075	
Net assets, end of year	\$13,280,259		\$7,879,577	

MEMBERS

AS OF AUGUST 2017

2Wire, Inc.	Air-Conditioning, Heating, and Refrigeration Institute	American Council of Independent Laboratories	American Welding Society	Association for the Advancement of Medical Instrumentation	BBA Aviation USA, Inc.	Building Owners & Managers Association International	City of Henderson, Nevada
3-A Sanitary Standards, Inc.	Airlines Reporting Corporation	American Dental Association	American Wind Energy Association	Association of Commercial Diving Educators	BC Industrial, Inc.	Building Performance Institute	City of Tucson Safety Services
3D PDF Consortium	Alabama Department of Forensic Sciences	American Express Travel Related Services Company, Inc.	American Wood Council	Association of Energy Engineers, Inc.	BD Diagnostics	Bulk Handling Systems	Classic Industries
A.O. Smith Corporation	Alabama Power Company	American Forest & Paper Association	American Wood Protection Association	Association of Equipment Manufacturers	Becton, Dickinson and Company	Bunn Corporation	Clinical and Laboratory Standards Institute
A2LA	Alabama Technology Network	American Gas Association	AmericanHort	Association of Home Appliance Manufacturers	Beacon Industries, Inc.	Business Imaging Systems, Inc.	Cloverdale Equipment Co
AAC, Inc.	Alaska Airlines	American Gear Manufacturers Association	AMS Technology Consulting, LLC	Association of Pool and Spa Professionals	Bel Fuse, Inc.	CACI International, Inc.	Clydesdale Consulting
ABB Incorporated	Alcoa	American Glovebox Society	AmSpec, LLC	Association of Strategic Alliance Professionals	Bellino Srl	Cadence Design Systems, Inc.	CM Services, Inc.
Abbott Laboratories	Alert Logic, Inc.	American Health Information Management Association	Anderson Hydra Platforms	Association of Transportation Safety Information Professionals	Bemis Company, Inc.	Cal-Comp USA	CNA Insurance
AbbVie	Allegheny Technologies Incorporated	American Imaging Management	ANSI-ASQ National Accreditation Board	Assurant Corporation	Benedictine University	California Independent System Operator Corporation	Cognate BioServices, Inc.
Ability Network	Allegro MicroSystems, Inc	American Institute of Aeronautics and Astronautics	AOAC International	ASTM International	Bentley Systems Incorporated	California Lottery	Cognition Corporation
ABRET Neurodiagnostic Credentialing and Accreditation	Alliance Data Systems	American Institute of Baking	APA - The Engineered Wood Association	Atkins Energy Americas	Benz Research and Development	California State University San Marcos	College of American Pathologists
AbsolutAire	Alliance for Telecommunications Industry Solutions	American Institute of Steel Construction	APCO International - Association of Public Safety Communications Officials International	Atlas Lighting Products, Inc.	Berkshire Hathaway Energy Company	California State University, Office of the Chancellor	Colorado Bureau of Investigation
ABTech, Inc	Allied Tube & Conduit/Electrical Division	American International Group, Inc.	Apex Management & Special Events, Inc.	Australian Pipeline Valve	Best Cabinet & Granite Supply INC	Camargo Pharmaceutical Service	Columbus McKinnon Corporation
Accredited Snow Contractors Association	Alpha Modalities, LLC	American Iron & Steel Institute	APPA - Leadership in Educational Facilities	Auto Glass Safety Council	BIC Corporation	Cannondale Sports Unlimited	Combe Incorporated
Accredited Standards Committee X12, Inc.	Altera Corp	American Ladder Institute	Apparatus, Inc.	Automation Solutions of America	BICS, Inc.	Canon USA, Inc.	Commission on Accreditation of Ambulance Services
Accredited Standards Committee X9, Inc.	Alyeska Pipeline Service Company	American Nuclear Society	Apple, Inc.	Automotive Industrial Marketing Corp (AIMCO)	BioAffinity, Inc.	Caradigm USA, LLC	Commission on Accreditation of Medical Transport Systems
Financial Industry Standards	AMADIS, Inc	American Oil Chemists Society	Applied Computing Technologies, Inc.	Automotive Industry Action Group	BioNetwork	Cargill	Commissioning Agents, Inc.
Accuvant, Inc.	Amazon	American Optometric Association	Appvion	Automotive Lift Institute	Bio-Rad Laboratories	Cargill, Inc.	Commonwealth of Massachusetts
Aclara Technologies, LLC	AMC Health	American Orthotic & Prosthetic Association	AQS Management Systems, Inc.	Autonomous Solutions, Inc.	Bioresource Network	Cascade Microtech	CommVault Systems Inc.
Acoustical Society of America	AMC Institute	American Petroleum Institute	Archer Daniels Midland Company	Avanade, Inc.	Bison Gear & Engineering Corp	Cast Iron Soil Pipe Institute	Compassion International
Adaptimmune, LLC	AMD	American Renewable Energy Standards and Certification Association	Architectural Woodwork Institute	Avaya, Inc.	Black & Veatch Special Projects Corporation	Castle Worldwide	Composite Panel Association
Adobe Systems Incorporated	American Academy of Forensic Sciences	American Society for Nondestructive Testing	Arconic, Inc.	Avon Protection Systems	BlackBerry Corporation	Castlight Health, Inc.	Compressed Air & Gas Institute
ADP, Inc.	American Architectural Manufacturers Association	American Society for Quality	Arctic Slope Technical Services	AWS Truepower, LLC	BNY Mellon - Information Risk Management	Caterpillar, Inc.	Compressed Gas Association
Adtran, Inc.	American Architectural Metal Manufacturers	American Society of Agricultural and Biological Engineers	ARGO AI, LLC	Ayla Networks	Boeing Company	Caveon, LLC	Compu-ecture, Inc.
Advanced Integration, LLC	American Association of Physicists in Medicine	American Society of Civil Engineers	Arizona Chemical Company, LLC	B11 Standards, Inc.	Booz Allen Hamilton	CCAD, LLC	Computer Network Architects
Advanced Medical Technology Association	American Association of Radon Scientist and Technologists, Inc.	American Society of Crime Laboratory Directors	ARMA International	Babcock Canada	Boss Holdings, Inc.	CDG Certification Limited	Computer Science Corporation
Advantacom, Inc.	American Association of Textile Chemists & Colorists	American Society of Heating, Refrigerating and Air-Conditioning Engineers, Inc.	Armstrong World Industries, Inc.	Baker & McKenzie Global Service	Bottom Line Loss Control	Cell Signaling Technology, Inc.	Computershare, Inc.
AEGIS.net, Inc.	American Bankers Association	American Society of Landscape Architects	Arris Group, Inc.	Baltimore Police	Bre America, LLC	Center Point Energy	Concept QA Labs
Aerojet Rocketdyne, Inc.	American Bearing Manufacturers Association	American Society of Mechanical Engineers	Artegraft, Inc.	Bank of America	Bridgers & Paxton Consulting Engineers	Centers for Disease Control & Prevention	Concept Systems, Inc.
Aerospace Industries Association	American Board of Multiple Specialties in Podiatry	American Society of Plumbing Engineers	Artisan Partners, Limited Partnership	Bank of Hawaii	Bridgestone Americas, Inc.	Central Station Alarm Association	Concrete Reinforcing Steel Institute
AES Engineering, LLC	American Boat & Yacht Council	American Society of Safety Engineers	ARUP Laboratories	Bank of the West	Bridgestone Bandag, LLC	Cerner Corporation	Connections IT Services, LLC
Aesynt, Inc.	American Brush Manufacturers Association	American Type Culture Collection	Ashland, Inc	Banner Engineering	Brightline CPA's and Associates, Inc.	Certified Automotive Parts Association	Connector Manufacturing Co
Agilent Technologies	American Chemistry Council	American Water Works Association	ASIS International	Barrick Gold Corporation	Broadridge Financial Solutions	Certified Wireless Network Professionals	Construction & Location Jenik, Inc.
AIIM-Association for Information and Image Management	American Composites Manufacturers Association		Aspect Automation	Barrick Nevada	BroadSoft, Inc.	CGFNS International	Construction Innovations
AIM	American Concrete Institute		Associated Air Balance Council	Battery Council International	Broan-Nu Tone, LLC	CGI	Consumer Technology Association
Air Conditioning Contractors of America			Associated Laboratories, Inc.	Bausch & Lomb Incorporated	Broward Sheriff Office Crime Lab	Channellock, Inc.	Contreras Legal Strategy, LLC
Air Methods			Association for Challenge Course Technology	Bayer HealthCare, LLC	Brown Stove Works	Charleston Area Medical Center	Conveyor Equipment Manufacturers Association
Air Movement & Control Association International			Association for Rubber Products Manufacturers	BB&T Corporation	Browning	Chelan County Power	Cool Roof Rating Council
Airbiquity					BSI Group America, Inc.	Chicago Mercantile Exchange, Inc.	Coors Tek
					Builders Hardware Manufacturers Association	Cisco Systems, Inc.	CoreLogic
						Citigroup Technology, Inc.	Corero Network Security

MEMBERS

Cornell University EH&S	Discover Financial Services	Emser Tile, LLC	FlightSafety International, Inc.	GFS Chemicals, Inc.	HMS	Institute of Nuclear Materials Management	International WELL Building Institute
Corning Incorporated	Diversified Inspections/ITL	EMSL Analytical, Inc.	Florida Department of Law Enforcement	GIAC - Global Information Assurance Certification	Hobart Brothers Company	Insulated Cable Engineers Association	International Window Cleaning Association
Corrosion Monitoring Services, Inc.	Division 9 Commercial, Inc.	Encore Wire Corporation	Florida Hospital	Giles Enterprises, Inc.	Home Innovation Research Labs	Intel Corporation	Interpower Corporation
CoServ	Document Center, Inc.	Energistics Consortium	Fluid Controls Institute	Gilson, Inc.	Homeworks Worldwide, LLC	Inteleos	Interstate Renewable Energy Council, Inc.
Cotterman Company	Doerfer Companies	Energy Solutions, Inc.	Fluor Industrial Services	GL Noble Denton	Honda North America	Intellibind Technologies, LLC	Intertek
Cotton Incorporated	Dolby Laboratories, Inc.	Enfield Technologies	Flushmate	Glazing Industry Secretariat Committee	Honda RD	Intelligent Transportation Society of America	IntraLinks
Coulter Companies, Inc.	Donaldson Company, Inc.	Ensafe Institute for Health, Safety & Counselling Training Ltd	FM Approvals	Global Engineering Documents	Honeywell, Inc.	InterDigital, Inc.	Investment Industry Regulatory Organization of Canada
Covance, Inc.	Door & Access Systems Manufacturers Association	Entertainment Services and Technology Association	FMC Process Tech Center	Global Inventures, Inc.	Houston Methodist Research Institute	International Association for Continuing Education and Training	Iowa DCI Crime Laboratory
CPLSO	Dow Corning Corporation	Environmental Protection Agency Office	Food & Drug Administration	Global Skills Exchange Corporation	HP, Inc.	International Association for Six Sigma Certification, LLC	IPC — Association Connecting Electronics Industries
Crane Inspection & Certification Bureau	DQS, Inc.	EOS/ESD Association, Inc.	Forsmark Kraftgrupp AB	Globe Motors	HRB Tax Group, Inc.	International Association of Movers	Irrigation Association
Cross Bore Safety Association	DRI International, Inc.	Eracent, Inc.	Fossil Group	GM Financial	Hubbell Incorporated	International Association of Plumbing & Mechanical Officials	Islamic Food and Nutrition Council of America (IFANCA)
Crown Equipment Corporation	Dun & Bradstreet	Ergon, Inc.	Frank Calandra, Inc.	GNK Driveline, North America, Inc.	Human Factors & Ergonomic Society	International Biomedical	Islamic Society of North America
CSA Group	DuPont Engineering	Ericsson, Inc.	Frasca International	Google Inc.	Hydraulic Institute	International Board of Standards	Itron, Inc.
CSGI	Dynabrade, Inc.	Erie Indemnity Company	Fraunhofer USA, Inc.	Gotion	Hyster-Yale Group	International Center for Integrative Systems, Inc.	J C Renfroe & Sons, Inc.
CSI Telecommunications, Inc.	DynCorp International	Ernst & Young	Freddie Mac	Green Business Certification, Inc.	IBM Corp	International Code Council	J. J. Keller & Associates, Inc.
CSST-Centre De Documentation	E. D. Bullard Company	ESAB	Freeport McMoRan Sierrita, Inc.	GS 1 US	ICC Evaluation Service, LLC	InterNational Committee for Information Technology Standards	James Madison University
Cushman and Wakefield, Inc.	EaglePitcher Technologies, LLC	ESI	Freescale Semiconductor, Inc.	GTW Associates	ICCBBA	International Dynamic Advisors, S.L.	James McHugh Construction Co.
Custom Protect Ear, Inc.	Eastman Chemical Company	Essential Dental Systems	Fujitsu America, Inc.	Halyard Health	ICW Group Insurance Companies	International Electrical Testing Association	Janssen Pharmaceuticals, Inc.
CVS Caremark Corporation	Eastman Kodak Company	E-Tech, Inc.	Fulbright & Jaworski, LLP	Hand Tools Institute	IDEXX Laboratories	International Facility Management Association	JBT Corporation
Cypress Semiconductor Corp.	Eaton Corporation	Evolv, Inc.	Fulford Certification	Hanger, Inc.	IDTech	International Institute of Ammonia Refrigeration	JEDEC Solid State Technology Association
D.Light Design, Inc.	EBW Electronics	Evonik Corporation	Futaba Indiana of America Corporation	Hardwood Plywood & Veneer Association	IEDAC USA, LLC	International Kitchen Exhaust Cleaning Association	Jenner & Block, LLC
Daikin Applied	ECC Corporation	Exelon Corporation	G. Wandling & Associates	Harger Lightning & Grounding	IEEE	International Light Transportation Vehicle Association, Inc.	Jessup Manufacturing Company
Dana Holding Corporation	ECCMA	Experian	G.O.D. Food Safety Services	Harley Davidson Motor Company	IHS Global, Inc.	International Monetary Fund	JLG Industries
Data2 Corporation	Ecore International	Express Calibration Services	Garmin International	Harris Health System	Illuminating Engineering Society of North America	International Paper	Johnson & Johnson
Dealer Tire	Edison Electric Institute	Exxon Mobil Corporation	Gartner, Inc.	Harris IT Corp	InCord, Ltd.	International Quality Certification Services	Johnson Controls - Automotive Experience Seating Business Unit
Decision Sciences International Corporation	Educational Testing Service	Factory Automation Systems	Gates Corporation	Health and Safety Institute	Indianapolis Power & Light Co	International Safe Transit Association	Johnson Matthey, Inc.
Deere & Company	Edwards Lifesciences	Family Farms Group	GE Appliances-a Haier Company	Health Integrity	Industrial Fasteners Institute	International Sanitary Supply Association	JOI Consulting Corporation
Dell, Inc.	EIFS Industry Members Association	Family Health International	Geico Corporation	Health Level Seven	Industrial Heating Equipment Association	International Society of Arboriculture	Joint Committee on Standards for Educational Evaluation
Delmarva Foundation, Inc.	Eiko Global, LLC	Faraday & Future	Gemological Institute of America	Health Physics Society	Industrial Steel Drum Institute	International Society of Automation	JORAKAY Corporation Co., Ltd.
Delphi Automotive Systems, LLC	Ekso Bionics, Inc.	Faxitron Bioptics, LLC	Gemtor, Inc.	Helikon.net	Industrial Truck Standards Development Foundation, Inc.	International SOS Government Services, Inc.	K&S Associates, Inc.
Delta Dental of California	Electrical Apparatus Service Association	FC Frost Ltd.	Genentech	Hemisphere GPS	InfoComm International	International Staple Nail & Tool Association	Kaiser Permanente
Delta Dental of California	Electro Industries	Fed Ex Services	General Dynamics-Ordinance and Tactical Systems, Munition Services	Hemolife Medical, Inc.	Information Technology Industry Council		Keller and Heckman, LLP
DEN Technologies Corp	Electronic Components Industry Association	Federal Aviation Administration	General Electric Co	HemoSonics, LLC	Ingredion, Inc.		Keurig Green Mountain, Inc.
Dental Trade Alliance	Electroswitch Corporation	Federal Housing Finance Agency	General Mills	Henry County Hospital	Institute for Credentialing Excellence		Keysight Technologies, Inc.
Department of Forensic Sciences (Washington, DC)	Elite Electronic Engineering, Inc.	Federal Trade Commission	Genesis Systems Group	HERE North America, LLC	Institute for Sustainable Infrastructure		Kimberly Clark
Design Chain Associates, LLC	Ellucian	Fenestration Testing Lab, Inc.	Genome ID Group, LLC	Hertz Corporation	Institute of Environmental Sciences & Technology		Kirk Key Interlock Company, LLC
Detector Electronics Corp.	Emblem Health	Financial Services Technology Consortium	GeoEye	Hexcel Corporation	Institute of Inspection, Cleaning and Restoration Certification		Kitchen Cabinet Manufacturers Association
Deytec, Inc.	Emergency Management Accreditation Program	FireEye Technologie Deutschland GmbH	George Washington Institute of Public Policy	HIBCC	Institute of International Container Lessors		
Diageo	Emerson Electric Co	First Environment, Inc.	Georgia Quick Start	Higher Logic			
DICKEY-john Corporation	Emirates Technical & Safety Development Centre	FIS Global	Georgia Tech Energy and Sustainability Services	Hilton Software, LLC			
Diesslin Group, Inc.		Fisher-Price, Inc.	Gesmer Updegrove, LLP	Hines Industries			
Dimensional Metrology Standards Consortium, Inc.				Hitachi Global Storage Technologies			

MEMBERS

Klein Tools, Inc.
 Kloeckner Metals
 Kloeckner Metals Corporation
 Koch Business Solutions
 Kohler Power Systems
 Kreg Tool Company
 Kronos, Inc.
 Lapp Insulators, LLC
 Las Vegas Sands
 Laser Institute of America
 Laticrete International, Inc.
 Lear Corporation
 LED Roadway Lighting Ltd.
 Legg Mason, Inc.
 Legrand - Electrical Wiring Systems
 Leonardo Academy
 Level 5 Safety
 LGI Forensic Engineering, P.C.
 Liberty Global Services B.V.
 Liberty Mutual Group
 Licensing Executives Society USA & Canada
 Liebherr Mining Equipment Newport News Co.
 Life Cycle Engineering, Inc.
 Lifecore Biomedical
 Lifesize
 LipoScience, Inc.
 Littelfuse, Inc.
 Lockheed Martin Corporation
 Logitech
 Long Beach Police Department
 LongView International Technology Solutions, Inc.
 Looking Glass Systems, LLC
 Loram Maintenance of Way, Inc.
 Los Angeles County Sheriffs Department
 Lumenpulse Lighting, Inc.
 Lutron Electronics Co. Inc.
 Lymphology Association of North America
 MA Mortenson
 Magna International
 MagTek, Inc.
 Maine State Police Crime Laboratory

Makita USA
 ManageMen, Inc.
 Manufacturers Standardization Society
 Mapei Corporation
 Market Strategies International
 Marketing Accountability Foundation
 Markit! Forestry Management
 Mars, Inc.
 Massachusetts Institute of Technology Lincoln Laboratory
 Master Craft Industrial Equipment
 Matheson Tri-Gas
 Mattel
 Maximus, Inc.
 Maxitrol Co
 Mayo Clinic
 Mazak Corporation
 McCormick & Company
 Mechanical Power Transmission Association
 MedBiquitous Consortium
 Medical Alert Monitoring Association
 Medical University of South Carolina
 MedImmune, LLC
 Mega Fortris Marketing, Inc.
 Memorial Medical Center of West Michigan
 Mentor Graphics Corporation
 Mercedes-Benz US, LLC
 Merck Research Laboratories
 Mercury Systems, Inc.
 Messer Construction Co.
 MET Laboratories, Inc.
 Metal Hose Manufacturing Association
 MetlSaw Systems, Inc.
 Mettler Toledo, Inc.
 MHI
 Miami-Dade Police Department Forensic Services Bureau
 Micron Technology, Inc.
 Microsemi Analog Mixed Signal BU
 Microsoft
 Millennium Challenge Corporation
 Miller Electric Manufacturing Co.
 Milliken & Company

Minnesota Housing
 Minnesota State Colleges and Universities
 Mission Support Alliance, LLC
 Missouri State Highway Patrol
 Mitsubishi Polyester Film, Inc.
 Molex
 Moody's Corporation
 Motorola Mobility, LLC
 Mount Airey Group, Inc.
 MTC Holding Corporation
 Mueller Company, LLC
 NACE International
 NASA Headquarters
 National Air Duct Cleaners Association
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 North American Security Products Organization

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