THE INTERNET IS FOR EVERYONE

2012 ANNUAL REVIEW
IN 2012, THE INTERNET SOCIETY MADE SIGNIFICANT PROGRESS on each of its strategic priorities. To foster an open, innovative and trusted Internet, we launched Deploy360, a Web portal for sharing the latest information about deploying key Internet technologies. We also engaged in a robust, globally coordinated effort to promote the technical foundations for connecting billions more people through World IPv6 Launch, and continued our pioneering work in the areas of Internet trust, identity, and privacy. To advance the development of needed policies and strategies, we continued our outreach and collaboration efforts with the AfPIF3 conference and began a major engagement with the African Union to support the establishment of IXPs across 30 African Countries. We also broadened our organising efforts around Internet governance through engagement with the Internet Governance Forum, at the World Conference on International Telecommunications, and through other policy-related forums.

Meanwhile, to strengthen the global community building the Internet’s future, we continued our Internet Leadership Programmes, organized the first Global INET event in nearly a decade, and unveiled the new Internet Hall of Fame. We expanded our collaborations with and support of Regional Bureaus, Organisation Members, and Chapters; grew our membership levels; and further improved the financial health of the organisation. Last but not least, we made strides in our goal to empower people to achieve their potential by engaging in advocacy work for an open Internet and continuing our Community Grants programme. As new challenges to an open Internet continue to evolve, we remain focused and vigilant in pursuit of our vision and mission.
DEAR COLLEAGUES,

It is a rare and unforgettable privilege to serve as Chair of ISOC’s Board of Trustees.

As I look back on 2012, I feel remarkably fortunate to be serving in this role at this time. As our organisation celebrated its 20th year in existence, we dealt with strategic challenges that did not exist even a few years ago — and achieved significant accomplishments on a broad number of fronts. Even so, many of these challenges will remain with us in one form or another in the years ahead, and almost certainly will be accompanied by other issues we cannot yet imagine.

Fortunately, we remain a strong, vibrant community, united by a common vision of an open, global internet for the benefit of all people throughout the world. In fact, as you’ll read in the following pages, our mission has become more important than ever. However, whilst the Internet Society and its Board of Trustees are deeply concerned about the future of the Internet, we are also inspired in our working with a global community to ensure that the Internet stays open, transparent, and accessible to all.

I would like to express my sincere thanks to all of the Internet Society’s Members, Chapters, Staff, Board, and partners. Your active support, ideas, and involvement were — and will remain — critical in helping us accomplish our important mission and advance the principles for which we all stand.

I look forward to continuing our work together.

Eva Frölich
Chair, Board of Trustees
Internet Society
DEAR MEMBERS, FRIENDS, AND COLLEAGUES,

What an exciting year! In addition to our many accomplishments in 2012, we celebrated 20 years of fruitful collaboration and advocacy in support of our vision of the “Internet for everyone”. We could not have accomplished all that we did without the support of our Members, Chapters, Board, Staff, and partners, who have all worked so tirelessly to make the Internet all it can be. Thank you!

This report covers a small cross-section of the Internet Society’s many activities. Together, we confronted the most important issues facing the Internet — both globally and locally. We contributed to critical policy decisions, promoted and supported vital technical standards, launched new development and policy programmes, welcomed many new members, and hosted a global array of policy, education, and development initiatives.

Future challenges confronting the Internet will require even greater collaboration and stronger resolve across the Internet community. I am confident that if we continue to collectively stand up for the Internet’s guiding principles of global reach, openness, transparency, and permission-less innovation, it will stand the test of time for the billions yet to come online.

As I look back on 2012, I would like to offer my heartfelt thanks to all of our Members, Chapters, and colleagues who worked with us to advance the Internet as a source of human empowerment, social development, and economic growth. I also extend my sincere appreciation to our many friends and partners: the Board and Staff at the Public Interest Registry; and our irreplaceable partners on the Internet Engineering Task Force, the Internet Architecture Board, and the Internet Research Task Force, who are all at the heart of what makes the Internet such a remarkable medium. Finally, thank you to all the individuals and organisations that work with us to support our important mission.

As we help to expand the Internet’s benefits and reach, I look forward to continuing our collaboration, and to building on the significant momentum we have achieved.

Thank you all for everything you do to support the Internet and the Internet Society.

Warm regards,

Lynn St. Amour
President & CEO
Internet Society
THE INTERNET IS FOR EVERYONE.

TO PROMOTE THE OPEN DEVELOPMENT, EVOLUTION, AND USE OF THE INTERNET FOR THE BENEFIT OF ALL PEOPLE THROUGHOUT THE WORLD.

VISION

MISSION

STRATEGIC OBJECTIVES

Fostering an open, innovative, and trusted Internet worldwide
We are committed to advancing the underlying open and interoperable architecture of the Internet, and its distributed and collaborative means of management and development, as these principles are essential for fostering a stable, open, and trusted Internet upon which innovation can flourish.

Advancing policies and strategies that strengthen the Internet’s growth and evolution
We aim to influence policy makers, civil society, industry, and others to advance Internet policies and strategies that uphold the critical principles of openness, user-centricity, and stakeholder participation.

Enabling a vibrant organisation and vital global community to advance the Internet’s future
We aim to further engage our Members and the public towards positive action, as well as helping a new generation of Internet leaders, contributors, and innovators to emerge.

Empowering people to achieve human potential through unencumbered Internet use
We will aim to advance the access and use of the Internet on an open, nondiscriminatory basis, and empower individuals and communities, including the vulnerable and underserved, to maximise the transformative opportunities the Internet enables.
SELECT 2012 HIGHLIGHTS & ACCOMPLISHMENTS
AFRICA PEERING AND INTERCONNECTION FORUM

DEEPENING UNDERSTANDING, STRENGTHENING PARTNERSHIPS

“When the music changes”, observes an African proverb, “so does the dance”.

The Internet Society has had a long-term focus on improving the infrastructure needed for a healthy Internet in Africa. In 2012, we made headway on our Interconnection and Traffic Exchange Programme goals in Africa on a number of fronts. The Society held the third Africa Peering and Interconnection Forum (AfPIF) in Johannesburg, South Africa with great success, as illustrated by a comparison of this year’s event to that of the previous year:

- 70% increase in number of participants
- 32% increase in number of countries of the participants
- 133% increase in number of sponsors, and 300% more sponsorship revenue

AfPIF is continuing to build one-to-one connections amongst diverse parties. For example, noted attendee Bijal Sanghani of Euro-IX, “AfPIF3 has been a great event, with a fantastic turnout of African IXPs. We arranged another twinning between MOZ-IX (Mozambique) and Netnod (Sweden), and took the first steps towards forming AF-IX, an association for African IXPs”.

Likewise, Teraco’s Michele McCann called it the best networking event she had ever attended, adding, “As a data centre operator, AfPIF has given us the opportunity to get closer to the Internet community and thereby understand where to deploy infrastructure”. Further accolades came from Google’s Mike Blanche, who noted that the event allowed him to “establish peering with many people I had known before only by email”.

Meanwhile, the Internet Society is working in other ways to improve the future of Africa’s Internet. At AfPIF, ISOC announced that it had been selected by the African Union (AU) to implement the first phase of the African Internet Exchange System (AXIS) project. In support of the project, ISOC will conduct community mobilisation and technical workshops to support the establishment of national and regional Internet Exchange Points (IXPs) in AU Member States — and in the process, help Africa’s Internet traffic optimise its efficiency by remaining local to the continent.

http://www.internetsociety.org/afpif
A delegate listening to a panel discussion entitled Attracting Global Content via Regional IXPs at the African Peering and Interconnection Forum in Johannesburg, South Africa.
Key Internet service providers, home networking equipment manufacturers, and web companies around the world led the way for thousands of organisations to permanently enable IPv6 for their products and services beginning on 6 June 2012. A full list of participating organisations is available at:

http://www.worldipv6launch.org/participants/

- Akamai
- AT&T
- Cisco
- Comcast
- D-Link
- Facebook
- Free Telecom
- Google
- Internode
- KDDI
- Limelight
- Microsoft Bing
- Time Warner Cable
- XS4ALL
- Yahoo!

The remarkable debut of “The New Normal”

The world’s media — like the Internet itself — is a vast, complicated, crowded environment, and trying to attract attention in either is a daunting challenge. With the participation of thousands of Web companies, access providers, and home networking equipment manufacturers, we succeeded in getting the attention of global media in one of our most ambitious initiatives ever: World IPv6 Launch, which began 6 June 2012.

IPv6 deployment and use is critical to the Internet’s continued growth, and our collective efforts helped us effectively establish IPv6 as “the new normal” on the Internet. Led by our premier participating organisations (see box at right), more than 60 access providers, several thousand websites, and numerous ISOC Chapters joined forces to raise awareness about IPv6 deployment. IPv6 traffic at major aggregation points doubled and more than 10% of Alexa top 1000 websites — including four of the top five — were accessible via IPv6. Throughout the remainder of 2012, growing adoption of IPv6 by network operators was observed by Google, Facebook, Yahoo!, and others.

The global Internet Society community played an active part in this effort, with 30 Internet Society Chapter events conducted around the world in coordination with World IPv6 Launch, along with proactive outreach efforts by Internet Society Regional Bureaus. Like the Internet itself, the events and activities varied based on local needs and interests, and included conferences, seminars, expert panels, celebrations, press conferences, and more.

In November 2012, the percentage of users accessing Google over native IPv6 began to regularly exceed 1%. This fact represents a significant milestone, and reflects the cumulative impact on one large content provider of widespread and growing network operator deployment and enablement of IPv6 services. By this measure, IPv6 use is doubling every year, and if this trend continues, as much as half of the Internet will be using IPv6 in less than six years.

http://www.worldipv6launch.org
GLOBAL INET AND INTERNET HALL OF FAME

A WORLD-WIDE WELLSPRING OF IDEAS

In April 2012, as part of the Internet Society’s 20th anniversary celebration that ran throughout the year, the first Global INET in nearly a decade brought together more than 770 on-site participants from over 100 countries. Nearly twice as many additional participants joined remotely, collaborating on critical issues facing the Internet and hearing from some of the world’s most influential leaders on Internet matters.

Held in Geneva, Switzerland, the conference allowed the Internet Society to further establish its position as a thought leader and community engager. For example, the Global Chapter Workshop, the largest workshop of its kind that the Internet Society has ever held, occurred over the two days preceding the conference, while the Collaborative Leadership Exchange provided a forum for more than 90 participants to engage in a unique “unconference” format, fostering dialogue and extending the core Internet values of grass-roots cooperation and collaboration. In addition, 13 Chapters stepped forward to host Chapter Hubs, providing dynamic venues where individuals around the world could gather to participate remotely in real time.

Last but not least, the conference saw the highly successful unveiling of the Internet Hall of Fame. In addition to honoring 33 inductees, the debut attracted global media attention (including more than 200 press articles in 20 countries), as well as a series of interviews with inductees appearing in Wired magazine.

http://www.internetsociety.org/events/global-inet-2012

“"The Internet is really all about freedom – freedom to speak, freedom to hear, freedom to innovate"."

VINT CERF
Keynote Speaker
WORLD CONFERENCE ON INTERNATIONAL TELECOMMUNICATIONS

OUR ROLE AROUND A CHALLENGING DEBATE

In 2012, ISOC underscored its unique role as a leading voice and advocate for the Internet in the run-up to the World Telecommunication Standardization Assembly, and engaged in the World Conference on International Telecommunications, or WCIT. Keys to our impact were the active involvement and support of Society members, extensive community engagement and dialogue, and on-the-ground participation during the conference that included individuals from Chapters around the world.

By providing issue analysis, expertise, and community perspectives on key aspects of the global debates surrounding the Internet and its future, we galvanized a broad cross-section of our community. In response, our Chapters and Members contributed significantly in the development of our core positions, and also advocated for them in global, national, and regional dialogues and exchanges.

As a community, we were concerned that decisions made by governments at the WCIT would have impacted the Internet’s architecture, operations, content, and security. As the dust settles after the WCIT, it is clear that many issues remain uncertain or unresolved. Ambiguous treaty texts on scope, cybersecurity, and spam were adopted in the ITR — meaning that significant work remains to ensure that follow-on discussions and International Telecommunication Union conferences uphold the foundations central to the Internet’s success.

While the final treaty text fell short of our hopes, the outcome was still better than had been expected, thanks to the sustained collaboration and engagement of ISOC staff, Chapters, Members, and Regional Bureau Directors. There were clear signs of broad ISOC community participation on national delegations and in positions of influence, and a confirmation of our organisation’s role as a key source for collaboration and expertise.

The global debate does not stop here; rather, there is a continuing dialogue on the appropriate role for governments involving the Internet and on the best way to expand connectivity worldwide — and the Internet Society will continue to strive to provide an informed vision to guide the discussion.

Amy Alvarez (AT&T) asks questions WCIT/WTSA Discussion and Consultation presented by Sally Wentworth at the ISOC Advisory Council meeting held at the end of the 83rd IETF conference held at Les Palais des Congres de Paris, Paris, France.
DEPLOY360 PROGRAMME

ENABLING ACCESS TO GAME-CHANGING TECHNOLOGIES

In 2012, the Society made significant headway in its goal to foster a more open, innovative, and trusted Internet. One of our key accomplishments was the Deploy360 Programme, a source for expert, practical information for the global operations community, including network operators, developers, content providers, and others.

Launched in January 2012, Deploy360 addresses a unique problem — one that the world is fortunate to have. The Internet Engineering Task Force (IETF) has long been the world’s preeminent source for new protocols and technologies based on open standards, such as IPv6, DNSSEC, and Routing Resiliency/Security. As important as these innovations are, however, some are not as widely known, nor deployed as quickly, as their creators (and ISOC) would like.

In the 12 months since its launch, the Deploy360 Web portal published over 400 pieces of content, including Web pages and blog posts, how-to guides, case studies, tutorials, reports, and on-line trainings. The site had approximately 100,000 visits and 180,000 pageviews, while over 8,000 people followed Deploy360 in social media spaces including Twitter, Facebook, and LinkedIn. Programme components included:

• A growing Web portal with technical resources and articles, blog posts, best practices, case studies, and deployment information
• Social media interactions to encourage year-round deployment discussions
• Speaking engagements at technical industry conferences and events around the globe

Organisations and professionals involved in building and sustaining the Internet use a variety of channels to find the information they need. To address this need, the Society also offered four InternetOn (ION) Conferences in 2012 (in Brazil, India, Slovenia, and the USA) with significant support and regional trainings held by our Regional Bureaus. In addition, our ever-growing social media engagement continued the conversations, sparked by ION Conferences and other speaking engagements, about new standards and technologies and how to deploy them.

In its first year in operation, Deploy360 successfully established its place as a unique platform for technology conversations, collaboration, and deployment assistance.

http://www.internetsociety.org/deploy360/
Paul Muchene, Internet Society Ambassador, poses for a photograph in his office at IHUB in Nairobi, Kenya.
GLOBAL INTERNET USER SURVEY

GIVING THE INTERNET’S USERS A VOICE IN ITS FUTURE

What do people want and need from the Internet, and how do they interact online? To answer these seemingly straightforward questions, in 2012 we commissioned the second Global Internet User Survey (GIUS), gathering input from more than 10,000 Internet users in 20 countries regarding their preferences, behaviors, and attitudes.

This effort, the broadest survey of Internet users around the world undertaken to date, provides data to inform Internet Society programmes and helps illustrate important issues related to the Internet and human rights, Internet censorship, online privacy and identity, and a range of economic and societal issues. It also highlighted close alignment between users surveyed and the Internet Society positions on a variety of issues. There were high levels of agreement, for example, on the importance of the Internet to furthering knowledge and freedom of expression. In fact, more than 85% of respondents agreed or strongly agreed that Internet access allows freedom of expression, and 83% believe the Internet plays a positive role in their individual lives as well as society at large.

Internet users have collectively driven the Internet’s development, evolution, and dramatic growth over the past four decades, and they will continue to do so. Indeed, as the Internet continues to grow and evolve, the 5 billion people who are not connected today will play a significant role in shaping its path going forward.

http://www.internetsociety.org/survey

Percentages of respondents who agreed or agreed strongly to these statements about the Internet:

- 98% essential for access to knowledge and education
- 89% access allows freedom of expression
- 86% freedom of expression should be guaranteed
- 83% plays a positive role in their individual lives as well as society at large
- 66% access has contributed significantly to civil action and political awareness in their country
- 66% governments in countries without censorship have a responsibility to keep the Internet free of censorship where it is being censored or controlled
- 66% increased government control would inhibit Internet growth and/or stifle innovation
An ISFF lesson at Lahugala School, the majority of these children with work in agriculture when they graduate.
INTERNET LEADERSHIP PROGRAMMES

PREPARING FOR THE FUTURE BY ENGAGING TOMORROW’S VISIONARIES

Our targeted Internet Leadership programmes are designed to prepare the next generation to succeed as leaders in Internet technology and policy. In 2012, we engaged more than 420 individuals in these programmes, exceeding our goals by over 20%. We also expanded the global scope of our Next Generation Leaders e-learning curriculum by launching concurrent courses in English, French, and Spanish — and reached our goal of serving over 100 individuals.

Meanwhile, our ISOC Fellowship to the IETF and IGF Ambassadors programmes continued to advance technical and Internet governance participation at the global and local levels; as a sign of the value that participants place in these opportunities, the number of applications we received actually surpassed expectations. In addition, we launched a highly successful Fellowship Programme for Regulators designed to bring public policy implementers from around the world to the IETF to discuss a range of technical and policy issues with experts.

http://www.internetsociety.org/leaders

NEW FACES AT THE IGF

The Internet Society named 17 Ambassadors to attend the Internet Governance Forum in Baku, Azerbaijan in November 2012.

- Ulkar Bayramova (Azerbaijan)
- Luca Belli (Italy)
- Nabil Benamar (Morocco)
- Fatima Cambroner (Argentina)
- Natalia Enciso (Paraguay)
- Jorge Gonzalez (Venezuela)
- Tracy Hackshaw (Trinidad & Tobago)
- Faisal Hasan (Bangladesh)
- Samuel Morgan (Jamaica)
- Paul Muchene (Kenya)
- Roxana Radu (Romania)
- Rolando Rodriguez (Venezuela)
- Encei Sanchez (Venezuela)
- Kris Seeburn (Mauritius)
- Cintra Sookman (Trinidad and Tobago)
- Sorina Teleanu (Romania)
- Emilier Vushe (South Africa)
The Internet is successful in large part due to its unique multi-stakeholder model: shared global ownership, development based on open standards, and freely accessible processes for technology and policy development.

The Internet’s unprecedented success continues to thrive because the Internet model is open, transparent, and collaborative. The model relies on processes and products that are local, bottom-up, and accessible to users around the world.
INTERNET SOCIETY COMMUNITY

https://www.internetsociety.org/membership

Individual Members

Individual membership rose significantly in 2012, indicating broader awareness of and engagement in issues key to the Internet’s continued development. Individual Members are at the core of the Internet Society’s vision and efforts to ensure the Internet remains a platform for innovation and growth. Individual members around the world are key to providing the Internet Society with global perspectives and reach.

Chapters

http://www.internetsociety.org/chapters

Our 90 active Chapters around the world make important connections between global issues facing the Internet and local, regional, and topical priorities. Chapters function as independent and vibrant engines for advancing an open and accessible Internet in their communities, energising Members and working with businesses, government agencies, and civil society organisations. Collectively, they operate as part of a dynamic and interdependent network, sharing expertise and collaborating on projects in order to maximise the impact of their work.

Organisation Members

http://www.internetsociety.org/orgs

Internet Society Organisation Members engage with other leading organisations worldwide to ensure the Internet remains open, accessible, trusted, and secure. Through involvement in programmes, events, and other activities, Members gain access and insight into technical, economic, and policy-making venues. Through participation in the Advisory Council, Organisation Members have meaningful impact on the development and evolution of work across the organisation’s strategic initiatives.

Photos © Richard Stonehouse, Katie Holt, Lincoln McNey / Internet Society
INTERNET SOCIETY CHAPTERS

Internet Society Chapters as of 31 December 2012

Argentina
Armenia
Australia
Bahrain
Bangladesh Dhaka
Belgium
Belgium Wallonia
Benin
Bolivia
Brazil
Bulgaria
Burundi
Cambodia
Cameroon
Canada Québec
Chad
Congo
Costa Rica
Côte d’Ivoire
Democratic Republic of Congo
Disability & Special Needs
Ecuador
Finland
France
Gambia
Georgia
Germany
Ghana
Hong Kong
Hungary
India Bangalore
India Chennai
India Delhi
India Kolkata
Israel
Italy
Japan
Kenya
Lebanon
Liberia
Luxembourg
Malaysia
Mali
Mauritania
Mauritius
Mexico
Morocco
Nepal
Netherlands
Niger
Nigeria
Pacific Islands
Palestine
Peru
Philippines
Poland
Portugal
Puerto Rico
Qatar
Romania
Rwanda
Senegal
Serbia Belgrade
Sierra Leone
Singapore
Slovenia
Somalia
South Africa
Spain Aragon
Spain Catalonia
Spain
Spain Galicia
Sri Lanka
Sweden
Switzerland
Taiwan Taipei
Thailand
Togo
Trinidad and Tobago
Tunisia
Uganda
UK England
United Arab Emirates
Uruguay
US Colorado
US New York
US Philadelphia
US San Francisco Bay Area
US Washington, D.C.
Venezuela
ORGANISATION MEMBERS

PLATINUM CONTRIBUTORS
Afilias
ARIN
Cisco Systems, Inc.
Comcast
Juniper Networks
Microsoft
National Cable & Telecommunications Association (NCTA)
RIPE NCC
Time Warner Cable
Verisign

GOLD MEMBERS
APNIC Pty. Ltd
CCTLD.ru (Coordination Center for TLDs Ru/RF)
Cox Communications
Internet Initiative Japan (IIJ)
Netnod
Nominet UK
US Dept of Defense (DISA)

SILVER MEMBERS
AFNIC
Alcatel-Lucent International
ATT Services, Inc.
CableLabs
CIRA
DE-CIX
DENIC eG
Ericsson
Google, Inc.
Huawei Technologies
Mozilla
NeuStar
Polycom, Inc.
SIDN- Stichting Internet Domeinregistratie Nederland
Verizon Communications

PROFESSIONAL, SMALL BUSINESS, AND EXECUTIVE MEMBERS
.CO Internet S.A.S.
ACOnet
ADVA Optical Networking Ltd
AFFINIC Ltd.
Amsterdam Internet Exchange (AMS-IX)
APTL (Asia Pacific Top Level Domain Association)
Asia Cloud Computing Association
Assoc. for Computing Machinery
Bell Canada
Booz Allen Hamilton
Bright House Networks
Bureau Telecommunication en Post
Cablevision Systems Corporation
Can Stock Photo
CANAIRE, Inc.
Cardschat
Caribbean Telecommunications Union (CTU)
Center for Democracy & Technology
CERN
CERTNET
Charter Communications
China Internet Network Information Center
Coalition for Networked Information
Council of Hungarian Internet Providers
Cretus Corporation Ltd.
CSPA Technology Policy Commission
DEJAN SEO
DigiCert, Inc.
Digital Empowerment Foundation
DINAHOSTING, S.L.
Dot Asia
dotGAY LLC
DreamHost
ECMA International
Egypt Ministry of Communications and Info Techn (UNDP)
Facebook
Fotosearch Stock Photography
France Telecom Orange
Gibtelecom
Go6 Institute
Hitachi, Ltd.
Hostmaster Ltd
Hungarnet/NIF
IAJapan
ICANN
IEEE Computer Society
IIT-Institute for Informatics & Telematics
IKM Internet Kaufmarkt GmbH
Intel Corporation
International Telecommunication Union (ITU)
Internet2
InternetNZ
IPSO Alliance
The Islamic University of Gaza
JANET UK
Japan Network Information Center
Japan Registry Services Co., Ltd.
Ken Stubbs Internet Presence Consulting
LACNIC
Lesotho Communications Authority (LCA)
London Internet Exchange (LINX)
The MITRE Corporation
Motion Picture Association of America
NAPAfrica/Teraco
NBC Universal
NEC Corporation
NIC Chile, University of Chile
nic.cat GmbH
NIC.br - Núcleo de Informação o Coordenação do Ponto BR
nic.MX (NIC MEXICO)
Nokia
Nokia Siemens Networks GmbH & Co. KG
NORDUNet
NTT-Nippon Telegraph & Telephone Corporation
NYSERNet, Inc.
Oasis

Office des Postes et Télécommunications du Nouvelle Calédonie
OnlineCasinoAdvice.com (Spanicia LTD)
PayPal, Inc.
Pokersites.com
Prof. Dr. Srisakdi Charmonman Foundation
Qualcomm
Recording Industry Association of America (RIAA)
Red Cientifica Peruana (RCP)
Rogers Communications Inc.
SC Cylex Technologia Informatiei SRL
Scality Inc
SEACOM
SHSG Rechtanwälte
Singapore Network Information Centre (SGNIC)
SITA
Skype
SUNET
SURFnet bv
Swiss Federal Office for Communications
Swisscom (Schweiz) AG
SWITCH
TDC Oy
Telecom Egypt
Telefonica
Telus
TERENA
Thai Network Information Center Foundation
UNI-C
UniNet
UNINETT Norid AS
University of Washington
The Walt Disney Company
WIDE Project
Yahoo!
PARTNER ORGANISATIONS

http://www.internetsociety.org/partners

**IETF**
A large, open international community of network designers, operators, vendors, and researchers concerned with the evolution of the Internet architecture and the smooth operation of the Internet. Open to any interested individual, the actual technical work of the IETF is done in its working groups, organized by topic.
http://www.ietf.org

**ICANN**
The Internet Corporation for Assigned Names and Numbers (ICANN) is a nonprofit public-benefit that coordinates the system of unique names and numbers needed to keep the Internet secure, stable, and interoperable.
http://www.icann.org

**PIR**
Created by the Internet Society in 2002, the Public Interest Registry (PIR) is a nonprofit corporation charged with managing the .org domain space in the public interest. The PIR’s distributions to the Internet Society, which is its sole member, has enabled the Internet Society to extend its activities in all critical technology and policy development areas.
http://www.pir.org

**ECOSOC**
The United Nations Economic and Social Council was established under the United Nations Charter as the principal organ to coordinate economic, social, and related work of the 14 UN specialised agencies and commissions. As an accredited organisation with Consultative Status, the Internet Society attends and submits statements at key United Nations meetings and conferences to share the vision and perspective of the global Internet Society community.

**IGF**
The United Nations created the Internet Governance Forum to continue the work of the World Summit on the Information Society by bringing together stakeholders from government, industry, and civil society to discuss Internet governance issues at a series of annual meetings.
http://intgovforum.org

**NRO and RIRs**
Fair and equitable distribution of Internet number resources (IPv6, IPv4 addresses and Autonomous System (AS) numbers) exists to protect the unallocated Internet number resource pool, foster open and consensus-based policy development, and provide a single point of contact for communication with the RIRs.
http://www.nro.net

**OECD**
The Organisation for Economic Cooperation and Development is composed of 31 member states with a shared commitment to democratic government and a market economy. The Internet Society has a special interest in the OECD’s Committee for Information, Computer, and Communications Policy, which deals with issues arising from the digital economy.
http://www.oecd.org

**WIPO**
The World Intellectual Property Organisation (WIPO) is an agency of the United Nations dedicated to developing a balanced and accessible international intellectual property (IP) system. WIPO has granted the Internet Society Permanent Observer status, allowing the Society to be recognised as a participant by the organisation’s member states and to interact with WIPO staff on important intellectual property issues.
http://www.wipo.int
AWARDS AND GRANTS

Jonathan B. Postel Award
In 2012, the Society recognised Pierre Ouedraogo for his exceptional contributions to the growth and vitality of the Internet in Africa. The award committee noted that Mr. Ouedraogo has played a significant role and demonstrated an extraordinary commitment to training young engineers and participating in regional Internet organisations.

http://www.internetsociety.org/postel

Applied Network Research Awards
The 2012 ANRP was awarded to three recipients: Srikanth Sundaresan for his study of access link performance on home gateway devices; Peyman Kazemian for his protocol-agnostic statistical framework for checking network specifications and configurations; and Albert Dainotti, for his work on Internet communication disruptions in Egypt and Libya during the period that become known as the Arab Spring.

http://www.internetsociety.org/anrp

COMMUNITY GRANTS
In 2012, the Internet Society announced funding for a total of 22 community-based Internet projects focused on enhancing the Internet ecosystem in underserved communities around the world. The Grants are awarded to Internet Society Chapters and Members, and provide up to US$10,000 for project implementation.
Clearly, we have made progress. However, fundamental challenges and issues remain if we are to ensure the Internet remains a platform for communication and innovation, even as it grows to connect billions more people and devices. To address emerging trends, we are organising and advancing our efforts in 2013 to focus on four key strategic objectives:

**Fostering an open, innovative, and trusted Internet worldwide**

Widespread implementation of new technologies and open standards is key to the Internet’s success. Through the Deploy360 Programme Web portal, we expect to continue our efforts to drive global and regional awareness and adoption of critical technologies and standards. We will also continue our leadership in educating and empowering users, fostering discussion on crucial topics in various forums, and engaging industry and developers.

**Advancing policies and strategies that strengthen the Internet’s growth and evolution**

We will continue our work in this area through programmes such as the AXIS project and development forums such as ITU-D, amongst others. We will deepen our policy support to address Internet development topics of local and regional concern, and will also reach across the Internet community via our engagement at ITU’s World Telecommunication Policy Forum and other gatherings.

**Enabling a vibrant organisation and vital global community to advance the Internet’s future**

We see a growing need on a global scale for talented, knowledgeable leaders and influencers who can navigate complex policy and technology issues related to the Internet. We will continue to develop materials and programmes to support Chapters and Members, and to implement leadership development activities. We will use social media and other channels to engage the Internet Society community and Internet users around the world.

**Empowering people to achieve human potential through unencumbered Internet use**

We aim to advance the access and use of the Internet on an open, non-discriminatory basis, and empower individuals and communities, including the vulnerable and underserved, to maximise the transformative opportunities the Internet enables. To succeed, there are many important and complex questions that demand the collective energy and expertise from all stakeholders to fully address, including governments, businesses, computer scientists, technical organizations and even end users. The Internet Society is committed to playing a central role in facilitating this effort.
FINANCIAL SUMMARY
STATEMENT OF FINANCIAL POSITION*

The accompanying figures reflect Internet Society activities only and do not include activities of its affiliate, Public Interest Registry.

*All figures cited in U.S. dollars.

### ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$4,426,381</td>
</tr>
<tr>
<td>Investments</td>
<td>13,700,702</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>652,324</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>546,690</td>
</tr>
<tr>
<td>Total Current Expenses</td>
<td>$19,326,097</td>
</tr>
<tr>
<td>Net Furniture, Equipment, and Leasehold Improvements</td>
<td>2,210,266</td>
</tr>
<tr>
<td>Other Assets</td>
<td></td>
</tr>
<tr>
<td>Deposits</td>
<td>165,307</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$21,701,670</strong></td>
</tr>
</tbody>
</table>

### LIABILITIES AND NET ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities</td>
<td></td>
</tr>
<tr>
<td>Accounts Payable</td>
<td>834,395</td>
</tr>
<tr>
<td>Accrued Expenses</td>
<td>456,481</td>
</tr>
<tr>
<td>Accrued Salaries and Benefits</td>
<td>1,632,412</td>
</tr>
<tr>
<td>Security Deposit</td>
<td>4,035</td>
</tr>
<tr>
<td>Deferred Revenue</td>
<td>680,265</td>
</tr>
<tr>
<td>Deferred Rent</td>
<td>228,671</td>
</tr>
<tr>
<td>Deferred Construction Allowance</td>
<td>633,629</td>
</tr>
<tr>
<td>Total Current Liabilities</td>
<td><strong>4,469,888</strong></td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td><strong>4,469,888</strong></td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>14,333,541</td>
</tr>
<tr>
<td>Temporarily Restricted</td>
<td>2,872,633</td>
</tr>
<tr>
<td>Permanently Restricted</td>
<td>25,608</td>
</tr>
<tr>
<td><strong>TOTAL NET ASSETS</strong></td>
<td><strong>17,231,782</strong></td>
</tr>
</tbody>
</table>

**TOTAL LIABILITIES AND NET ASSETS** $21,701,670

---

**ISOC Revenue, Expenses & Net Assets 2003–2012 ($000’s)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenues</th>
<th>Expenses</th>
<th>Net Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2004</td>
<td></td>
<td></td>
<td></td>
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<td>2005</td>
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<td>2006</td>
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<td>2007</td>
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<td>2008</td>
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<td>2010</td>
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<td></td>
</tr>
<tr>
<td>2011</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS**

For the Year Ended 31 December 2012

The accompanying figures reflect Internet Society activities only and do no include activities of its affiliate, Public Interest Registry

*All figures cited in U.S. dollars.*

<table>
<thead>
<tr>
<th>REVENUE</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTALS 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme Support</td>
<td>$26,500,000</td>
<td>$26,500,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organisational and Individual Membership Dues</td>
<td>1,522,674</td>
<td>1,522,674</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IETF Meetings and Misc IETF Revenue</td>
<td>3,570,907</td>
<td>3,570,907</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Registration, Sponsorship and Other Revenue</td>
<td>1,426,734</td>
<td>1,426,734</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Realized and Unrealized Loss/Gain</td>
<td>81,442</td>
<td>81,442</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest/Dividend Income</td>
<td>483,155</td>
<td>483,155</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>185,231</td>
<td>1,334,100</td>
<td>25,608</td>
<td>1,544,939</td>
</tr>
<tr>
<td>Net Assets Released from Restriction</td>
<td>88,164</td>
<td>(88,164)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Support, Revenue and Gains</td>
<td>33,858,307</td>
<td>1,245,936</td>
<td>25,608</td>
<td>35,129,851</td>
</tr>
</tbody>
</table>

**EXPENSES**

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>_</th>
<th>_</th>
<th>_</th>
<th>_</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Development</td>
<td>5,589,402</td>
<td>5,589,402</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership &amp; Chapters</td>
<td>3,079,445</td>
<td>3,079,445</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internet Leadership</td>
<td>1,803,264</td>
<td>1,803,264</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communications</td>
<td>6,178,438</td>
<td>6,178,438</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Standards &amp; Technology</td>
<td>1,258,794</td>
<td>1,258,794</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deployment and Operationalization Hub</td>
<td>919,282</td>
<td>919,282</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trust &amp; Identity</td>
<td>1,016,933</td>
<td>1,016,933</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IASA/IETF</td>
<td>5,006,435</td>
<td>5,006,435</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Policy</td>
<td>2,389,717</td>
<td>2,389,717</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fundraising</td>
<td>801,220</td>
<td>801,220</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information Technology</td>
<td>1,356,522</td>
<td>1,356,522</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management &amp; General</td>
<td>4,417,166</td>
<td>4,417,166</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Expenses</td>
<td>33,816,618</td>
<td></td>
<td></td>
<td>33,816,618</td>
</tr>
<tr>
<td>Change In Assets</td>
<td>41,689</td>
<td>1,245,936</td>
<td>25,608</td>
<td>1,313,233</td>
</tr>
<tr>
<td>Net Assets, Beginning of Year</td>
<td>13,708,549</td>
<td>2,210,000</td>
<td></td>
<td>15,918,549</td>
</tr>
</tbody>
</table>

**NET ASSETS, END OF YEAR**

| \_ | UNRESTRICTED | TEMPORARILY RESTRICTED | PERMANENTLY RESTRICTED | \_ |
| \_ | \_ | \_ | \_ | \_ |
| \_ | $13,750,238 | $3,455,936 | $25,608 | $17,231,782 |

---

Programme Expenditures 2012

Regional Development/Operations Support: $5,568,402
- Regional Bureau Activities
- Project Funding
- IETF Regional Meetings
- Education and Development Programmes
- Technical Capacity Building Programmes
- Office of Chief Operating Officer

Membership & Services: $3,079,445
- Org Member Support
- Chapter Development and Support
- Individual Members
- Raise IETF Meeting Sponsorships

Internet Leadership: $1,803,264
- ISOC’s Fellowships to the IETF
- Next Generation Leaders
- Public Policy Makers to the IETF

Communications: $6,178,438
- Corporate Communications
- Publications and Campaigns
- Event Planning
- 20th Anniversary Events & Programmes
- Hall of Fame
- Network & Distributed System Security Symposium
- Postel Service Award

Standards & Technology: $1,258,794
- Open Standards Process
- Global Addressing
- Security and Stability of the Internet

Deployment and Operationalization Hub: $919,282
- Internet On (ION) Conference Series
- Deploy 380

Trust & Identity: $1,016,933
- Trust and Identity Initiative
- Network Confidence
- User Managed Identity Solutions

IASA/IETF: $5,006,435
- IETF Secretariat and Meetings
- RFC Services
- IETF/IAB/IRTF Support
- IASA Support
- IETF Trust

Public Policy & Global Engagement: $2,389,717
- Public and Member Briefings
- Global and Regional Policy Development
- Internet Policy Outreach
- Engagement with International Organisations
- Internet Governance Coordination

Fundraising: $801,220
- Grant Research & Application
- Grant Administration
- Open Internet Endowment

Information Technology: $1,356,522
- Network Communication
- Telephones/Internet

Management & General: $4,417,166
- Executive Office
- Finance & Accounting
- Human Resources
- Administration
- Legal and Governance
The Internet Society is a 501(c)(3) non-profit corporation incorporated in the District of Columbia on December 11, 1992. On October 3, 2011, ISOC formed Internet Society Asia Limited (ISOC-ASIA), a corporation limited by guarantee, located in the Republic of Singapore. This incorporation increases ISOC’s presence in Asia and enhances its ability to secure local grant funding and deliver programs in that region.

Classification of Net Assets

Contributions and net assets are classified based on the existence or absence of donor-imposed restrictions. Accordingly, the net assets, and the changes therein, are classified and reported as such:

- **Unrestricted Net Assets** include unrestricted revenue and contributions received without donor-imposed restrictions. These net assets are available for the operation of the organizations and include both internally designated and undesignated resources. The internally designated assets are available for use to support the Internet Engineering Task Force (IETF).

- **Temporarily Restricted Net Assets** include revenue and contributions subject to donor-imposed restrictions. These net assets are available for the operation of the organizations and/or the passage of time. When a restriction is met, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities and as net assets released from restrictions.

- **Permanently Restricted Net Assets** include revenue and contributions subject to donor-imposed restrictions that the net assets remain permanently restricted. The current permanently restricted net asset balances support the future of IETF.

### Revenue Recognition

Membership dues for ISOC are recorded as deferred revenue upon receipt and are recognized as revenue ratably over the period to which the dues relate. Deferred revenue consists of membership dues and conference revenue collected in advance.

The IETF meeting sponsor contributions and attendee registration fees are recognized in the year in which the applicable conference occurs.

Contributions to ISOC are recorded as revenue when a pledge is made by the donor. Contributions are recognized as unrestricted support based upon the actual expenses incurred in compliance with the donor-imposed restrictions and the satisfaction of time restrictions. Restricted contributions received in excess of expenses incurred are shown as temporarily restricted net assets in the accompanying consolidated financial statements.

Cash and Cash Equivalents

ISOC considers all cash on hand, cash in banks and cash invested with an original short-term maturity of three months or less to be cash equivalents.

At times during the year, the organizations maintain cash balances at financial institutions in excess of the Federal Deposit Insurance Corporation (FDIC) limit. Management believes the risk in these situations to be minimal.

### Temporarily Restricted Net Assets

Temporarily restricted net assets consisted of the following at December 31:

<table>
<thead>
<tr>
<th>2012</th>
<th>Dr. Jun-Ichiro Hagino Fund</th>
<th>34,223</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SDIN</td>
<td>90,713</td>
</tr>
<tr>
<td></td>
<td>Google.org</td>
<td>1,331,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$2,872,663</td>
</tr>
</tbody>
</table>

**Net Assets Released from Restrictions**

The following temporarily restricted net assets were released from donor restrictions by incurring expenses which satisfied the restricted purposes specified by the donors at December 31:

<table>
<thead>
<tr>
<th>2012</th>
<th>Postal Network Operator’s Scholarship Fund</th>
<th>9,880</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Dr. Jun-Chiro Hagino Fund</td>
<td>31,583</td>
</tr>
<tr>
<td></td>
<td>Jonathan B. Postel Service Awards</td>
<td>1,926</td>
</tr>
<tr>
<td></td>
<td>SDIN</td>
<td>64,785</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$671,468</td>
</tr>
</tbody>
</table>

### Lease Commitment

On March 11, 1999, ISOC entered into a seven-year office lease agreement for its Reston, Virginia office. This lease commenced on June 23, 2001 and ended on June 30, 2008. On April 1, 2008, ISOC executed an agreement to extend and modify its office lease. Under the terms of this agreement, ISOC relocated its offices within the current building, increasing the amount of rented space from 5,003 square feet to 10,083 square feet.

On November 16, 2009, ISOC executed a second amendment to the Reston lease. This amendment increased the amount of space to 14,083. The landlord provided a construction allowance of $50.25 per square foot and abated rent on the new space until August 13, 2010.

On July 14, 2011, ISOC executed a third amendment to expand the Reston office. This amendment increased the amount of space to a total of 18,956 square feet. The annual rental rate on the additional 4,873 feet is $30.00 per square foot with a 3% annual rate escalation. The landlord abated the initial 6 months’ rent for the additional space. The existing lease was extended by an additional 25 months so the entire lease ends on March 31, 2018. The landlord has also agreed to abate the rent for March 2017 and eliminate the 3% annual rate escalation on the existing space for the last 25 months. PIR will continue to sublease a portion of this space.

### Relate Party Transactions


PIR is the registry for the .ORG top-level domain pursuant to an agreement with the Internet Corporation for Assigned Names and Numbers (ICANN). As a registry, PIR maintains a master directory for all domain names in the .ORG top-level domain. The mission of PIR is to manage the .ORG domain in a way that supports the continuing evolution of the Internet as a research, education and communications infrastructure, and to educate and empower the non-commercial community to most effectively utilize the Internet. PIR charges Registrars a fee per registration-year for registration services provided.

The Internet Engineering Task Force (IETF) is a large, international community of network designers, operators, and researchers responsible for developing and defining the standards and protocols that makes up the Internet. ISOC has been the operational home of the IETF since its inception; however the Secretariat function and some of the administrative duties were performed by other organizations. In early 2005, as part of a long-term restructuring plan, the IETF decided to create an IETF Administrative Support Activity (IASA), to replace the other organizations and formally structure their administrative support functions within ISOC. To complete the restructuring process, on December 15, 2005 the IETF Trust was formed to hold the intellectual property rights associated with the IETF’s standards process. ISOC hosts meetings on behalf of the IETF. The revenue and expenses related to these meetings and the IASA functions are reflected in the consolidated statement of activities.

### Subsequent Events

ISOC is not aware of any subsequent events which could require recognition or disclosure in the financial statements, except as noted below.

#### CEO Departure

In January 2013, ISOC’s President & CEO notified ISOC’s Board of Trustees that she would leave ISOC at the conclusion of her contract on February 1, 2014, after 15 years with the Society. The Board has initiated a global search for her replacement.

#### Lease Amendment

On May 27, 2013, ISOC executed a fourth Amendment to its Reston, VA office lease. This amendment adds 10,372 square feet to the existing lease. The annual rental rate will be $31.08 per square foot with a 3% annual rate escalation. PIR will occupy the new space as a subtenant. The landlord will provide a construction allowance of $61 per square foot, with occupancy expected by October 2014.
BOARD OF TRUSTEES

http://www.internetsociety.org/who-we-are/board-trustees

ALAIN AINA
BENIN
Term: 2011-2014
Audit Committee

ERIC BURGER
UNITED STATES
Term: 2012-2015
Audit Committee Chair, By-Laws Review Committee Chair

NARELLE CLARK
AUSTRALIA
Term: 2010-2013
Audit Committee, By-Laws Review Committee, Executive Committee

KEITH DAVIDSON
NEW ZEALAND
Term: 2012-2015
Nominations Committee Chair

RAÚL ECHEBERRÍA
URUGUAY
Term: 2011-2014
By-laws Review Committee, Compensation Committee, Executive Committee

BOB HINDEN
UNITED STATES
Term: 2010-2013
Compensation Committee, Finance Committee

JASON LIVINGOOD
UNITED STATES
Term: 2011-2013
Treasurer, Executive Committee, Finance Committee Chair

LYNN ST. AMOUR
UNITED STATES
Term: 2001-
President/CEO, Executive Committee (ex officio), Finance Committee (ex-officio)

THERESA SWINEHART
UNITED STATES
Term: 2011-2014
By-laws Review Committee, Executive Committee

RUDI VANSNICK
BELGIUM
Term: 2012-2015
Audit Committee, Elections Committee Chair

BERT WIJNEN
NETHERLANDS
Term: 2011-2014
Compensation Committee, Finance Committee

ALAIN AINA
BENIN
Term: 2011-2014
Audit Committee

ERIC BURGER
UNITED STATES
Term: 2012-2015
Audit Committee Chair, By-Laws Review Committee Chair

NARELLE CLARK
AUSTRALIA
Term: 2010-2013
Audit Committee, By-Laws Review Committee, Executive Committee

KEITH DAVIDSON
NEW ZEALAND
Term: 2012-2015
Nominations Committee Chair

RAÚL ECHEBERRÍA
URUGUAY
Term: 2011-2014
By-laws Review Committee, Compensation Committee, Executive Committee

BOB HINDEN
UNITED STATES
Term: 2010-2013
Compensation Committee, Finance Committee

JASON LIVINGOOD
UNITED STATES
Term: 2011-2013
Treasurer, Executive Committee, Finance Committee Chair

LYNN ST. AMOUR
UNITED STATES
Term: 2001-
President/CEO, Executive Committee (ex officio), Finance Committee (ex-officio)

THERESA SWINEHART
UNITED STATES
Term: 2011-2014
By-laws Review Committee, Executive Committee

RUDI VANSNICK
BELGIUM
Term: 2012-2015
Audit Committee, Elections Committee Chair

BERT WIJNEN
NETHERLANDS
Term: 2011-2014
Compensation Committee, Finance Committee