It’s all about the members. That’s always been the International Foundation’s focus; that story continued in 2018. The combined efforts of our dedicated board and committee leaders, innovative volunteers and talented staff allowed the International Foundation to meet the mission of serving our diverse constituent base of 31,500 members this year.

You’ll notice many quotes from individuals who are Foundation members or program participants throughout this report. It’s important they help tell our story in 2018 because it’s also their story; the Foundation wouldn’t exist without their support, passion and dedication to the benefits industry.

For example, 2018 was the first full year under the newly redesigned Certified Employee Benefits Specialist® (CEBS®) curriculum, now offering an accelerated path for students to obtain their designation while maintaining the depth of benefits content, theory and applications. In response to the new curriculum, we experienced a surge of both new entrants into the program as well as a significant increase in graduates.

In Canada, the Foundation strengthened learning opportunities this past year with the new Master of Trust Management Standards (MTMS) program, in addition to expanding services for French-speaking annual conference attendees and broadening corporate education and engagement.

New initiatives led to cutting-edge content and delivery, including a partnership with the Harvard Medical School, expanded emphasis on behavioral decision making as it relates to employee benefits, virtual conferences on prescription drug cost management and data analytics for group health plans, and a wellness webcast series.

Throughout 2019, the Foundation will continue to provide solutions that help plan sponsors take on the challenges impacting the employee benefits landscape with a renewed confidence.

We look forward to helping the next chapter of the Foundation’s member-focused story unfold in the year ahead.

Terry Davidson
2019 Chief Executive Officer
Mission/Vision

The International Foundation of Employee Benefit Plans is the premier educational organization dedicated to providing the diverse employee benefits community with objective, solution-oriented education, research and information to ensure the health and financial security of plan beneficiaries worldwide.

The Foundation serves 31,500+ members throughout the United States and Canada, including:

- Trustees and administrators from multiemployer trust funds
- Benefits, compensation and HR leaders from the private sector
- Public employee plan managers, administrators and trustees
- Service providers including attorneys, actuaries, accountants and others who work with benefit and compensation plans.

According to the International Foundation 2018 customer satisfaction survey of current members:

- 97% Say the Foundation provides relevant, up-to-date information
- 96% Say the Foundation is an objective source of information
- 94% Of Foundation members are satisfied with their membership
- 94% Say the Foundation is an organization they are proud to be associated with
- 95% Have or would recommend International Foundation educational programs
- 95% Say the International Foundation is a leader in employee benefits education
- 99% Find regulatory updates from the International Foundation extremely valuable
- 96% Have or would recommend an International Foundation membership
- 98% Find the International Foundation of equal or better value than any organization they belong to.
About Our Members

### United States
- 85% of members overall

- **MULTIEMPLOYER PLANS**
  - Example organizations: United Food and Commercial Workers, Eastern Contractors Association, National Electrical Contractors Association, International Brotherhood of Teamsters Benefit Trust Funds
  - Industries represented: Construction-dominated, also hospitality/service, entertainment
  - Example roles/titles: Trustee, Labor Relations Director, Executive Director, Fund Administrator, Business Manager, Training Coordinator, Secretary-Treasurer

- **SINGLE EMPLOYER/CORPORATE SPONSOR PLANS**
  - Example organizations: Target, Pitney Bowes, Facebook, Oracle Corporation
  - Industries represented: Wide-ranging—technology, retail, energy, manufacturing
  - Example roles/titles: Benefits Manager, Director of Health Care Strategy, Senior Director of Human Resources, Director of Global Benefits, Director of Retirement Services, Benefits Analyst, Vice President, Director of Compensation and Benefits

- **PUBLIC EMPLOYER PLANS**
  - Example organizations: California State Teachers’ Retirement System, Municipal Employees’ Retirement System of Michigan, Ohio Public Employees Retirement System
  - Systems represented: State, provincial and local systems; school systems; safety (police and fire) systems
  - Example roles/titles: Executive Director, Director Health Care, Director Member Benefits, Chief Investment Officer, Trustee, Board Member, City Manager, Plan Administrator

- **SERVICE PROVIDERS**
  - Example organizations: Horizon Actuarial Services, Bond Beebe Accountants & Advisors, Arthur J. Gallagher & Co.
  - Types of providers: Accountants, actuaries, attorneys, consultants, brokers, agents, third-party administrators
  - Example roles/titles: Principal, Partner, Chief Executive Officer, Consulting Actuary, Attorney, Of Counsel, Vice President, CPA, CFO, Controller, Shareholder, Managing Partner

### Canada
- 15% of members overall

- **MULTIEMPLOYER PLANS**
  - Example organizations: United Food and Commercial Workers Canada, General Teamsters, Hospital Employees’ Union, Construction Labour Relations Association, International Brotherhood of Boilermakers

- **SINGLE EMPLOYER/CORPORATE SPONSOR PLANS**
  - Example organizations: TESTCO Western Corp., Safeway Operations Sobeys Inc.

- **PUBLIC EMPLOYER PLANS**
  - Example organizations: Ontario Public Service Employees Union, Halifax Professional Fire Fighters Benefits Trust

- **SERVICE PROVIDERS**

---

8,200 Organizations
31,500+ Individual Members
25 million

Indians across the U.S. and Canada impacted by the reach of International Foundation members

85% of members overall
15% of members overall
54%
50%

23%
19%
11%
17%

12%
14%

2018 International Foundation Annual Report
Driven by Members, Shaped by Volunteers

The Foundation depends on collaborative efforts between U.S. and Canadian Board and Committee members, staff and member feedback to stay on the pulse of industry issues and needs. Over 180 trustees, administrators and benefit professionals serve within the Foundation’s volunteer Board and committee structure and contribute their expertise to develop educational program content and other services.

Types of Benefit Plans

- **Training**: 19%
- **Vacation**: 11%
- **Pension**: 74%
- **Health**: 72%

Number of Employees per Organization

- **1-99**: 37%
- **100-499**: 8%
- **500-999**: 6%
- **1,000-4,999**: 18%
- **5,000-9,999**: 9%
- **Over 10,000**: 21%

Note: Percentages represent proportion of membership in each country.

Members by Geography

- **United States**: [Map showing distribution]
- **Canada**: [Map showing distribution]

Member Profile:

Years of Industry Experience

- **16+**: 50%
- **11-15**: 29%
- **6-10**: 14%
- **3-5**: 5%
- **0-2**: 1%

- **<1%**: 0%

2018 International Foundation Annual Report
About the International Foundation

The Foundation has led the industry in creating benefits content for over six decades, and 2018 was no exception. With educational opportunities carefully crafted to fit the style of every learner, those working in the benefits industry need only one information source. Here’s what was produced this year:

- **3** Virtual conferences
- **9** Research reports and books
- **10** Mobile apps
- **11** Topic-specific web pages
- **12** On-site education programs
- **18** Editions of Today’s Headlines
- **19** New webcasts
- **250** Editions of Today’s Headlines
- **32** Magazines/newsletters
- **39** E-learning courses
- **43** Short educational video clips
- **100** Face-to-face educational events
- **118** Word on Benefits® blog posts
- **118** Research reports and books
- **250** Editions of Today’s Headlines
- **384** New CEBS graduates
Delivering Education

Face-to-face and online educational programs address immediate industry concerns, and content is delivered through a variety of channels that fit the individual needs of our unique members.

**CEBS® Designation**

With academic backing from the Wharton School of the University of Pennsylvania and Dalhousie University, this long-respected designation conveys knowledge of the breadth and depth of the employee benefits landscape.

**In-Person Conferences/Events**

With more than 40 available, each specializing in a unique area of benefits, conferences provide a way to stay current and learn about best practices.

**In-Person Topic-Specific Courses and Certificates**

Courses take a focused, strategic look at issues impacting trustees, administrators and benefit professionals.

- Advanced Investments Management
- International and Emerging Market Investing
- Evidence, Insight and Strategy for Optimizing Health Benefits
- Certificate in Health and Welfare Plans
- Certificate in Retirement Plans
- Certificate in Benefit Plan Administration
- Certificate in Benefits and Compensation
- Perscription Drug Costs, Usage and Outcomes
- Certificate in Public Sector Benefits Administration
- Certificate in Strategic Benefits Management
- Certificate in Canadian Benefit Plans
- Certificate in Global Benefits Management

**In-Person Training for Specific Roles**

- New Trustees Institute—Level I
- New Trustees Institute—Level II
- Trustees Masters Program (TMP)
- TMP Advanced Leadership
- Essentials of Multiemployer Trust Fund Administration
- Administrators Masters Program
- Certificate of Achievement in Public Plan Policy (CAPPP®)
- Foundation of Trust Management Standards (FTMS®)
- Advanced Trust Management Standards (ATMS™)
- Master of Trust Management Standards (MTMS)
- Trustees Masters Program (TMP)
- TMP Advanced Leadership
- Administrators Masters Program

**Online Learning**

For instant access to everything from introductory benefits courses to more complex compliance issues, webcasts, e-learning courses and virtual conferences provide need-to-know information at your fingertips.

**On-Site Education**

International Foundation flexible on-site training brings industry-leading education to your workplace. Face-to-face, e-learning, CEBS designation and webcast formats are all available to meet individual training needs.
Canada

In 2018, the Foundation strengthened learning opportunities for Canadian trustees, expanded its reach to French-speaking attendees and developed a new committee to focus on broadening corporate education and engagement.

The New MTMS Program

The essential educational path for Canadian trustees starts with Foundations of Trust Management Standards (FTMS®), continues with Advanced Trust Management Standards (ATMS™) and now culminates with the new Master of Trust Management Standards (MTMS). Session A of the MTMS program, which sold out in 2018, challenges trustees to take a leadership role in their funds and update their skill sets. Trustee education is in high demand as evidenced by FTMS experiencing a record number of attendees this year.

“MTMS is the best training program that I have taken. The instructors were very well informed—Great presentations, very helpful with years of experience.”

Bruce Court
Trustee from New Brunswick, Canada

Growth in Corporate Sector

In order to expand the Foundation’s outreach and relevance to the corporate sector, a Canadian Corporate Committee (ad hoc) was introduced this year. The committee will continue enhancing the Foundation’s presence in Canada by providing guidance and direction in membership and services for plan sponsors in the corporate sector.

More Sessions Offered in French

With the goal of providing more comprehensive education to a growing French-speaking audience, five sessions at the Annual Canadian Employee Benefits Conference featured a simultaneous French translation, (four keynotes and one featured session). Additionally, ten other sessions were presented in French.

On-Site Education

On-site education offerings continued in Canada this year by bringing face-to-face learning, webcasts and e-learning programs directly to our members. These customizable programs include FTMS, ATMS, the new MTMS, the Certificate in Canadian Benefit Plans and the Certificate in Global Benefits Management.
For 52 years, the Annual Canadian Employee Benefits Conference has been the leading source for solid, straightforward pensions and benefits education, and 2018 was no exception. 1,500 attendees gathered in Las Vegas to network, stay current with the latest regulatory and legislative changes, and learn practical approaches to improve their funds.

"Great subjects and keynote speakers in featured sessions. Lots of good information to take back to members."

Frank Donegan
Public Employee Trustee in Alberta, Canada

1,500+ attendees
140+ industry experts
95 sessions
8.2 attendee rating

*Evaluations are based on a 10-point scale where 1-2 = poor, 3-5 = fair, 6-8 = good, 9-10 = excellent."
2018 was the first full year under the new CEBS® curriculum, which focused on the core elements of health care and retirement, covering plan design, funding and administration. The streamlined curriculum offered an accelerated path for students to obtain their designation, without sacrificing its command of benefits history, theory and applications. To help further students’ knowledge, real-world applications are woven throughout the curriculum.

As a result, in 2018, CEBS saw a surge of both new entrants into the program as well as a significant increase in students completing the program. Students have reported that the new program is a terrific improvement, noting details that make the studying process better. They specifically note that the “benefits in action” applications help crystalize the concepts.

About the Wharton School
Founded in 1881 as the first collegiate business school, the Wharton School is recognized globally for intellectual leadership and ongoing innovation across every major discipline of business education. The most comprehensive source of business knowledge in the world, Wharton bridges research and practice through its broad engagement with the global business community.

About Dalhousie University
With more than 18,000 students, Dalhousie is a world-renowned academic institution. Dalhousie combines the prestige of a big-name university with a hands-on, collaborative education.

Over 2,000
New CEBS students in 2018

734
CEBS graduates in 2018
CEBS Conferment

The 2018 Symposium hosted one of the largest CEBS® conferment ceremonies in years. More than 100 new graduates were on hand in Boston, Massachusetts to be formally recognized for earning their CEBS, GBA, RPA or CMS designations, along with those earning ISCEBS Fellowship for the first time. Dalhousie University’s Ann O’Neill and the Wharton School of the University of Pennsylvania’s Peter Cappelli addressed the graduates and designees, noting the evolution of the CEBS program and the unique journey graduates could expect from a career in benefits. President and Chair of the Board Paul Hackleman underscored the dramatic impact benefit professionals can have on the lives of their peers, and ISCEBS Governing Council President Lisa Kaiser, CEBS, reflected on the commitment to distinguish oneself through lifelong learning.

Over 30 new Canadian CEBS graduates, along with GBA, RPA and CMS designees and ISCEBS Fellows, were celebrated at a Graduation Recognition Ceremony event that took place November 1, 2018 in Toronto, Ontario. Ann O’Neill, Canadian CEBS Academic Director, congratulated the distinguished guests and shared her thoughts on the significance of this achievement and the impact graduates will make on the employee benefits profession.
ISCEBS Employee Benefits Symposium

The International Society of Certified Employee Benefits Specialists (ISCEBS) Employee Benefits Symposium has been the gathering place for strategic-minded leaders of employee benefit plans for decades. Boston played host to this event in 2018. Both plan sponsors and those who provide services to those plans learned from industry leaders, and also from each other, in the cutting-edge sessions.

95% of attendees said the Symposium met or exceeded expectations

63 Conference speakers

56 Number of sessions offered in four distinct education tracks

600+ Number of attendees

Just returned from ISCEBS Symposium 2018. Once again the Society and the IF have put on an amazing conference. I always come away with additional knowledge, contacts and information on cutting edge programs and technological advancements in the field. This information set allows me to see practical ways to implement new programs that can benefit our plan participants.

David Myles, CEBS
Total Rewards Manager from Ontario, Canada
Over 5,000 trustees, administrators and plan fiduciaries gathered in New Orleans for the 64th Annual Employee Benefits Conference in October. Attendees spent three days learning, networking and growing in their role, big-easy style. Topics ranged from trustee ethics and mental health to specialty drug management and Pension Benefit Guaranty Corporation (PBGC) solvency and solutions.

"The Foundation has taken me from a brand new, completely inexperienced pension fund trustee to the chairman of our fund. I have been to over ten annual conferences and continue to learn something new every year!"

Dave Price
Labor Trustee from Indianapolis, Indiana

*Evaluations are based on a 10-point scale where 1-2 = poor, 3-5 = fair, 6-8 = good, 9-10 = excellent."
Membership Services

31,500 members depend on the Foundation for answers, knowledge, confidence and a community of peers. Every member has unique learning preferences, goals and challenges—the Foundation has reacted with a variety of member-exclusive products and services. Find more at www.ifebp.org/membership.

**WATCH**

- **Webcasts**—Strategies from leading experts in the industry in a library of live and recorded webcasts
- **Benefit Bits**—Short videos offering key takeaways on a wide range of topics. In minutes you’ll get a condensed taste of the Foundation’s best programming.

**LISTEN**

- **Talking Benefits**—Monthly podcast featuring a quick news update and then a deeper dive into a trending benefits topic

**READ**

- **Magazines**—Monthly or bi-monthly publications featuring insights from pensions and benefits pros
- **Survey Results**—Difficult-to-find details and benchmarking data help employers address the challenging pensions and benefits environment.
- **Word on Benefits**—Blog featuring quick, timely reads on pensions and benefits trends

**INTERACT**

- **Got a Benefits Question?**—Ask a benefits expert! The team researches member questions and provides customized information on any industry topic.
- **Foundation Community**—A platform for members to interact with each other by sharing ideas and best practices

**SELF-SERVE**

- **Today’s Headlines**—Daily email containing top benefits news stories from the U.S. and Canada, expertly selected just for our members
- **Legislative Tracker and Regulatory Updates**—Stay on top of governmental changes impacting the pensions and benefits landscape
- **Sample Documents**—View sample policies, job descriptions, forms, checklists and other documents that have been shared by members.
- **InfoQuick**—A self-service tool for members to find pensions and benefits information in a flash

**EXTRA PERKS**

- **Job/Resumé Posting**—Members can post jobs at a discounted rate or upload their resumé for free.
- **Discounts**—Members receive discounts on registration fees for conferences and e-learning courses, in addition to saving 25% on books published by the Foundation.

Getting *Today’s Headlines* and legislative updates is very valuable to me. I read this every day to stay informed and look for new ideas that might apply to the trusts I sit on.

**Russ Hill**
Labor Trustee from Portland, Oregon

Having access to personalized research has been valuable for many benefits-related topics. The information I have received has been useful in determining benefits design decisions as well as company strategy.

**Debra Kelly**
HR Partner Services Director from Horsham, Pennsylvania
New Initiatives

Harvard Medical School Partnership
The Foundation worked with an exemplary team at the Harvard Medical School to create the inaugural Evidence, Insight and Strategy for Optimizing Health Benefits program. Attendees left this event with fresh ideas and a new perspective to apply to their health care plans. One of the sessions on prescription drugs was so well-received that it is being developed into a one-day program in 2019, running immediately prior to the Foundation’s Health Care Management Conference.

Behavioral Decision Making
Because members face challenges with participant engagement in their benefit programs, the Foundation, at the suggestion of the Financial Education and Retirement Security Expert Panel put a special emphasis on sharing the science behind behavioral decision making. Notable behavioral science academics and practitioners led a Behavioral Decision Making Summit at the 2018 Spring Board & Committee Meetings. Immediately following was National Employee Benefits Day, highlighting this topic as its theme for the year. The resources developed from the Summit continue to be dispersed via webcasts, articles, toolkits, sessions and other resources. You’ll continue seeing this topic woven through Foundation programming in 2019.

Virtual Conferences
Having offered numerous virtual events in the past, the Foundation’s flexible learning initiative is taking the next step with virtual conferences. The team has been working on developing events that will be exclusively virtual and focused on emerging topics. Where past events ran concurrent and provided the same content as face-to-face events, this next iteration will provide unique content that can only be experienced virtually. Look for events on prescription drug cost management and data analytics for group health plans in 2019.

Wellness Webcast Series
A wellness webcast series featuring one to two wellness-focused offerings per month ran April through October, 2018. Each topic was designed to appeal to both the U.S. and Canadian markets and is available on demand. The webcast series was promoted to both members and nonmembers. Participation has been strong with 612 attending live and 376 viewing on demand. The wellness webcasts have pulled in 11 new members.
Content Generation

Looking beyond member-exclusive products and services, the Foundation has continued to draw in new audiences by sharing original Foundation content in fresh ways through a collection of mediums.

Word on Benefits® Blog—www.ifebp.org/blog
Over 20 Foundation staff members contributed to the Word on Benefits blog in 2018, their voices representing a total of 107 blog posts. A quick way to generate hot-off-the-press content, Word on Benefits provides readers with a comprehensive explanation of Foundation survey results, workplace trends, compliance deadlines and new regulations impacting plans.

5 Most Popular U.S. Blogs 2018
- 8 Questions Employees Are Still Asking About ACA 1095s
- Your Janus v. AFSCME Explainer
- Retirees Receiving Health Coverage: Must We Report Them?

5 Most Popular CANADIAN Blogs 2018
- What Employees Want to Know About the CPP and QPP
- Four Common Cyber-Risks Facing Your Benefit Plans
- Top Reasons for RRSP Early Withdrawals
- What You Need to Know About the New DBplus and OPTrust Pension Plans
- Marijuana Coverage Calls for Clear and Explicit Plan Language

70,000 Blog views in 2018

Talking Benefits Podcast—www.ifebp.org/podcast
The podcast team took a deep dive into several trending benefits topics this year, including behavioral decision making, specialty drugs, trendy employee perks (think pets at work and student loan repayment), elder-care benefits, open enrollment FAQs, telemedicine, and association health and retirement plans.

Social Media
Content from the Foundation is regularly shared through the following social media platforms.

Facebook 3,217 followers
Twitter 6,166 followers
YouTube 344 subscribers
Linkedin 16,339 group members
Instagram New in 2018!
Research Initiatives

The Foundation research team provides data reports for members, the industry, media and policy makers on important issues hitting the industry. Our members face a benefits landscape that changes daily—Research efforts provide benchmarking data so stakeholders can stay on the pulse of industry best practices.

3. Mental Health and Substance Abuse Benefits: 2018 Survey Results
4. Employee Benefits Survey 2018
5. Financial Education for Today’s Workforce: 2018 Survey Results
7. Top Trends in Apprenticeship Programs, 2018 Survey Results

In the News

The Foundation’s Public Relations Department further expanded the reach of survey reports in 2018 by building relationships with local, state, national and trade media outlets.

<table>
<thead>
<tr>
<th>Number of media mentions</th>
<th>Number of impressions</th>
<th>Ad value</th>
</tr>
</thead>
<tbody>
<tr>
<td>631</td>
<td>1.3 million</td>
<td>$1.25 million</td>
</tr>
</tbody>
</table>

Notable coverage included:

- The Wall Street Journal
- New York Post
- Benefits
- ebn
- Bloomberg
- Forbes
- CNBC
- U.S. News
- MarketWatch
- The Globe and Mail
A $15,000 check from the Foundation was presented to Rebuilding Together New Orleans (RTNO), a volunteer organization that helps low-income homeowners make necessary home repairs. In accepting the donation, William Stoudt, executive director of RTNO, shared that the organization helps about 50 families a year. The average homeowner makes about $1,000 a month, so even smaller repairs are a financial burden that many of them cannot shoulder.

“Today your support empowers our organization to continue our efforts,” Stoudt said. “It puts a spotlight on our community and those across the country that continue to struggle, whether from devastating disasters or chronic poverty. Today the International Foundation joins with Rebuilding Together New Orleans in believing that everyone has a right to live in a safe and healthy place.”
## Financial Summary

### Statements of Activities

<table>
<thead>
<tr>
<th>Years Ended December 31, 2018 and 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
</tr>
<tr>
<td>Annual Conferences</td>
</tr>
<tr>
<td>Education and Designation Fees</td>
</tr>
<tr>
<td>Membership Dues</td>
</tr>
<tr>
<td>Publications and Online Services</td>
</tr>
<tr>
<td>Other</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
</tr>
</tbody>
</table>

| **Expenses**                           |
| Conferences and Educational Services   | 19,915,000   | 18,630,000   |
| Research, Publications and Member Services | 2,106,000   | 2,281,000   |
| Support Services                       | 7,633,000    | 7,893,000    |
| Board and Committees                   | 1,978,000    | 2,072,000    |
| **Total Expenses**                     | $31,632,000  | $30,876,000  |
| Operating Income                       | 4,293,000    | 1,772,000    |
| Foreign Currency Translation Gain/(Loss) | (1,342,000)  | (1,247,000)  |

**NET OPERATING INCOME** | $2,951,000 | $525,000

### Statements of Financial Position

<table>
<thead>
<tr>
<th>December 31, 2018 and 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
</tr>
<tr>
<td>Investments</td>
</tr>
<tr>
<td>Receivables</td>
</tr>
<tr>
<td>Prepaid and Deferred Expenses</td>
</tr>
<tr>
<td>Inventory</td>
</tr>
<tr>
<td>Property and Equipment–Net</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
</tr>
</tbody>
</table>

| **Liabilities and Net Assets** |
| Accounts and Notes Payable   | 3,066,000     | 3,607,000    |
| Accrued Expenses             | 3,556,000     | 4,769,000    |
| Deferred Revenues            | 12,416,000    | 12,165,000   |
| Defined Benefit Plan Accrued Cost | 5,389,000   | 5,301,000    |
| **Total Liabilities**        | $24,427,000   | $25,842,000  |

**NET ASSETS** | $9,797,000 | $10,014,000

### 2018 Membership

<table>
<thead>
<tr>
<th>DUES PAYERS</th>
<th>Memberships: 7,283 Organizational Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,214</td>
<td>395</td>
</tr>
<tr>
<td>2,300</td>
<td>274</td>
</tr>
<tr>
<td>589</td>
<td>131</td>
</tr>
<tr>
<td>1,157</td>
<td>223</td>
</tr>
</tbody>
</table>

**Multiemployer** | 35.8% | **Corporate** | 35.3% | **Public Employee** | 10% | **Service Provider** | 18.9%

<table>
<thead>
<tr>
<th>INDIVIDUALS</th>
<th>Members: 31,690 Individuals</th>
</tr>
</thead>
<tbody>
<tr>
<td>14,768</td>
<td>2,248</td>
</tr>
<tr>
<td>6,121</td>
<td>871</td>
</tr>
<tr>
<td>2,978</td>
<td>794</td>
</tr>
<tr>
<td>3,279</td>
<td>631</td>
</tr>
</tbody>
</table>

**Multiemployer** | 53.7% | **Corporate** | 22.1% | **Public Employee** | 11.9% | **Service Provider** | 12.3%

*Organizational members represent multiple individuals.*