



The Global Language of Business

## Annual Report 2020-2021



# Table of contents

<b>A letter from our leaders</b>	<b>5</b>
<b>Our year in review</b>	<b>8</b>
<b>Growing business and transforming lives</b>	<b>9</b>
Healthcare	10
Retail	12
Marketplaces	14
<b>Enabling the digital transformation</b>	<b>16</b>
A strong foundation for the future of data sharing	17
The GS1 Global Data Model	20
A new dimension in barcodes	21
The GS1 Global Data Synchronisation Network	22
<b>Collaborating &amp; innovating for a better world</b>	<b>23</b>
The GS1 Global Standards Management Process	24
GS1 & public policy stakeholders	25
Enabling traceability & sustainability	26
Cultivating resilience by embracing innovation	27
<b>GS1 MEMBER ORGANISATIONS IN ACTION</b>	<b>28</b>
GS1 Argentina	29
GS1 Ireland	30
<b>CORPORATE &amp; FINANCIAL INFORMATION</b>	<b>31</b>
Financial statements	32
GS1 Management Board	34
GS1 GDSN Inc. Board of Directors	35
GS1 Innovation Board	36
GS1 Global Office Leadership Team	37
GS1 Member Organisations around the world	38
Sources of facts & figures	43

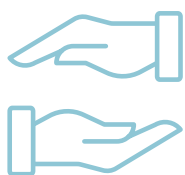
# The Global Language of Business

---



**115** local Member Organisations

---



Neutral &  
not-for-profit



User-driven  
& governed



Global &  
local



Inclusive &  
collaborative

---

**GS1 believes in the power of standards  
to transform the way we work and live.**

## Key industries served

---



Healthcare



Retail



Marketplaces



General Merchandise



Apparel



CPG



Fresh Foods



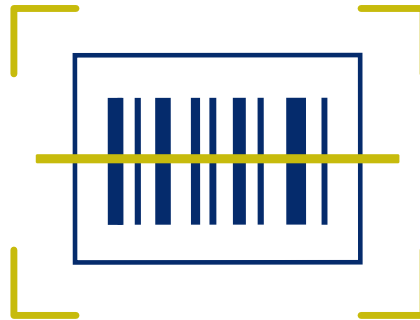
Transport & Logistics



Foodservice

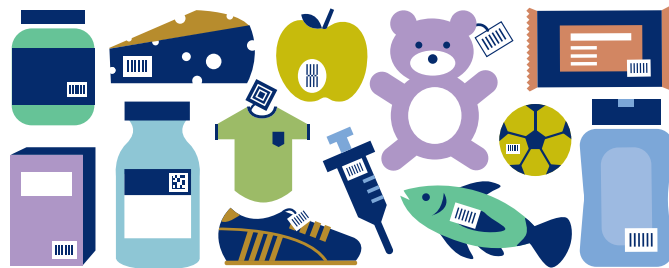


Technical Industries



**6 billion**  
GS1 barcodes scanned daily

---



**More than 100 million**  
products carry GS1 barcodes

---



**More than 2 million**  
companies use GS1 standards

# A letter from our leaders

**For all of us at GS1, it has been a year of challenge, change, acceleration and opportunity. We have learned to work differently. We have strengthened our collaborative mindset. We have continued to drive innovation. Across the year, our belief in the power of standards to change the way we work and live has become even stronger.**

## All eyes on supply chains

Industry leaders, governments and regulators turned to GS1 this year with new challenges that came on top of the challenges that they were facing pre-pandemic. In particular, our users asked for help creating even more resilient and more digital supply chains.

Before COVID-19, most people knew very little about supply chains. The pandemic helped so many of them see what GS1 has known for decades: how incredibly important it is to ensure that **supply chains** run smoothly and efficiently, with visibility and traceability. That's what GS1 global standards make possible.

One highly symbolic example of this: the unprecedented impact COVID-19 had on healthcare supply chains worldwide. At the GS1 Global Office and at our Member Organisations around the world, we saw so clearly the ways that GS1 standards facilitate healthcare supply

chain traceability, visibility and accuracy, from the first processes around clinical trials all the way to the patient, including for pharmacovigilance and other aspects of aftercare.

The pandemic had another important impact on the world, and as a result, on GS1: it sent the speed of **digital transformation** into overdrive. An August 2020 study from McKinsey noted how quickly e-commerce replaced physical channels in the United States at the start of pandemic-imposed lockdowns: "We have vaulted ten years ahead in consumer and business digital penetration in less than three months."

## Our new strategy confirmed

The impacts of COVID-19 also confirmed the relevance of the **new strategy** we rolled out just before the very first lockdowns in 2020. We have affirmed our intent to empower industry's digital transformation, for the ultimate benefit



## Introduction

of consumers and patients, by investing in the transformation of our own standards and services; by strengthening our industry communities, our user-driven governance and our delivery performance; and by working to raise awareness of the value GS1 brings to our targeted sectors of healthcare, retail & consumer goods, online marketplaces, transport & logistics and technical industries. These were already important and meaningful goals on the day we announced them—and then, the global health and economic crises raised the stakes even further.

### Our top four priorities are clear:

For one, we will work on both the quality and the ubiquity of our **global registries** of company licenses, GS1 Global Trade Item Numbers® (GTINs®) and GS1 Global Location Numbers (GLNs). This is key to our belief in the importance of **trusted identification**. Standards help enable that trust, by helping to ensure seamless data flows and interoperability. We will get there in part by making sure GTINs are used much more broadly both within and beyond the domains of consumer-packaged goods and healthcare; and by ensuring that GTIN Allocation Rules are better applied and respected so the quality of the GS1 system is assured. We also know that GTINs only matter if they are elements within **quality**

**data sharing initiatives**. Providing high quality, accurate and unique data is one of the largest challenges for online commerce and for digital transformation across every industry and inside every company. And while it is the responsibility of industry to structure their data and to make it available for exchange, GS1 can play a very important role in facilitating this: with our registries and our data services, GS1 helps drive global data quality.

Strengthening the **healthcare** supply chain—including vaccines and personal protective equipment—is a second area of particular attention for us, as is the implementation of a new policy for GS1 Unique Device Identification (UDI).

Thirdly, we will work on resolving the main challenges around product identification for **e-commerce and marketplaces**. We will strive to enable consumer transparency and boost process efficiency for the industries we serve. We are motivated to drive sustainability and the circular economy.

Our fourth strategic priority is about building upon GS1's strong global foundation to collaboratively create **data-rich next-generation "2D" barcodes**, a project of great importance and magnitude as we prepare for the future.



## Looking back to look ahead

The significance of preparing for the future of GS1 standards became clear to us this year, when we were called to look to the past: March 2021 marked the **50<sup>th</sup> anniversary of the GS1 GTIN**.

Half a century ago, every product in every supermarket around the world needed its own individual price sticker. That took time and cost money—and was a source of inefficiencies and errors, as well. Big problems call for big solutions. On 31 March 1971, a group of business competitors put aside their differences and joined together to remake global commerce for the better. First, they agreed to **collaborate** on a way to identify products: the GTIN. Second, they agreed to **think big**. They knew the creation of this number was just the beginning and already then, they imagined it could be used beyond the grocery store checkout counter—from warehouses to boardrooms and everywhere in between. Lastly, they agreed to **innovate**. They decided to continue working together on a barcode that would make everybody happy.

Today, with a need for much more information about products, industries are meeting the same challenges that they faced 50 years ago: a need to collaborate, to think big and to innovate. Getting this right is the challenge of a generation.

**The next 50 years begin now!** As we celebrate this remarkable milestone, we call on businesses to truly collaborate once again, to meet the needs of the 21<sup>st</sup> century economy by rapidly deploying and implementing new technologies.

## Collaboration and cooperation

Across this strangest of years, a year where we connected almost exclusively through videocalls, we are humbled by the commitment of our 115 GS1 Member Organisations to continue to find ways to see one vision, speak with one voice and act as one organisation. **Thank you to our users, our customers and everyone at each of our GS1 Member Organisations.** We have witnessed time and again your determination to keep driving innovation, to keep making an impact. Everything you do makes us stronger as an interdependent federation. Your efforts to live, every day, our foundational principles of trust and collaboration are helping the **global language of business** be heard by more and more people across the globe.



**Kathryn E. Wengel**

Executive Vice President &  
Chief Global Supply Chain Officer  
and Executive Committee Member,  
Johnson & Johnson  
Chair, GS1 Management Board



**Timothy P. Smucker**

Chairman Emeritus,  
The J.M. Smucker Company  
Chair Emeritus,  
GS1 Management Board



**Miguel A. Lopera**

President & Chief Executive  
Officer, GS1

# Our in-year review





# Growing business and transforming lives



“The online retail business is about trust, and to build trust, you need product traceability and product authenticity. GS1, the global language of business, addresses the issues of inventory visibility, data integrity, product traceability and product authenticity. GS1 standards help drive trust in online retail.”

**Joseph Phi**

Group CEO  
Li & Fung and LF Logistics

# GS1 Healthcare

**We imagine a world where global standards enable optimal healthcare delivery to benefit patients. Our vision gained a sense of urgency during this year of unprecedented healthcare challenges for the world's population.**



The healthcare sector remains profoundly impacted by COVID-19. At GS1 Healthcare, we worked harder than ever to increase awareness about the role that GS1 standards play in creating a trusted and efficient healthcare supply chain. We communicated about how our standards help patients access safer care and how they provide caregivers a mechanism to access data driven decision support when working in high-pressure environments. We shared information about how GS1 can play a role in the pandemic-driven acceleration of healthcare's digital transformation.

The pandemic certainly tested existing healthcare processes. Healthcare providers saw that their use of GS1 standards boosted the resilience of their operations. GS1's unique product identification standards continued to be used by all healthcare actors to support efficiency and enhance patient safety, helping to prevent counterfeit products from infiltrating the legitimate supply chain. As non-healthcare companies pivoted to support production of healthcare products, GS1 standards became a necessary tool in their operations.



**Many GS1 MOs have actively supported their national healthcare stakeholders during the COVID-19 pandemic with actions such as helping identify and barcode healthcare products, issuing Global Location Numbers to enable contact tracing, supporting use of GS1 standards for COVID test identification, leveraging their relationships to help source necessary medical items and much more.**

We continued to work with the World Bank, USAID, the Global Fund, UNICEF and others to help ensure the authenticity of medical products, especially in low and middle-income countries. This is particularly important as vaccination efforts are accelerated in these locations.

With the pandemic in mind, we reviewed the strategy and work of GS1 Healthcare. We increased our focus on enhancing the use of global standards to strengthen the supply chain for essential COVID-related products, including vaccines, and developing a guideline for laboratory sample tracking.

Focusing on healthcare providers, we are accelerating and expanding our global clinical advisory committee to help us stay at the forefront of the changing landscape. Case studies, webinars and our healthcare provider database provide excellent examples of the benefits of implementation for hospitals.



GS1 Healthcare provided information to Deloitte for their December 2020 white paper “Securing trust in the global COVID-19 supply chain,” an important study about the challenges of creating a secure, accurate and timely COVID-19 vaccine supply chain. The report highlights the essential role GS1 standards play as a foundation to supply chain trust. Building on this report, GS1 Healthcare held three Executive Dialogue events, where public health and industry leaders provided their views and discussed their use of GS1 standards in the context of COVID-19.

We pursued our work encouraging solution providers to integrate GS1 standards into their solutions and to support standards-based projects. To this end, we held webinars and frequently updated our dedicated solution provider web pages with relevant videos and case studies. As of June 2021, there are 93 organisations active in the global GS1 Healthcare Solution Provider work group.

The March 2021 WHO Policy paper on traceability of medical products provided guidance to the 194 WHO Member States about policy and regulatory approaches to their pharmaceutical traceability systems. It included an unprecedented acknowledgement of the fact that global standards enable traceability throughout the supply chain and interoperability across systems.

In lieu of physical conferences, GS1 Healthcare held two Online Summits. These three-day events brought together stakeholders from across the world to share and learn, many of whom would not have been able to participate in face-to-face events.

As Chair of the Joint Initiative Council—a collaboration of healthcare standards development organisations (SDOs)—we oversaw two JIC Open Forums, during which JIC members shared information about the interoperability projects in which they are collaborating, clearly illustrating why cooperation between SDOs is important for the future of healthcare.

In the year ahead, in partnership with GS1 Member Organisations around the world, we will continue to promote the benefits of GS1 standards and explain how they can facilitate healthcare supply chain traceability, visibility and accuracy, and ultimately further improve patient safety.

**Our thanks to everyone in the global GS1 community for your ongoing efforts to make a difference for patients around the world!**



**Interested in learning more?**

Visit [www.gs1.org/healthcare](https://www.gs1.org/healthcare) and follow us on LinkedIn and Twitter @GS1Healthcare

# Retail

**Consumers in the new normal have new expectations, whether they are shopping online or in stores. GS1 standards and services help retailers and brands meet those demands by enabling trusted identification and data sharing.**

COVID-19 created unprecedented challenges across the retail supply chain—in apparel, general merchandise, consumer packaged goods, fresh food, food service and more. Panicky shoppers emptied supermarket shelves of toilet paper and spray cleaners as fast as they could be stocked. Brands found themselves unable to produce their best-selling products because the necessary raw materials weren't available. In the end, retailers and manufacturers spent much of the past year trying to manage difficult supply-side situations while dealing with consumers who were armed with radically different expectations, behaviours and attitudes about product safety, transparency and sustainability.

Surely the biggest impact that COVID-19 had on the retail sector was the dramatic increase in all things digital – most notably the immediate and massive shift to online shopping and home delivery, including for groceries and fresh foods, two categories which had previously not been as present online.

Even the very mix of products that needed to be kept in stock to meet consumer demand changed drastically, almost overnight: more home hair dye kits and less lipstick; more exercise equipment and fewer disposable razors; more sweatpants and no formal wear at all!

Last year, after first ensuring the safety of our teams and their ability to work from home, we created a digital COVID-19 response kit for our GS1 Member Organisations around the world, to help them support their users as they faced new challenges in a world without the possibility of in-person meetings.

But even before the global crisis struck, we were already helping the retail sector link all products with complete and accurate data, digitally. Indeed, one of the foundational goals of GS1 is to ensure that every item has a properly generated GTIN, accompanied by core product data, and to make that trusted data shareable and accessible so that its authenticity can be confirmed.



**GS1 helps supply chains become flexible and resilient, enabling smoother operations and more efficient interactions with business partners.**





Read about some of our recent efforts to simplify product identification and enable data sharing on [pages 17–22](#) of this document.

Another impact of the pandemic: there have been more reviews of supply chain regulatory requirements, motivated by the desire of governing bodies to ensure the safety of their citizens. GS1 is helping to address this. The more trusted information that is available about sellers and products, the better for everyone. Read more about our work with public policymakers on [page 25](#).

Sustainability issues and the circular economy are growing in importance in all parts of the retail sector. Fashion houses and retailers are much more environmentally conscious than they were just a few years ago. Consumers are driving change through their interest in business models that allow clothes to be rented, resold or recycled. Here, too, the ability of the GS1 system of standards to provide trusted information about a product's contents, provenance or recyclability are serving the needs of users around the world. Read more about our work enabling traceability and sustainability on [page 26](#).

One accomplishment worth highlighting is the January 2021 ratification to a harmonised GS1 Global Model Number (GMN) ID key which enhanced and extended its use to more sectors. The GMN is used by companies to identify a product model or product family throughout the entire life cycle of the product: design, production, procurement, use, maintenance and disposal. It is already being embraced by the apparel sector, for example, to identify articles of clothing that come in different colours or sizes but are otherwise the same fashion style.

In fresh foods, we have produced implementation guidelines to support the use of new-generation barcodes ([see page 21](#)) for variable-measure products. Early adopters are already discovering the benefits this can bring to traceability programmes and for the management of use-by dates.

Ultimately, our work this year has once again reminded us of the importance providing the retail supply chain with the standards, services, tools and guidelines they need to stay resilient and flexible, no matter what happens.



**To stay up to date** on our latest actions and accomplishments, visit [www.gs1.org/retail](http://www.gs1.org/retail)



# Marketplaces

**Marketplaces and the extended marketplace ecosystem need better product identification to meet the demands of today's digital consumer.**



Even before the pandemic, online marketplaces and e-commerce sites were disrupting the traditional retail business model and driving change. COVID-19 has exponentially accelerated the pace of this transformation.

We believe that the marketplace ecosystem will benefit from implementing GS1 standards and services into their selling processes, logistics activities and fulfilment operations. Many actors in this business sector already leverage GS1 standards to improve consumer transparency, product safety, supply chain efficiency and cross-border trade processes. GS1's vision is to ensure that our global and neutral standards bring value to the entire ecosystem.

Globally, we have witnessed increased interest and engagement from marketplaces. Google published a recommendation that all sellers on their platform use GS1 GTINs to identify items and enhance product discoverability. Amazon and Cdiscount both continued to encourage their sellers to use GS1 standards. Thanks to work by GS1 Member Organisations in Latin America, Mercado Libre has adopted GS1 standards and services for their product catalogue creation and identification needs. And these are only a few examples of the many engagements happening between GS1 and marketplaces, all with the goal

to provide consumers with a better shopping experience.

One noteworthy accomplishment of the year was the creation of a Marketplace Advisory Team—a committee of specialists operating in an advisory capacity to the GS1 Management Board. As of June 2021, the Marketplace Advisory Team had six members, with representatives from Alibaba, Amazon, bol.com, eBay, Google and METRO Markets.

Another very important project from our marketplace team: from December 2020 to February 2021, we gathered feedback from more than thirty marketplace ecosystem participants—including local marketplaces, global marketplaces and integrators. The feedback was consistent across the wide range of interviewees and allowed us to validate our strategic recommendations and priorities.

Going forward, we will first and foremost work to help marketplace sellers understand the value of global, unique, persistent product identification—something that is already quite clear to marketplaces themselves. The main areas where we need to raise awareness: the existence of GTIN duplicates (where one product is associated with multiple GTINs) and GTIN overuse (when one GTIN is associated with more

than one product). Both of these scenarios create catalogue issues that can ultimately result in poor consumer experiences.

Those interviewed also asked us to refine our standards to help marketplaces with product identification, including product variations, online bundles, white label products, products without GTINs and refurbished products. GS1 will launch the necessary actions through the GS1 Global Standards Management Process (GSMP). We understand, too, that we must address the limited portability of product information as marketplace sellers move from platform to platform and publish sector-appropriate guidelines for GTIN Management Rules.

Looking farther ahead, in addition to working on new standards, services and guidelines, we will strive to help marketplaces leverage existing GS1 standards so they can reduce operational costs, meet the growing requirements of national and international regulations, and streamline logistics and fulfilment processes. We will build a use case library and accompany our GS1 Member Organisations along their journey to serve this sector in these areas.

Furthermore, we aim to allow marketplaces to expand their usage of standards to create new opportunities and new ways to support their sellers—for example, by enabling sustainability and circular economy initiatives; or by providing the means for social commerce actions.

Addressing all these needs requires a well-coordinated programme with a healthy and relevant mix of GS1 standards, data services, and education and awareness. This was already set into motion this year to deliver value to marketplaces—and we intend to continue to exceed this ecosystem's expectations of us.



**Stay up to date** on our latest actions and accomplishments: Visit [www.gs1.org](http://www.gs1.org)

**GS1 standards help marketplaces build consumer trust thanks to unique and accurate product identification and information.**





# Enabling the digital transformation



“Consumers want to know everything about a product they buy or a service they experience: where it comes from, if it is good for their health, if it is safe for the environment. To strengthen the trust of consumers, we must offer increased transparency by providing more and more trusted, accurate information. Thanks to Verified by GS1, retailers, manufacturers and e-retailers can provide the right data to enable the transparency we owe our consumers.”

**Stéphane Lannuzel**

Beauty Tech Project Director  
L’Oreal



# Building a strong foundation for the future of data sharing

**We see the GS1 Registry Platform as the foundation for a vast ecosystem of data and services that will allow business partners to access trusted information about any product, location or entity that has a GS1 identifier.**

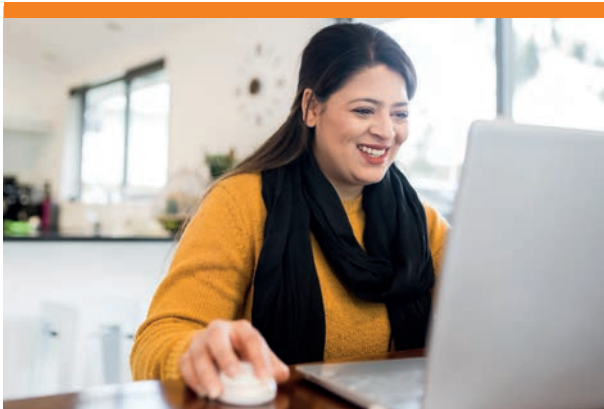
To support the growth of e-commerce and to provide industry and consumers with the data they want and need, GS1 has been working for two years to drastically simplify product identification, verification and data sharing for brand owners, retailers and other product data users.

Our vision is to ensure every product, location and entity everywhere has its own unique persistent identifier and basic data attributes—allocated according to GS1 standards—and that this information is globally shareable and verifiable by trading partners in both the physical and digital worlds.

We have already brought the foundation of that vision to life by launching the GS1 Registry Platform, a global registry containing just enough data to verify any product's identity; and by creating Verified by GS1 as a way to access that data.

## **Update on the GS1 Registry Platform**

The GS1 Registry Platform is a system of thin registries for GS1 ID keys. Our vision is for it to contain basic data for all past, present and future GS1 ID keys. It will be the single, global, neutral, trusted registry that most effectively serves industry's needs.



**We envision the GS1 Registry Platform as an essential reference point for authoritative data about products, locations and entities, and a central node in the vast ecosystem of data needed by industry.**

We have been focused on getting data into the GS1 Registry Platform. We're pleased to announce that as of June 2021, there were more than 125 million GS1 Global Trade Item Numbers (GTINs) in the Registry Platform, with about five million more GTINs being added each month—and accelerating. It also contains more than 5.3 million GS1 Global Company prefixes and single-issue GTINs, known collectively as Licenses.

Our goal is to register as many GTINs and Licenses as possible, all with the highest level of quality and completeness, thanks to the collaborative effort of industry actors and GS1 Member Organisations around the globe.



An improved version of the GS1 Registry Platform was successfully deployed in April 2021. One important benefit of this upgrade: it can now manage billions of GS1 ID keys with high network security and consistent global performance. Data processing is faster, batch upload is optimised and automated push notifications will ensure quicker error resolution.

The updated GS1 Registry Platform establishes a strong foundation for scalable data analytics to support our ongoing efforts to improve data quality with industry.

This version also offers a range of new capabilities, such as “Get ALL GTINs” which enables eligible GS1 Member Organisations (MOs) to offer marketplaces and other heavy users access to the full GTIN registry payload for internal business use, as a complement to an API connection. Another new feature, the Global Brand Owner List (GBOL), helps GS1 MOs offer multinational companies the ability to centralise their GTIN data upload.

### Update on Activate

For many years, GTIN and Licence issuance was managed locally, country by country. Unfortunately, this made it impossible to know on a global scale which GTINs and Licences were assigned to which products and companies—and that is why we created Activate, an internal GS1 programme.

Activate ensures that all products—and in the future, all locations and entities as well—have a properly generated GS1 ID key and that those keys are logged in the Global Registry.

Thanks to Activate, all brand owners who are members of GS1 will be able to easily obtain GTINs and other GS1 ID keys in accordance with GS1 standards, share core product information with the GS1 Registry Platform and enjoy a consistent level of service regardless of their geographical location. In short, Activate-grade key issuance services will make the allocation of GTINs, Licences and other GS1 ID keys easier for all our users.



It has been a very productive year for the Activate team at the GS1 Global Office. We designed and launched a process that allows our MOs to self-certify their local key issuance services by assessing them against criteria set out in a checklist, using an online platform and with the support of Global Office. We also developed a global Activate service component for MOs that don't have an existing key issuance service.

As of June 2021, 48 MOs representing 83% of the world's Gross Domestic Product (GDP) are Activate-grade: some through the self-certification process and others by implementing the global Activate service component in their local processes. We intend for all GS1 MOs to have an Activate-grade ID issuance service by June 2023.

**Activate is an internal GS1 programme designed to make obtaining a GTIN and other GS1 ID keys easier for all users.**





### Update on Verified by GS1

Verified by GS1 is the service that allows data recipients—such as retailers, marketplaces, solution providers and even government authorities—to check and validate the identity of a product or company by querying the GS1 Registry Platform. It's where GS1 member companies go to be sure a product is what they think it is.

We've been focused on adoption. Major retailers (such as Metro AG, Migros Ticaret and Carrefour), major brands (such as Procter & Gamble, Johnson & Johnson and Nestlé) and others are already seeing the benefits of this efficient way to share accurate and high-quality content data. Member companies of the Consumer Goods Forum—and in particular the 25 companies participating in the Product Data Coalition of Action—are committed to using Verified by GS1. As of June 2021, Verified by GS1 was available in 26 countries and we expect to have more than twice that many by June 2022.

Across the past year, we have been strengthening the infrastructure that powers Verified by GS1 and making sure companies understand the benefits and advantages of using it. To this end, we produced a series of detailed case studies featuring the wide range of ways that Verified by GS1 has already helped users. They are available at [www.gs1.org/verified-by-gs1](http://www.gs1.org/verified-by-gs1).

We have also developed a data quality assessment tool, enabling the GS1 MOs to better help their members improve the quality of their product information. That's just one feature our analytics platform will make possible in the future.

### Looking forward

We are only at the beginning of our journey. Our longer-term vision is to see the GS1 Registry Platform become a trusted node in a vast ecosystem of data; an essential reference point for quality, authoritative data about products, locations, entities and indeed anything with a GS1 identifier, anywhere in the world.

At GS1, we intend to expand across countries and sectors, increase the scope of the keys we manage, improve data quality, offer data analytics capabilities and more. We will also test ways for our GS1 Registry to act as a navigation system, connecting interested users to other sources of data – such as richer brand information or more product information. All of this is why our work has been designed from the start to be scalable, future-proof, future-ready and safe and secure.



**More and more  
companies are seizing  
the benefits of  
Verified by GS1.**



#### Interested in learning more?

Contact your local GS1 Member Organisation: [www.gs1.org/contact](http://www.gs1.org/contact)

# The GS1 Global Data Model

**Across this first full year after the ratification of the GS1 Global Data Model standard, we were focused on deployment and implementation.**



The GS1 Global Data Model standard is the set of foundational data attributes that are needed to list, order, move, store and sell products. The complexity of product data exchange today is a liability for brands and retailers. By simplifying and harmonising the global exchange of this sort of data, the GS1 Global Data Model enables faster, less expensive and more accurate data creation and exchange. This increases operational efficiency for brand owners and retailers and improves data accuracy and completeness for consumers.

This first year of implementation was very productive. We extended the GS1 Attribute Definitions for Business and published GS1 Global Data Model Attribute Implementation Guidance, both of which help users provide clear, business-friendly attribute names, definitions and usage statements.

Momentum is now building around deployment. As of June 2021, twenty-four countries had already initiated their efforts to become fully compliant and dozens of others are currently evaluating the opportunity or building plans to deploy the standard locally.

To help, we have been working on a range of awareness and education initiatives. We released a dedicated [eLearning programme](#). We established an Implementation Core Team bringing together representatives from industry and GS1 Member Organisations. The group's members are discussing challenges, identifying opportunities and exchanging best practices. We also updated our section of the GS1 website with links to quick-start guidelines, pilot results, business cases, implementation tools and more. It's a great place for any interested company to start.

Broad adoption is the key to success for the GS1 Global Data Model, so in the year ahead, we will continue to drive local uptake and implementation.



## Interested in learning more?

Visit [www.gs1.org/globaldatamodel](http://www.gs1.org/globaldatamodel) or contact your local GS1 Member Organisation: [www.gs1.org/contact](http://www.gs1.org/contact)

**The GS1 Global Data Model is technology agnostic, but one of the most efficient ways to implement it is through the GS1 Global Data Synchronisation Network.**

# A new dimension in barcodes

**We are taking the first steps in an ambitious long-term project to transition both product packaging and point-of-sale scanners from legacy barcodes to smarter, more capable, next-generation barcodes.**

In 1971, a group of people from the retail industry agreed to collaborate, think big and innovate to find a way to globally and uniquely identify products. The result of their work was the universal product code (U.P.C.), which later became the GS1 Global Trade Item Number, or GTIN. A full fifty years later, the “beep” you hear at the supermarket checkout is still the sound of a GTIN being scanned.

However, consumers today have new and different expectations. They want to know more information about products they buy. That has led to a significant increase in the number of different barcodes on product packaging, causing confusion and wasting precious label space.

GS1 is leading with industry toward a better solution: modern barcodes (such as QR codes and GS1 DataMatrix codes) that can hold more information than traditional barcodes. One scan of these next-generation barcodes can connect people up and down the supply chain to the information they need for inventory management, traceability programmes, sustainability initiatives, consumer engagement actions and more.

The global adoption of these “2D” barcodes will unlock a new dimension of capabilities and enable a variety of efficiencies. Unlike legacy barcodes that primarily served the needs of retailers, the new barcodes offer benefits for everyone, from manufacturers to retailers to logistics providers, as well as the solution partners that serve industry—and of course consumers.

Half a century ago, a group of competitors put aside their differences and remade global commerce for the better with the development of the GTIN. We have the opportunity and the need to replicate that spirit of cooperation and leadership to meet the challenges of a new century with data-rich next-generation barcodes.



## Interested in learning more?

Stay up to date on this work at [www.gs1.org/barcodes](http://www.gs1.org/barcodes)

**A next-generation barcode can connect a consumer to a webpage, alert the cashier that a scanned product is past its expiry date, provide traceability information about a product's provenance and more.**





# The GS1 Global Data Synchronisation Network

**Better transparency and compliance, better quality and integrity, better technology and processes, better communication and brand awareness: the first year of our three-year strategy has been productive and successful.**



The GS1 Global Data Synchronisation Network (GDSN) allows business partners to exchange quality data reliably and efficiently, across different industry sectors, regions and markets, for the benefit of consumers and patients.

The GDSN team worked hard across the past year to live up to the Network's vision of delivering business value that enables quality growth of global value chains thanks to continuous synchronisation of product information among trading partners.

To strengthen the foundation of GDSN and better ensure consistency, transparency and compliance, we made a range of changes to our certification and interoperability processes. We worked to simplify GDSN through modernised technology and processes, including defining and testing API-driven network communications and connectivity.

Data quality and integrity are essential to everything at GS1. To develop a GDSN data quality strategy, we conducted surveys and held interviews with key GDSN stakeholders to help better define what data quality means for our users. The result was a strategic vision for data quality and a multi-year implementation plan in alignment with the GS1 Global Data Model ([see page 20](#)).

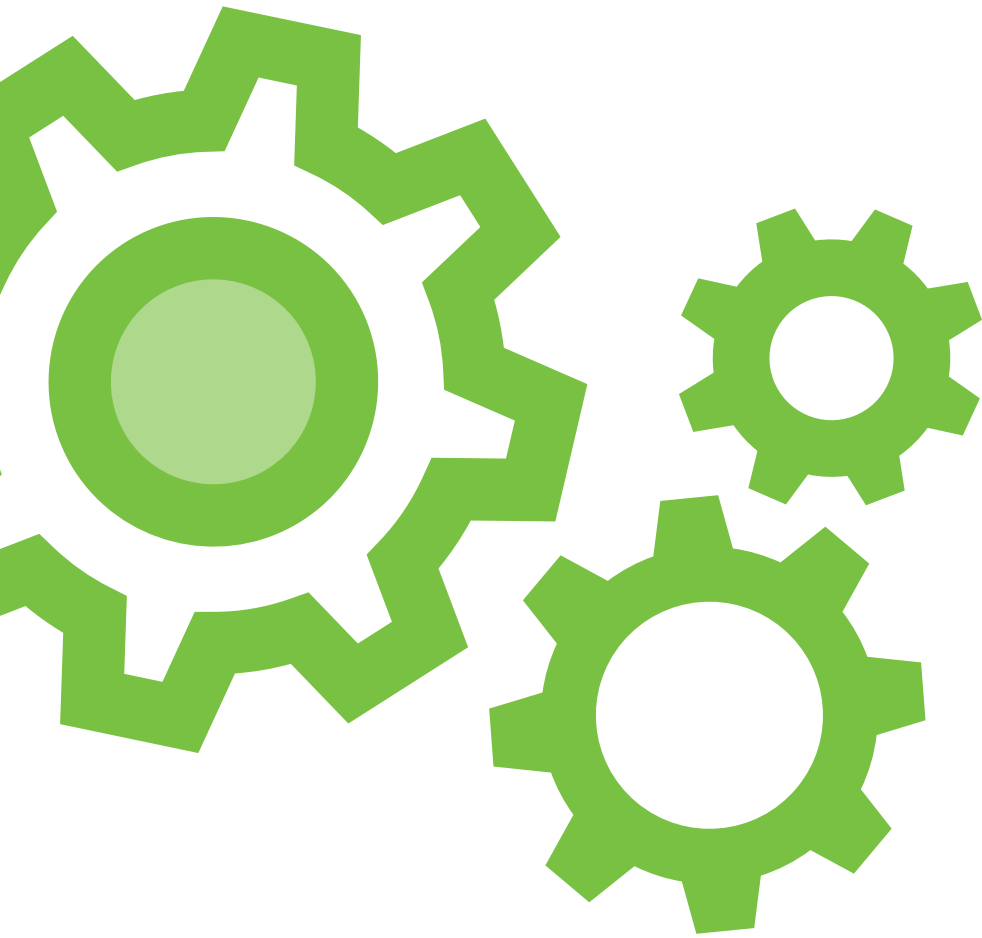
**When product information is accessible and accurate, your business wins.**

We also endeavoured to increase growth and adoption of GDSN by boosting its brand and deploying a comprehensive marketing and communication plan. We are now producing quarterly newsletters and a series of case studies. We conducted our first customer satisfaction survey to set a baseline for our outreach work going forward.

When the GDSN launched in 2004, there were 74,000 items shared among trading partners in 13 countries. As of June 2021, more than 33 million items and 62,000 places were being shared in 245 countries and territories through 45 GDSN-certified Data Pools. We are proud to be the largest active GS1 service.



**Learn more,** find a certified Data Pool and access standards & guidelines at [www.gs1.org/gdsn](http://www.gs1.org/gdsn)



# Collaborating & innovating for a better world



“With the pandemic, we have seen tremendous opportunity for GS1 standards to shine and to be leveraged by healthcare providers. It is clear in this environment that standards are needed – global standards that provide transparency in our supply chains.”

**Dr. Susan Moffatt-Bruce**

Professor of Surgery, Chief Executive Officer  
Royal College of Physicians and Surgeons of Canada



# The GS1 Global Standards Management Process

**Large or small, all members of the GSMP have a seat at the table and can be sure that their business needs will be heard. Everyone involved has a role in shaping the future of industry.**



The GS1 Global Standards Management Process (GSMP) produces the building blocks of our global language of business. Through the GSMP, we develop supply chain standards collaboratively with the industry experts and business teams who actually use them.

Despite the challenges of the past year, hundreds of people from across all business sectors and all geographies continued to come together—virtually, of course—to update and extend the GS1 system.

One notable new release of the year is the Scan4Transport standard, which supports the digitalisation of the transport process, improving interoperability and ensuring greater customer satisfaction. We're not the only ones who think this is a great standard: Scan4Transport won the 2020 International Supply Chain Award from ASCL, Australia's largest association for supply chain and logistics professionals and practitioners.

In June 2021, the GSMP ratified a GS1 standard for the Identification of Investigational Products in Clinical Trials. This project was submitted to the GSMP in 2019 and gained greater importance once the COVID-19 pandemic struck. The standard helps unambiguously identify the various kits and components used to assess the efficacy of a pharmaceutical product or medical device before its release.

GSMP teams also updated the GS1 Global Data Model and its Attribute Definitions for Business (more on [page 20](#)); extended the use of the GS1 Global Model Number from just healthcare to all business sectors; improved the GS1 Digital Link standard; modernised the GS1 Global Location Number standard; and more.

GS1 standards are made by industry, for industry—which means we cannot do anything without you. Join us to help shape the evolution of our standards and share best practices for implementation.

**A record-setting 847 people from 87 countries participated in our virtual Industry & Standards Event in December 2020.**



**Submit a Work Request, join a work group, or just stay informed:**

[www.gs1.org/standards-development](https://www.gs1.org/standards-development)



# GS1 and public policy stakeholders

**We are working collaboratively to drive the adoption of GS1 standards and services by governments, authorities, intergovernmental organisations, industry, trade associations and NGOs.**



Authorities are increasing their oversight of supply chain activities and working to understand the impact of the digital transformation on global trade. At GS1, we focus on collaboration to help build resilient and sustainable supply chains to facilitate trade. Our standards help make regulatory frameworks more efficient and conducive to business by ensuring that regulatory processes are aligned, harmonised and interoperable—locally and globally.

Throughout the year, we worked with intergovernmental organisations and participated in government consultations to help enable more efficient, safe and sustainable global supply chains.

GS1 standards are increasingly being used by governments for their own business processes and services. Government operations at borders and elsewhere can be significantly improved by using the same identification and classification systems embraced by businesses – as well as by leveraging data generated by industry. Simplified, paperless and automated border procedures minimise impacts on all stakeholders and these contactless processes can also make things safer in today's world.

Governments and industry are working to implement the United Nation's sustainable development goals, several of which can be addressed with the use of GS1 standards.

In Europe, GS1 teams are supporting the implementation of the European Commission's ground-breaking circular economy plan which will have global impact for decades to come.

To deliver value to governments, we want to further develop public policy competency and embrace it as part of our organisational culture. We have been working with our Member Organisations to ensure they have the information and tools they need to deepen their relationships and expand their engagement with public policy stakeholders.



## Interested in learning more?

Visit [www.gs1.org/public-policy](https://www.gs1.org/public-policy)

**Our GS1 Member Organisations around the world are expanding their engagement with public policy stakeholders.**

# Enabling traceability and sustainability

**GS1 standards help industry achieve agility, flexibility and resilience by enabling visibility of product provenance, status and movement across entire value chains.**



Unexpected disruptions in the supply chain. A need for visibility, agility and resilience. Issues balancing surpluses here with shortages there. New consumer and patient expectations for information about products, food and medicine. These sorts of problems always existed in the supply chain—then COVID-19 compounded and magnified them. As a result, the pandemic also generated more demand for true end-to-end traceability. GS1 standards provide a common language enabling trading partners and solution providers to speak clearly about the provenance, status and movement of raw materials, products, shipments and more.

Soon, we will also be able to better utilise data about precise places such as farms or factories, because we made significant progress on our programme to develop and launch a Global Location Number (GLN) Registry. GLN standards have been modernised and made easier to adopt and use. A GLN data model is being finalised, along with guidelines and use cases.

The result will be a registry that is able to better address the upstream activities of suppliers and provide additional benefit to downstream trading partners.

Looking forward, we expect social and environmental issues to take on greater importance. We already see many brands placing increased emphasis on optimised packaging, recycling initiatives and the circular economy. GS1 standards provide ways to very accurately describe the materials used in packaging that will make it easier and more efficient to get them into the proper recycling stream.

GS1 standards for traceability work across a diversity of industry sectors and supply chains. Our technology-agnostic approach empowers companies to choose what is most appropriate for their data-sharing needs in pursuit of their traceability and sustainability goals.

**GS1 standards help ensure that traceability systems and sustainability programmes are interoperable and scalable, so trading partners can share information about raw materials, products, shipments and more.**



## Interested in learning more?

Read about all our initiatives and learn about GS1 traceability standards in action in the brand new GS1 Traceability Reference Book at [www.gs1.org/traceability](http://www.gs1.org/traceability)



# Cultivating resilience by embracing innovation

**As part of our work to build an agile future for both ourselves and our user community, we are always watching trends and technologies to understand and assess the ways they might impact the industries that GS1 serves.**



No one could have predicted the massive disruption and strain that COVID-19 would have on people, healthcare, businesses and the supply chain infrastructure, nor the accelerated pace of digital transformation it would cause.

To help make sense of it all, the GS1 Innovation Board focused the second edition of its Trend Research Report on the impacts of the pandemic. One clear conclusion of our analysis: being ready for continuous transformation and investing in innovation will be necessary to create more resilient and more flexible supply chains. Organisations should develop contingency and continuity plans that will make it easier for change to happen when it is needed.

We also expect the increasing digitalisation of supply chains and product information to create new ways to connect consumers to the things they want, and more ways for organisations to actively collaborate with customers, suppliers, consumers and patients. Underpinning any digital transformation are concepts that are core to the GS1 system: globally unique identification, a common data language, a commitment to interoperability and data sharing.

**We're working to find innovative ways to help supply chains stay flexible and resilient in the face of disruption.**

Another important project of focus this past year was our investigation into the potential of verifiable credentials and decentralised identifiers, work we undertook with the participation of colleagues from GS1 Canada, GS1 Germany and GS1 US. We think that these technology enablers will help companies share more product information in a way that allows "trust to travel with data". We will be continuing our exploration of these topics in the year ahead.



**Read our Trend Research Report 2020-2021:** [www.gs1.org/docs/innovation/GS1-Trend-Research-2nd-edition-101320.pdf](http://www.gs1.org/docs/innovation/GS1-Trend-Research-2nd-edition-101320.pdf)

**Stay up to date on our work:** [www.gs1.org](http://www.gs1.org)

GS1  
**in** **MOS**  
action



# GS1 Argentina: Taking small and medium retail businesses from beep to click

**To help companies emerge from the pandemic stronger, GS1 Argentina created a platform where SMEs could find all the standards and services they needed to digitalise their processes quickly and easily.**

When the world changed in early 2020, businesses of all sizes in every country of the world changed, too. GS1 Argentina saw in the COVID-19 crisis an opportunity to help small and medium-sized businesses in that country face the challenges and uncertainty, and emerge stronger and ready for whatever was coming next.

In just a few weeks, the GS1 Argentina team put together a programme they called “Del Beep Al Click,” “From Beep to Click”—a reference to how the sound of beeps at the supermarket checkouts were increasingly becoming the sound of clicks on e-commerce websites.

They built a landing page on their website, created a media kit, published a newsletter, sent out an e-mail blast, began work on a series of informational training webinars and more. Del Beep Al Click went live on 1 June 2020, with a promise to show Argentinian SMEs how GS1 standards can help them connect the dots to digitalise their businesses.

The foundation of the programme is an online platform where, in just five steps, SMEs can get ready to meet their customers in a digital space. Del Beep Al Click offered a discount up to 50% on fees for obtaining GTINs for barcodes during the first year; free training material; free webinars; uploads of up to 20 documents per month onto the EDI Web Service platform; and discounts on the use of GS1 Argentina’s TrazAR traceability platform and their Data-Cod electronic catalogue.

The programme received a very warm reception from Argentinian SMEs, media, government entities and consumers. GS1 Argentina welcomed hundreds of new member companies who joined through the platform in the first six months.

In light of this success, Del Beep Al Click is now a permanent part of GS1 Argentina’s offer to the retail community they are so proud to serve.



## Interested in learning more?

GS1 Argentina: [www.gs1.org.ar](http://www.gs1.org.ar)

Other GS1 standards & services for retail: [www.gs1.org/retail](http://www.gs1.org/retail)



**The programme promises to help SMEs digitalise their processes and sell their products online in just five steps.**

## GS1 Ireland: Ensuring safety and trust in COVID-19 vaccines

**GS1 standards are helping to ensure that COVID-19 vaccines get efficiently and safely to patients at Irish vaccination centres.**



**The national rollout  
of COVID-19  
vaccines in Ireland is  
demonstrating the  
value of standards-  
based traceability.**

Almost immediately after the world learned that COVID-19 vaccines existed, a question arose: What is the best way to ensure their efficient and safe distribution?

This is the sort of challenge where GS1 standards can—and do—play a critical role. GS1 barcodes can be used globally to uniquely and securely identify COVID-19 vaccines as they move from manufacturing sites through complex distribution networks to points of administration.

One excellent example: During the last year, the team at GS1 Ireland worked closely with the Republic of Ireland's Health Service Executive (HSE) to help ensure the safety of COVID-19 vaccines. Their efforts were built upon the excellent working relationships they have across the Irish healthcare sector and with the HSE National Immunisation Office (NIO) in particular.

It was important for the NIO that no dose was wasted and that batches of vaccine could be tracked to the point of vaccination. Following an intensive design phase with the HSE project team, the solution to identify, label, track and report on the vaccines was piloted in the first

vaccination centres. The solution is called TrackVax, provided by GS1 Ireland.

TrackVax is now running in nearly all 43 Centralised Vaccination Clinics. A barcode scan of each vaccine records the critical data, including its batch and the exact time a vial is to be discarded. Prior to the introduction of TrackVax, the discard time was handwritten on the vials, a time-consuming process that also posed a medication safety risk.

The excellent data quality from TrackVax provides the NIO with oversight of vaccine usage, logs accurate stock level data and keeps waste to a minimum. The next step is to provide ongoing traceability support for the rollout of the COVID-19 vaccine in Ireland and, in time, for other vaccines.



### **Interested in learning more?**

GS1 Ireland:  
[www.gs1ie.org/healthcare](http://www.gs1ie.org/healthcare)

GS1 Healthcare:  
[www.gs1.org/healthcare](http://www.gs1.org/healthcare)

# Names Numbers

# Global Office Financial Statements

## Key financial statistics:

### Global revenues

GS1 Member Organisations (MOs) around the world are funded by their local members through annual membership fees and sales of services. MO revenues for calendar year 2020, as measured in local currency, experienced another year of strong growth, with an increase of 4.6% vs. 2019. Most regions show positive growth (see chart “Growth 2020/2019”). However, the growth, when measured in euros, was negatively impacted by adverse exchange rate fluctuations and amounted to -0.6%, a reduction of 2.7M in MO revenues versus the year before at €416.5M.

## COVID-19 crisis:

### Impact on revenues and expenses

GS1 Global Office (GO) main revenues are the membership fees from its Member Organisations. These fees are calculated based on the revenues of the MOs during the previous calendar year (CY). As such there was no meaningful impact due to the COVID-19 crisis on GS1 GO revenues for the FY 2020-21 since the fees were based on the MO revenues in CY 2019. We did however see significantly reduced costs as there was almost no travel and meeting costs were minimised. Looking ahead to FY 2021-22, the impact on the GO revenues is known as these are based on CY 2020 MO revenues. There might be a limited additional negative impact if some developing MOs experience any cash flow issues from the crisis. However, that will be offset by travel and meeting expenses that will continue to be very low, at least through the first half of FY 2021-22. By the end of 2021, we will have a view to what extent the 2021 MO revenues will have been impacted by the COVID-19 crisis and what therefore the impact will be on the GS1 GO budget for FY 2022-23.

## Revenue evolution

In 2020-21, GS1 Global Office's revenues, which are based on calendar year 2019 MO revenues and also reflect divestitures in GS1 US and in GS1 Germany, amounted to €35.3M, a decrease of €1.1M or -3.0% versus the year before. The 2021-22 budget foresees a decrease in Global Office revenues of €0.6M reaching €34.7M, which mainly reflects the negative growth in euro in MO revenues.

## Income statement and headcount

For 2020-21, GS1 Global Office shows a negative result of €1.7M compared to the budgeted loss of €4.9M, a positive variance of €3.2M. Higher revenues contribute €0.1M; mostly from new GDSN data pools certification fees and new Global Healthcare members. Expenses are €3.1M lower. Significant cost savings were achieved by a diligent management of our staffing choices and recruitment timing, and by organising virtual events at lower costs than anticipated. Subsequently, the GO also benefitted from the favourable exchange rate impact on expenses in USD and further important cost reductions in travel and meetings, as a result of the COVID-19 pandemic.

The operating expenses decreased by €0.3M or 0.7% versus 2019-20, which reflects both the savings that were delivered and the impact of the COVID-19 pandemic. This is mainly reflected in a €0.3M decrease in payroll expenses and a €0.3M decrease in discretionary spending (which includes travel, consulting, marketing and meetings/events). These decreases are partly offset by a €0.2M increase in fixed expenses mainly due to higher depreciation from the new investments in software development.

Both the base business (managed from the GS1 Central Office) and GS1 GDSN Inc. delivered a negative result due to planned and significant investment in their digital transformation. However, they both ended the year better than their 2020-21 budget commitments.

The 2021-22 budget includes further increased investments in our digital transformation. Consequently, the 2021-22 budget, as approved by the General Assembly in May 2021, forecasts a negative result of €7.0M. This will be funded by GO reserves and loans from a group of Member Organisations.

In terms of expense categories, our main investment remains our people, representing 63% of our operating expenses, with 111 staff members at the end of June 2021. The 2021-22 budget plans for a Global Office headcount of 114 positions, which is needed to meet the important project load and deliver on our core business.

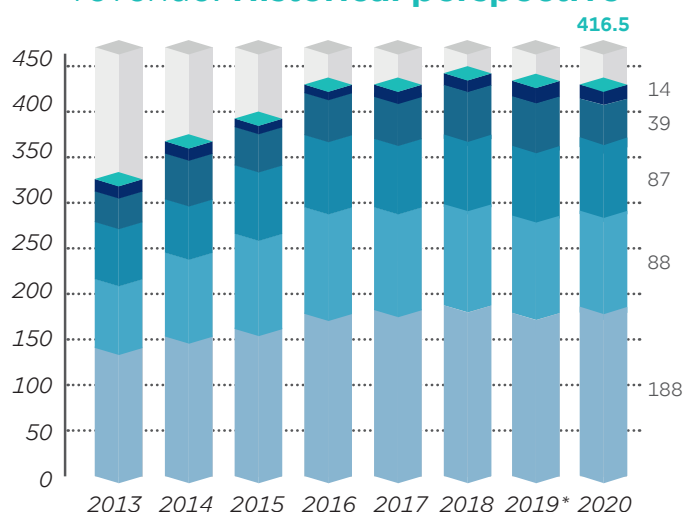


## GS1 Member Organisation revenue: Growth by region

Growth 2020/2019	in LOC*	in EUR
Middle East/Mediterranean/Africa	17.2%	4.6%
Latin America	-0.2%	-18.5%
Asia Pacific	4.5%	1.4%
North America	3.7%	-3.0%
Europe	5.5%	4.0%
<b>TOTAL</b>	<b>4.6%</b>	<b>-0.6%</b>

\*in Local Currency, excluding Foreign Exchange Impact

## GS1 Member Organisation revenue: Historical perspective



Notes : Figures in millions of euro

\*Reflects divestitures by GS1 US & GS1 Germany

## GS1 Global Office revenue: Historical perspective

Figures in millions of euro	13/14 Actuals	14/15 Actuals	15/16 Actuals	16/17 Actuals	17/18 Actuals	18/19 Actuals	19/20 Actuals	20/21 Actuals	21/22 Budget
GS1 Central Office	26.2	26.3	28.4	28.3	30.5	32.0	34.0	32.8	32.4
GS1 GDSN Inc.	2.0	2.1	2.4	2.5	2.6	2.3	2.3	2.5	2.3
<b>Total GS1 Global Office</b>	<b>28.2</b>	<b>28.4</b>	<b>30.8</b>	<b>30.8</b>	<b>33.1</b>	<b>34.3</b>	<b>36.3</b>	<b>35.3</b>	<b>34.7</b>
Staff (FTEs at year end)	80	81	81	82	96	101	107	111	114

## GS1 consolidated fiscal year 2020/21: Actuals

Figures in millions of euro	Consolidated	GS1 Central Office	GS1 GDSN Inc.
<b>Revenue</b>	<b>35.3</b>	<b>32.8</b>	<b>2.5</b>
Fixed/Recurring Expenses	3.7	2.6	1.1
Discretionary Expenses	9.9	8.8	1.1
Payroll Expenses	23.4	22.8	0.6
<b>Operating Expenses</b>	<b>37.0</b>	<b>34.2</b>	<b>2.8</b>
<b>Operating Result</b>	<b>(1.7)</b>	<b>(1.4)</b>	<b>(0.3)</b>
Other Revenue / (Expenses)	(0.0)	(0.1)	0.1
<b>Result for the period</b>	<b>(1.7)</b>	<b>(1.5)</b>	<b>(0.2)</b>

Consolidation based on budget rate (1.12 USD/EUR). Fiscal year 2020/21 ended 30 June 2021.

# GS1 Management Board

## Members of the Management Board of GS1 AISBL\*:

### Kathryn E. Wengel

Executive Vice President & Chief Global Supply Chain Officer

Executive Committee Member

Johnson & Johnson

**Chair**  
**GS1 Management Board**

### Mark Batenic

Chairman

IGA Inc.

**Vice Chair**  
**GS1 Management Board**

### Bruno Aceto

Chief Executive Officer  
GS1 Italy

### Judith Batchelar

Director of Corporate Responsibility, Sustainability and Public Affairs

Sainsbury's Supermarkets Ltd

### Laura Becker

President Global Business Services

Procter & Gamble

### Rocco Braeuniger

VP UK/EU Consumables & Programs  
Amazon

### Steve Breen

SVP Enterprise Inventory Optimization  
Walmart

### Mike Byrne

Chief Executive Officer  
GS1 Ireland

### Bob Carpenter

President & Chief Executive Officer  
GS1 US

### François Deprey

Chief Executive Officer  
GS1 France

### Kurt Droeshout

Chief Operating Office & Group VP Operations  
Abudawood Group

### Ahmed ElKalla

Chief Executive Officer  
GS1 Egypt

### Thomas Fell

Chief Executive Officer  
GS1 Germany

### Béatrice Guillaume-Grabisch

Executive Vice President & Global Head Human Resources & Business Services  
Nestlé S.A.

### Gregor Herzog

Chief Executive Officer  
GS1 Austria

### John Inwright

Chairman  
GS1 US

### Xiao An Ji

Chairman  
Beijing Hualian Group

### Stéphane Lannuzel

Operations Chief Digital Officer & Beauty Tech Project Director  
L'Oréal

### Anna Lin

Chief Executive Officer  
GS1 Hong Kong, China

### José Loaiza Herrera

Vice President of International Business & Digital Strategy  
Grupo Exito

### Miguel A. Lopera

President & Chief Executive Officer  
GS1 AISBL

### Dr. Meinrad Lugan

Member of the Board of Management  
B. Braun Melsungen AG

### Eileen MacDonald

Chief Executive Officer  
GS1 Canada

### Dr Susan Moffatt-Bruce

Chief Executive Officer  
Royal College of Physicians and Surgeons of Canada

### Maria Palazzolo

Executive Director & Chief Executive Officer  
GS1 Australia

### José Antonio Parra Ashby

Director - Global Digital Transformation  
Grupo Bimbo

### Dr. Martin Reintjes

Member of the Executive Board  
Dr Oetker GmbH

### Chris Resweber

Senior Vice President, Industry Affairs  
The J.M. Smucker Company

### Oscar Antonio Rubiani

President and Chief Executive Officer  
GS1 Paraguay

### Yoshitomo Suzuki

Chief Officer Merchandising Procurement and President  
Aeon Co. Ltd and Aeon Global Merchandising Co. Ltd

### Özgür Tort

Chief Executive Officer  
Migros Ticaret

### Andrea Turner

Vice President, Global Customer Service & Logistics  
Mondelēz International

### Eddy Vanhille

Chief Operating Officer  
METRO AG

### Subramaniam Venkatachalam

Director  
Reliance Retail Limited

### Lin Wan

President  
Cainiao (Alibaba Group)

### Vincent Weijers

Chief Operating Officer  
bol.com

### Chenghai Zhang

Chief Executive Officer  
GS1 China

\* As from 20 May 2021

# GS1 GDSN Inc. Board of Directors

Members of the Board of Directors of GS1 GDSN Inc.:

<b>Jean-Marc Klopfenstein</b>	NBE Master Data <b>Chair, GS1 GDSN Inc. Board of Directors</b>	Nestlé
<b>Laurent Seroux</b>	Global Master Data Business Process Expert – Global Business Services <b>Vice Chair, GS1 GDSN Inc. Board of Directors</b>	Procter & Gamble
<b>Nate Whitten</b>	Director, Product Content <b>Vice Chair, GS1 GDSN Inc. Board of Directors</b>	Lowe's Companies, Inc.
<b>Renaud de Barbuat</b>	Chief Operating Officer <b>President, GS1 GDSN Inc.</b>	GS1 AISBL
<b>Marc Blanchet</b>	President	Viagenie
<b>Vincent De Hertogh</b>	Director, Supply Chain Strategy & Innovation	Ahold Delhaize Group
<b>JP De Villiers</b>	Director of Content Acquisition	Walmart
<b>Rafael Flórez</b>	Chief Executive Officer	GS1 Colombia representing LOGYCA/SERVICIOS
<b>Marina Guegan</b>	IT Master Data Director	Carrefour
<b>Stefan Hesse</b>	Chief Financial Officer & UK Managing Director	Alkemics
<b>Grant Hodgkins</b>	MDR Supply Chain Franchise Lead	Smith & Nephew
<b>Lars Kyed</b>	Chief Executive Officer	GS1 Denmark
<b>Jochen Moll</b>	Chief Executive Officer	Atrify
<b>Elif Bilgehan Müftüoglu</b>	Chief Executive Officer	GS1 Turkey
<b>Vivek Nadadur</b>	Senior Director, Supply Chain Visibility	Johnson & Johnson
<b>Mike Nickituk</b>	Global Managing Director	Nielsen Brandbank
<b>Maria Palazzolo</b>	Chief Executive Officer	GS1 Australia
<b>John S. Phillips</b>	Senior Vice President, Customer Supply Chain & Go-To-Market	PepsiCo Global Operations
<b>Dave Ralph</b>	President & Chief Executive Officer	Commport Communications International Inc.
<b>Paul Salay</b>	Chief Executive Officer	Syndigo
<b>Steven Sivitter</b>	Chief Executive Officer	1WorldSync Holdings, Inc
<b>Jan Somers</b>	Chief Executive Officer	GS1 Belgium/Luxembourg
<b>Markus Tkotz</b>	Managing Director	Markant Handels-und Industriewaren- Vermittlungs AG
<b>Marc van den Camp</b>	Product Master Data Domain Owner - EMEA	Medtronic
<b>Anja Wiese</b>	Executive Manager of Global Data Management	Dr. August Oetker Nahrungsmittel KG
<b>Christian Zaeske</b>	Director Master Data Management	METRO AG
<b>Adam Zanatta</b>	Senior Vice President, Industry Managed Solutions & IT	GS1 Canada

# GS1 Innovation Board

## Members of the Board of Governors of EPCglobal, Inc.:

### Sanjay E. Sarma

Vice President for Open Learning, Professor of Mechanical Engineering  
Massachusetts Institute of Technology

#### Chair, GS1 Innovation Board

---

### Eric Ballot

Director of the Management Science Lab and Supply Chain and Logistics Professor  
MINES ParisTech - PSL

---

### Robert Beideman

Chief Product Officer  
GS1 Global Office  
Head of EPCglobal, Inc.

---

### Chris Diorio

Chief Executive Officer, Vice Chairman and Founder  
Impinj

### Ahmed ElKalla

Chief Executive Officer  
GS1 Egypt

---

### Wendi Eriksen

Senior Director - Data & Analytics, Innovation & Architecture  
Walmart International

---

### Christian Floerkemeier

Chief Technology Officer & Co-Founder  
Scandit

---

### Marina Kotsianas

Chief Executive Officer  
Artia Strategies (University of Southern California)

---

### Melanie Nuce

Senior Vice President, Innovation and Partnerships  
GS1 US

### Chris Resweber

Senior Vice President, Industry Affairs  
The J. M. Smucker Company

---

### Bernhard Schindlholzer

Senior Product Manager  
Google

---

### Pallaw Sharma

Chief Data Science Officer  
Johnson & Johnson Supply Chain

---

### Mouhammad Takieddin

Senior Director IT, Master Data Services Solutions  
The Procter & Gamble Company







# GS1 Global Office Leadership

The GS1 Global Office Leadership Team is composed of the following people:

**Miguel A. Lopera**, President and Chief Executive Officer

---

**Renaud de Barbuat**, Chief Operating Officer

---

**Robert Beideman**, Chief Product Officer

---

**Robyn Burke**, Vice President Human Resources

---

**Alain Jonis**, Chief Marketing Officer

---

**Marie Pètre**, GS1 General Counsel

---

**Marianne Timmons**, President Community Engagement

---

**Philippe Van der Planken**, Chief Financial and Administration Officer

---

**Top row:** Miguel A. Lopera, Renaud de Barbuat, Robert Beideman, Robyn Burke

**Bottom row:** Alain Jonis, Marie Pètre, Marianne Timmons, Philippe Van der Planken

# GS1 Member Organisations

The following information was correct when we went to press.

For the most up-to-date information, please visit [www.gs1.org/contact](http://www.gs1.org/contact).



## GS1 Albania

📍 Tirana  
☎ + 355 4 232073  
🌐 [www.gs1al.org](http://www.gs1al.org)

## GS1 Algeria

📍 Alger  
☎ + 213 23 135 868  
🌐 [www.gs1.dz](http://www.gs1.dz)

## GS1 Argentina

📍 Buenos Aires  
☎ + 54 11 4556 4700  
🌐 [www.gs1.org.ar](http://www.gs1.org.ar)

## GS1 Armenia

📍 Yerevan  
☎ + 374 10 272 622  
🌐 [www.gs1am.org](http://www.gs1am.org)

## GS1 Australia

📍 Melbourne  
☎ + 61 3 95589559  
🌐 [www.gs1au.org](http://www.gs1au.org)

## GS1 Austria

📍 Vienna  
☎ + 43 1 505 86 01  
🌐 [www.gs1.at](http://www.gs1.at)

## GS1 Azerbaijan

📍 Baku  
☎ + 994 12 4987405  
🌐 [www.gs1az.org](http://www.gs1az.org)

## GS1 Bahrain

📍 Manama  
☎ + 973 17 456330  
🌐 [www.gs1bh.org](http://www.gs1bh.org)

## GS1 Belarus

📍 Minsk  
☎ + 375 17 227 09 13  
🌐 [www.gs1by.by](http://www.gs1by.by)

## GS1 Belgium & Luxembourg

📍 Brussels  
☎ + 32 2 229 18 80  
🌐 [www.gs1belu.org](http://www.gs1belu.org)

## GS1 Bolivia

📍 Santa Cruz de la Sierra  
☎ + 591 3 3383362  
🌐 [www.gs1.org.bo](http://www.gs1.org.bo)

## GS1 Bosnia & Herzegovina

📍 Sarajevo  
☎ + 387 33 25 86 46  
🌐 [www.gs1bih.org](http://www.gs1bih.org)

## GS1 Brazil

📍 São Paulo  
☎ + 55 11 3068 6200  
🌐 [www.gs1br.org](http://www.gs1br.org)

## GS1 Bulgaria

📍 Sofia  
☎ + 359 2 8117 567 - 570  
🌐 [www.gs1bg.org](http://www.gs1bg.org)

## GS1 Cambodia

📍 Phnom Penh  
☎ + 855 2388 2576  
🌐 [www.gs1cambodia.org](http://www.gs1cambodia.org)

## GS1 Cameroon

📍 Douala  
☎ + 237 691 709 737  
🌐 [www.gs1cm.org](http://www.gs1cm.org)

## GS1 Canada

📍 Toronto  
☎ + 1 416 510 8039  
🌐 [www.gs1ca.org](http://www.gs1ca.org)

## GS1 Chile

📍 Santiago de Chile  
☎ + 56 2 3278 3503  
🌐 [www.gs1chile.org](http://www.gs1chile.org)

## GS1 China

📍 Beijing  
☎ + 86 40 0700 0690  
🌐 [www.gs1cn.org](http://www.gs1cn.org)

## GS1 Chinese Taipei

📍 Taipei  
☎ + 886 2 254 50011  
🌐 [www.gs1tw.org](http://www.gs1tw.org)

## GS1 Colombia

📍 Bogota  
☎ + 57 1 427 0999  
🌐 [www.gs1co.org](http://www.gs1co.org)

# GS1 Member Organisations

## GS1 Côte d'Ivoire

📍 Abidjan  
 ☎ + 225 08 48 90 59  
 🌐 [www.gs1ci.org](http://www.gs1ci.org)

## GS1 Costa Rica

📍 San José  
 ☎ + 506 2507 8000  
 🌐 [www.gs1cr.org](http://www.gs1cr.org)

## GS1 Croatia

📍 Zagreb  
 ☎ + 385 1 48 95 000  
 🌐 [www.gs1hr.org](http://www.gs1hr.org)

## GS1 Cuba

📍 Havana  
 ☎ + 537 830 4436  
 🌐 [www.gs1cu.org](http://www.gs1cu.org)

## GS1 Cyprus

📍 Nicosia  
 ☎ + 357 22 889800  
 🌐 [www.gs1cy.org](http://www.gs1cy.org)

## GS1 Czech Republic

📍 Prague  
 ☎ + 420 2270 31261  
 🌐 [www.gs1cz.org](http://www.gs1cz.org)

## GS1 Denmark

📍 Copenhagen  
 ☎ + 45 39 27 85 27  
 🌐 [www.gs1.dk](http://www.gs1.dk)

## GS1 Dominican Republic

📍 Santo Domingo  
 ☎ + 1 809 683 4727  
 🌐 [www.gs1rd.org.do](http://www.gs1rd.org.do)

## GS1 Ecuador

📍 Quito  
 ☎ + 593 2 2507 580  
 🌐 [www.gs1ec.org](http://www.gs1ec.org)

## GS1 Egypt

📍 Cairo  
 ☎ + 20 220 822 135  
 🌐 [www.gs1eg.org](http://www.gs1eg.org)

## GS1 El Salvador

📍 San Salvador  
 ☎ + 503 2205 1000  
 🌐 [www.gs1sv.org](http://www.gs1sv.org)

## GS1 Estonia

📍 Tallinn  
 ☎ + 37 2 660 5535  
 🌐 [www.gs1.ee](http://www.gs1.ee)

## GS1 Finland

📍 Helsinki  
 ☎ + 358 7 5756 3500  
 🌐 [www.gs1.fi](http://www.gs1.fi)

## GS1 France

📍 Paris  
 ☎ + 33 1 40 22 17 00  
 🌐 [www.gs1.fr](http://www.gs1.fr)

## GS1 Georgia

📍 Tbilisi  
 ☎ + 995 32 2 96 10 19  
 🌐 [www.gs1ge.org](http://www.gs1ge.org)

## GS1 Germany

📍 Cologne  
 ☎ + 49 221 947 14 - 0  
 🌐 [www.gs1-germany.de](http://www.gs1-germany.de)

## GS1 Ghana

📍 Tema  
 ☎ + 233 302 816 260  
 🌐 [www.gs1gh.org](http://www.gs1gh.org)

## GS1 Association Greece

📍 Argiroupoli  
 ☎ + 30 210 9904260  
 🌐 [www.gs1greece.org](http://www.gs1greece.org)

## GS1 Guatemala

📍 Guatemala City  
 ☎ + 502 2245 9595  
 🌐 [www.gs1gt.org](http://www.gs1gt.org)

## GS1 Honduras

📍 Tegucigalpa  
 ☎ + 504 2270 7247  
 🌐 [www.gs1hn.org](http://www.gs1hn.org)

## GS1 Hong Kong, China

📍 Hong Kong  
 ☎ + 852 2861 2819  
 🌐 [www.gs1hk.org](http://www.gs1hk.org)

## GS1 Hungary

📍 Budapest  
 ☎ + 36 1 412 3940  
 🌐 [www.gs1hu.org](http://www.gs1hu.org)

## GS1 Iceland

📍 Reykjavik  
 ☎ + 354 511 3011  
 🌐 [www.gs1.is](http://www.gs1.is)

## GS1 India

📍 New Delhi  
 ☎ + 91 11 6127 0890  
 🌐 [www.gs1india.org](http://www.gs1india.org)

# GS1 Member Organisations

## GS1 Indonesia

📍 South Jakarta  
☎ + 62 21 22976500  
🌐 [www.gs1id.org](http://www.gs1id.org)

## GS1 Iran

📍 Tehran  
☎ + 98 21 88935095  
🌐 [www.gs1-ir.org](http://www.gs1-ir.org)

## GS1 Ireland

📍 Dublin  
☎ + 353 1 208 0660  
🌐 [www.gs1ie.org](http://www.gs1ie.org)

## GS1 Israel

📍 Tel Aviv  
☎ + 972 3 519 87 14  
🌐 [www.gs1il.org](http://www.gs1il.org)

## GS1 Italy

📍 Milan  
☎ + 39 02 777 2121  
🌐 [www.gs1it.org](http://www.gs1it.org)

## GS1 Japan

📍 Tokyo  
☎ + 81 3 5414 8520  
🌐 [www.gs1jp.org](http://www.gs1jp.org)

## GS1 Jordan

📍 Amman  
☎ + 962 6 56 200 38  
🌐 [www.gs1jo.org.jo](http://www.gs1jo.org.jo)

## GS1 Kazakhstan

📍 Almaty  
☎ + 7 727 394 88 53  
🌐 [www.gs1.kz](http://www.gs1.kz)

## GS1 Kenya

📍 Nairobi  
☎ + 254 20 238 5270  
🌐 [www.gs1kenya.org](http://www.gs1kenya.org)

## GS1 Korea

📍 Seoul  
☎ + 82 2 6050 1500  
🌐 [www.gs1kr.org](http://www.gs1kr.org)

## GS1 Korea (DPR)

📍 Pyongyang  
☎ + 850 2 18111 (ext.3818989)  
🌐 [www.gs1.org](http://www.gs1.org)

## GS1 Kuwait

📍 Safat  
☎ + 965 24841778  
🌐 [www.gs1kuwait.org](http://www.gs1kuwait.org)

## GS1 Kyrgyzstan

📍 Bishkek  
☎ + 996 312 900 521  
🌐 [www.gs1kg.org](http://www.gs1kg.org)

## GS1 Latvia

📍 Riga  
☎ + 371 67830 822  
🌐 [www.gs1lv.org](http://www.gs1lv.org)

## GS1 Lebanon

📍 Beirut  
☎ + 961 1 744 161  
🌐 [www.gs1lb.org](http://www.gs1lb.org)

## GS1 Libya

📍 Tripoli  
☎ + 218 91 091 1254  
🌐 [www.gs1.ly](http://www.gs1.ly)

## GS1 Lithuania

📍 Vilnius  
☎ + 370 5 2614532  
🌐 [www.gs1lt.org](http://www.gs1lt.org)

## GS1 Macau, China

📍 Macau  
☎ + 853 2878 2385  
🌐 [www.gs1mo.org](http://www.gs1mo.org)

## GS1 Macedonia

📍 Skopje  
☎ + 389 (0) 70 222 463  
🌐 [www.gs1mk.org](http://www.gs1mk.org)

## GS1 Malaysia

📍 Kuala Lumpur  
☎ + 603 6286 7200  
🌐 [www.gs1my.org](http://www.gs1my.org)

## GS1 Malta

📍 Santa Venera  
☎ + 356 21 337 228  
🌐 [www.gs1mt.org](http://www.gs1mt.org)

## GS1 Mauritius

📍 Port Louis  
☎ + 230 203 4830  
🌐 [www.gs1mu.org](http://www.gs1mu.org)

## GS1 Mexico

📍 Mexico City  
☎ + 52 55 5249 - 5200  
🌐 [www.gs1mexico.org](http://www.gs1mexico.org)

## GS1 Moldova

📍 Chisinau  
☎ + 373 22 21 16 69  
🌐 [www.gs1md.org](http://www.gs1md.org)



# GS1 Member Organisations

## GS1 Mongolia

📍 Ulaanbaatar  
☎ + 976 99019141  
🌐 [www.gs1mn.org](http://www.gs1mn.org)

## GS1 Montenegro

📍 Podgorica  
☎ + 382 20 658 277  
🌐 [www.gs1.me](http://www.gs1.me)

## GS1 Morocco

📍 Casablanca  
☎ + 212 522 39 19 13  
🌐 [www.gs1ma.org](http://www.gs1ma.org)

## GS1 Myanmar

📍 Yangon  
☎ + 959 446868002  
🌐 [www.gs1mm.org](http://www.gs1mm.org)

## GS1 Netherlands

📍 Amstelveen  
☎ + 31 20 511 3888  
🌐 [www.gs1.nl](http://www.gs1.nl)

## GS1 Namibia

📍 Windhoek  
☎ +264 61 235327  
🌐 [www.gs1namibia.org](http://www.gs1namibia.org)

## GS1 New Zealand

📍 Wellington  
☎ + 64 4 494 1050  
🌐 [www.gs1nz.org](http://www.gs1nz.org)

## GS1 Nicaragua

📍 Managua  
☎ + 505 2266 9810  
🌐 [www.gs1ni.org](http://www.gs1ni.org)

## GS1 Nigeria

📍 Lagos  
☎ + 234 80 99 999 333  
🌐 [www.gs1ng.org](http://www.gs1ng.org)

## GS1 Norway

📍 Oslo  
☎ + 47 22 97 13 20  
🌐 [www.gs1.no](http://www.gs1.no)

## GS1 Pakistan

📍 Karachi  
☎ + 92 21 2628213  
🌐 [www.gs1pk.org](http://www.gs1pk.org)

## GS1 Panama

📍 Panama City  
☎ + 507 236 7907  
🌐 [www.gs1pa.org](http://www.gs1pa.org)

## GS1 Paraguay

📍 Asunción  
☎ + 595 21 202 518  
🌐 [www.gs1py.org](http://www.gs1py.org)

## GS1 Peru

📍 Lima  
☎ + 51 1 203 6100  
🌐 [www.gs1pe.org](http://www.gs1pe.org)

## GS1 Philippines

📍 Mandaluyong City  
☎ + 63 947 524 3043  
🌐 [www.gs1ph.org](http://www.gs1ph.org)

## GS1 Poland

📍 Poznań  
☎ + 48 61 85 049 71  
🌐 [www.gs1pl.org](http://www.gs1pl.org)

## GS1 Portugal

📍 Lisbon  
☎ + 35 1 21 752 07 40  
🌐 [www.gs1pt.org](http://www.gs1pt.org)

## GS1 Qatar

📍 Doha  
☎ + 974 44300417  
🌐 [www.gs1.qa](http://www.gs1.qa)

## GS1 Romania

📍 Bucharest  
☎ + 40 21 3178031  
🌐 [www.gs1.ro](http://www.gs1.ro)

## GS1 Russia

📍 Moscow  
☎ + 7 495 989 26 88  
🌐 [www.gs1ru.org](http://www.gs1ru.org)

## GS1 Saudi Arabia

📍 Riyadh  
☎ + 966 11 218 24 20  
🌐 [www.gs1.org.sa](http://www.gs1.org.sa)

## GS1 Senegal

📍 Dakar  
☎ + 221 33 820 99 82  
🌐 [www.gs1senegal.org](http://www.gs1senegal.org)

## GS1 Serbia




📍 New Belgrade  
☎ + 381 11 3132 312  
🌐 [www.gs1yu.org](http://www.gs1yu.org)

## GS1 Singapore

📍 Singapore  
☎ + 65 6826 3077  
🌐 [www.gs1.org.sg](http://www.gs1.org.sg)

# GS1 Member Organisations




## GS1 Slovakia

 Zilina  
 + 421 41 565 11 85  
 [www.gs1sk.org](http://www.gs1sk.org)

## GS1 Slovenia

 Ljubljana  
 + 386 1 5898320  
 [www.gs1si.org](http://www.gs1si.org)

## GS1 South Africa

 Johannesburg  
 + 27 11 777 3300  
 [www.gs1za.org](http://www.gs1za.org)

## GS1 Spain

 Barcelona  
 + 34 93 252 39 00  
 [www.gs1es.org](http://www.gs1es.org)


## GS1 Sri Lanka

 Colombo  
 + 94 11 5588808  
 [www.gs1lanka.org](http://www.gs1lanka.org)




## GS1 Sweden

 Stockholm  
 + 46 8 50 10 10 00  
 [www.gs1.se](http://www.gs1.se)




## GS1 Switzerland

 Bern  
 + 41 58 800 70 00  
 [www.gs1.ch](http://www.gs1.ch)

## GS1 Syria

 Damascus  
 + 963 11 54 27 909  
 [www.gs1sy.org](http://www.gs1sy.org)

## GS1 Tajikistan

 Dushanbe  
 + 992 37 880 17 25  
 [www.gs1tj.org](http://www.gs1tj.org)




## GS1 Tanzania

 Dar es Salaam  
 + 255 22 2664310  
 [www.gs1tz.org](http://www.gs1tz.org)




## GS1 Thailand

 Bangkok  
 + 66 2 345 1200  
 [www.gs1th.org](http://www.gs1th.org)




## GS1 Tunisia

 Tunis  
 + 216 71 948 660  
 [www.gs1tn.org](http://www.gs1tn.org)




## GS1 Turkey

 Ankara  
 + 90 312 218 20 00  
 [www.gs1tr.org](http://www.gs1tr.org)




## GS1 Turkmenistan

 Ashgabat  
 + 99312 46 80 21  
 [www.gs1tm.org](http://www.gs1tm.org)




## GS1 Ukraine

 Kiev  
 + 380 44 2021155  
 [www.gs1ua.org](http://www.gs1ua.org)




## GS1 United Arab Emirates

 Dubai  
 + 971 4 557 0988  
 [www.gs1ae.org](http://www.gs1ae.org)




## GS1 UK

 London  
 + 44 20 7092 3500  
 [www.gs1uk.org](http://www.gs1uk.org)



## GS1 Uruguay

 Montevideo  
 + 598 2 606 2134  
 [www.gs1uy.org](http://www.gs1uy.org)




## GS1 US

 New Jersey  
 + 1 9374353870  
 [www.gs1us.org](http://www.gs1us.org)




## GS1 Uzbekistan

 Tashkent  
 + 99871 2526604  
 [www.gs1uz.org](http://www.gs1uz.org)

## GS1 Venezuela

 Caracas  
 + 58 212 237 87 77  
 [www.gs1ve.org](http://www.gs1ve.org)

## GS1 Vietnam

 Hanoi  
 + 84 24 3836 1463  
 [www.gs1.org.vn](http://www.gs1.org.vn)

## Sources of facts and figures cited in this document

### Page 5

Fiedler Lars, Eric Hazan, Brian Ruwadi and Kelly Ungerman.  
“Retail reimagined: The new era for customer experience.”  
McKinsey & Company. August 2020.

### Page 11

“Policy paper on traceability of medical products.”  
World Health Organization. 2021.

Reh Greg and Hanno Ronte.  
“Securing trust in the global COVID-19 supply chain.”  
Deloitte. December 2020.

### Pages 17-19

GS1 Registry Platform data as of July 2021.  
Activate data as of July 2021.  
Verified by GS1 data as of July 2021.

### Page 22

GS1 Global Data Synchronisation Network data as of July 2021.

### Page 24

GS1 Global Standards Management Process data as of July 2021.

### GS1 Global Office

Blue Tower, Avenue  
Louise 326, bte 10,  
Brussels B-1050, Belgium

**T** +32 2 788 78 00

**F** +32 2 788 78 99

**E** [contactus@gs1.org](mailto:contactus@gs1.org)

[www.gs1.org](http://www.gs1.org)

