

+XPDQ 5HVRXUFHV

,QVWLWXWLRQ 8QLYHUVLW\ RI 6RXWK )ORULGD 6DUDVRWD 0DQDWHH  
8VHU , ' S

2YHUYLHZ

+XPDQ 5HVRXUFHV 2YHUYLHZ

:HOFRPH WR WKH ,3('6 +XPDQ 5HVRXUFHV +5 VXUYH\ FRPSRQHGW 7KLV VXUYH\ FROOHFWV LPSRUWDQW LQIRUPDWLRQ DERXW  
\RXU LQVWLWXWLRQ V VWDII  
'DWD 5HSRUWLQJ 5HPLQGHUV  
<RX PXVW HQWHU GDWD RQ HDFK GLVSOD\HG VFUHHQ ,I D VFUHHQ LV QRW DSSOLFDEOH \RX PXVW HQWHU DW OHDVW RQH ]HUR LQ D ILHOG  
RQ WKH VFUHHQ

5HVRXUFHV

7R GRZQORDG WKH VXUYH\ PDWHULDOV IRU WKLV FRPSRQHGW 6XUYH\ 0DWHULDOV  
7R DFFHVV \RXU SULRU \HDU GDWD VXEPLVVLRQ IRU WKLV FRPSRQHGW 5HSRUWHG 'DWD

,I \RX KDYH TXHVWLRQV DERXW FRPSOHWLQJ WKLV VXUYH\ SOHDVH FRQWDFW WKH ,3('6 +HOS 'HVN DW

,QVWLWXWLRQ 8QLYHUVLW\ RI 6RXWK )ORULGD 6DUDVRWD 0DQDWHH  
8VHU , ' S

+XPDQ 5HVRXUFHV 6FUHHQLQJ 4XHVWLRQV  
'RHV \RXU LQVWLWXWLRQ KDYH DQ\ SDUW WLPH VWDII"

**Yes**

,QVWLWXWLRQ 8QLYHUVLW\ RI 6RXWK )ORULGD 6DUDVRWD 0DQDWHH  
8VHU , ' S

+XPDQ 5HVRXUFHV 6FUHHQLQJ 4XHVWLRQV

'LG \RXU LQVWLWXWLRQ KLUH DQ\ IXOO WLPH SHUPDQHQW VWDII ZKR ZHUH LQFOXGHG RQ WKH SD\UROO RI WKH LQVWLWXWLRQ  
EHWZHHQ -XO\ DQG 2FWREHU HLWKHU IRU WKH **first time** RU **after a break in service** \$1' ZKR ZHUH VWLOO RQ WKH  
SD\UROO RI WKH LQVWLWXWLRQ DV RI 1RYHPEHU " ([FOXGH SHUVRQV ZKR KDYH UHWXUQH G IURP VDEEDWLFDO OHDYH  
25 IXOO WLPH VWDII ZKR DUH ZRUNLQJ OHVV WKDQ PRQWK FRQWUDFWV WHDFKLQJ SHULRGV DQG ZKRVH SULPDU\  
UHVSRQVLELQJ LV LQVWUXFWLRQ UHVHDFK DQG RU SXEOLF VHU\LFH

Yes

*full-time permanent new hires*

*Fall Staff section (long version)*

<HV

1R





,QVWLWXWLRQ 8QLYHUVLW\ RI 6RXWK )ORULGD 6DUDVRWD 0DQDWHH  
8VHU , ' S

3DUW & (PSOR\HHV E\ \$VVLJQH 3RVLWLRQ 7RWDO QXPEHU RI VWDII



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7RWDC					
ZRPHQ					
SULRU \H DU					
7RWDC					
PHQ					
ZRPHQ					

,QVWLWXWLRQ 8QLYHUVLW\ RI 6RXWK )ORULGD 6DUDVRWD 0DQDWHH  
8VHU , ' S

3DUW ' 6DODULHV )XOO WLPH LQVWUXFWLRQDO VWDII RQ PRQWK FRQWUDFWV WHDFKLQJ  
SHULRGV )DFXOW\ VWDWXV

\$SSOLFDEOH WR \HDU GHJUHH JUDQWLQJ LQVWLWXWLRQV DQG DERYH RQO\

1XPEHU RI IXOO WLPH LQVWUXFWLRQDO VWDII RQ PRQWK FRQWUDFWV WHDFKLQJ SHULRGV E\ IDFXOW\ VWDWXV JHQGHU DQG DFDGHPLF  
UDQN

\$V RI 1RYHPEHU  
)DFXOW\ VWDWXV

*HQQ DQG DFDGH UDQ	7HQXUHG	2Q WHQXUH WUDFN	1RW RQ WHQXUH WU OR WHQXUH '	:LWKRXW IDFXOW\ VWDWXV	7RWDO IURP 3DUW ' +HDGFRXQW VFUHHQ
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0HQ  
3URIHVVRUV

\$VVRFLDWH  
3URIHVVRUV  
\$VVLVWDQW  
3URIHVVRUV  
,QVWUXFWRUV

/HFWXUHUV

1R  
DFDGHPLF  
UDQN

7RWDO PHQ  
7RWDO PHQ  
SULRU \HDU

:RPHQ  
3URIHVVRUV

\$VVRFLDWH  
3URIHVVRUV  
\$VVLVWDQW  
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,QVWUXFWRUV

/HFWXUHUV

1R  
DFDGHPLF  
UDQN

7RWDO  
ZRPHQ

7RWDC					
ZRPHQ					
SULRU \H DU					
7RWDC					
PHQ					
ZRPHQ					

,QVWLWXWLRQ 8QLYHUVLW\ RI 6RXWK )ORULGD 6DUDVRWD 0DQDWHH  
8VHU , ' S

3DUW ( 6DODULHV )XOO WLPH LQVWUXFWLRQDO VWDII RQ PRQWK FRQWUDFWV WHDFKLQJ  
SHULRGV 6DODU\ RXWOD\V



,QVWLWXWLRQ 8QLYHUVLW\ RI 6RXWK )ORULGD 6DUDVRWD 0DQDWHH  
8VHU , ' S

3DUW ) 6DODULHV )XOO WLPH LQVWUXFWLRQDO VWDII RQ PRQWK FRQWUDFWV WHDFKLQJ  
SHULRGV )ULQJH EHQHILWV

)ULQJH EHQHILWV RI IXOO WLPH LQVWUXFWLRQDO VWDII RQ PRQWK FRQWUDFWV WHDFKLQJ SHULRGV

\$V RI 1RYHPEHU

)ULQJH EHQHILWV 1XPEHU FRYHUHG ((SHQGLWXUHV \$YHUDJH \$YHUDJH 3ULRU \HDU  
FRYHUHG ((SHQGLWXUHV SHQGLWXUHV SHQGLWXUHV

5HWLUHPHQW SODQV RWKHU WKDQ 6RFLDO  
6HFXULW\ 9HVWHG ZLWKLQ \HDUV

5HWLUHPHQW SODQV RWKHU WKDQ 6RFLDO  
6HFXULW\ 9HVWHG DIWHU \HDUV

0HGFLDO GHQWDO SODQV

\*URXS OLIH LQVXUDQFH

2WKHU LQVXUDQFH EHQHILWV FDIHWULD  
SODQ HWF

\*XDUDQWHHG GLVDELOLW\ LQFRPH  
SURWHFWLRQ

7XLWLRQ SODQ GHSHQGHQWV RQO\  
8QUHVWULFWHG

5HVWULFWHG

+RXVLQJ SODQ  
8QUHVWULFWHG

5HVWULFWHG

6RFLDO 6HFXULW\ WD[HV

8QHPSOR\PHQW FRPSHQVDW 372.31|163.20.25 1 0 0 1 20.2 2157 0.94118 r0m162.96 226f20.17 | 163.46 319.67 | 20.25 37P SHQV 2lfQQqQq 2J0GQBT 1 0 0 1 20.25 217.93 20.25 37P SHQV 2lfQQqQq 2

,QVWLWXWLRQ 8QLYHUVLW\ RI 6RXWK )ORULGD 6DUDVRWD 0DQDWHH  
8VHU , ' S

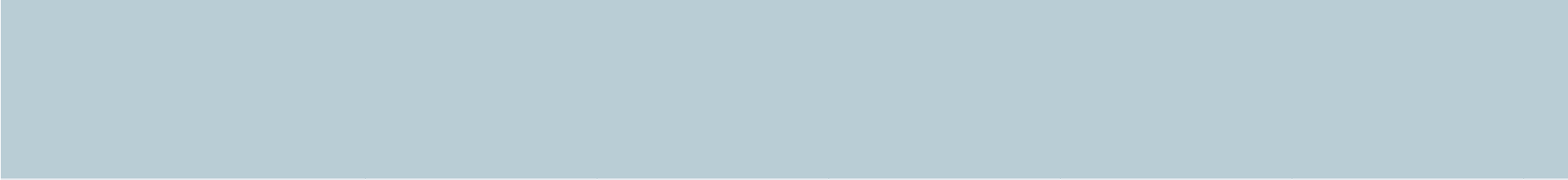


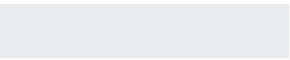
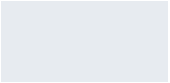




,QVWLWXWLRQ 8QLYHUVLW\ RI 6RXWK )ORULGD 6DUDVRWD 0DQDWHH  
8VHU , ' S

3DUW \* )DOO 6WDII )XOO WLPH LQVWUXFWLRQ UHVHDUFK SXEOLF VHUULFH VWDII 2Q WHQXUH  
WUDFN





,QVWLWXWLRQ 8QLYHUVLW\ RI 6RXWK )ORULGD 6DUDVRWD 0DQDWHH  
8VHU , ' S

3DUW \* )DOO 6WDII )XOO WLPH LQVWUXFWLRQ UHVHDUFK SXEOLF VHUYLEFH VWDII 1RW RQ WHQXUH  
WUDFN QR WHQXUH V\ VWHP







7RWDO PHQ ZRPHQ

7RWDO IURP (\$3

,QVWLWXWLRQ 8QLYHUVLW\ RI 6RXWK )ORULGD 6DUDVVRWD 0DQDWHH  
8VHU , ' S

3DUW \* )DOO 6WDII )XOO WLPH LQVWUXFWLRQ UHVHDUFK SXEOLF VHUYLEFH VWDII 7RWDOV





5DFH DQG HWKQLFLW\ XQNQRZQ					
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7RWDO PHQ ZRPHQ					
7RWDO IURP (\$3					
7RWDO PHQ ZRPHQ IURP )DOO					



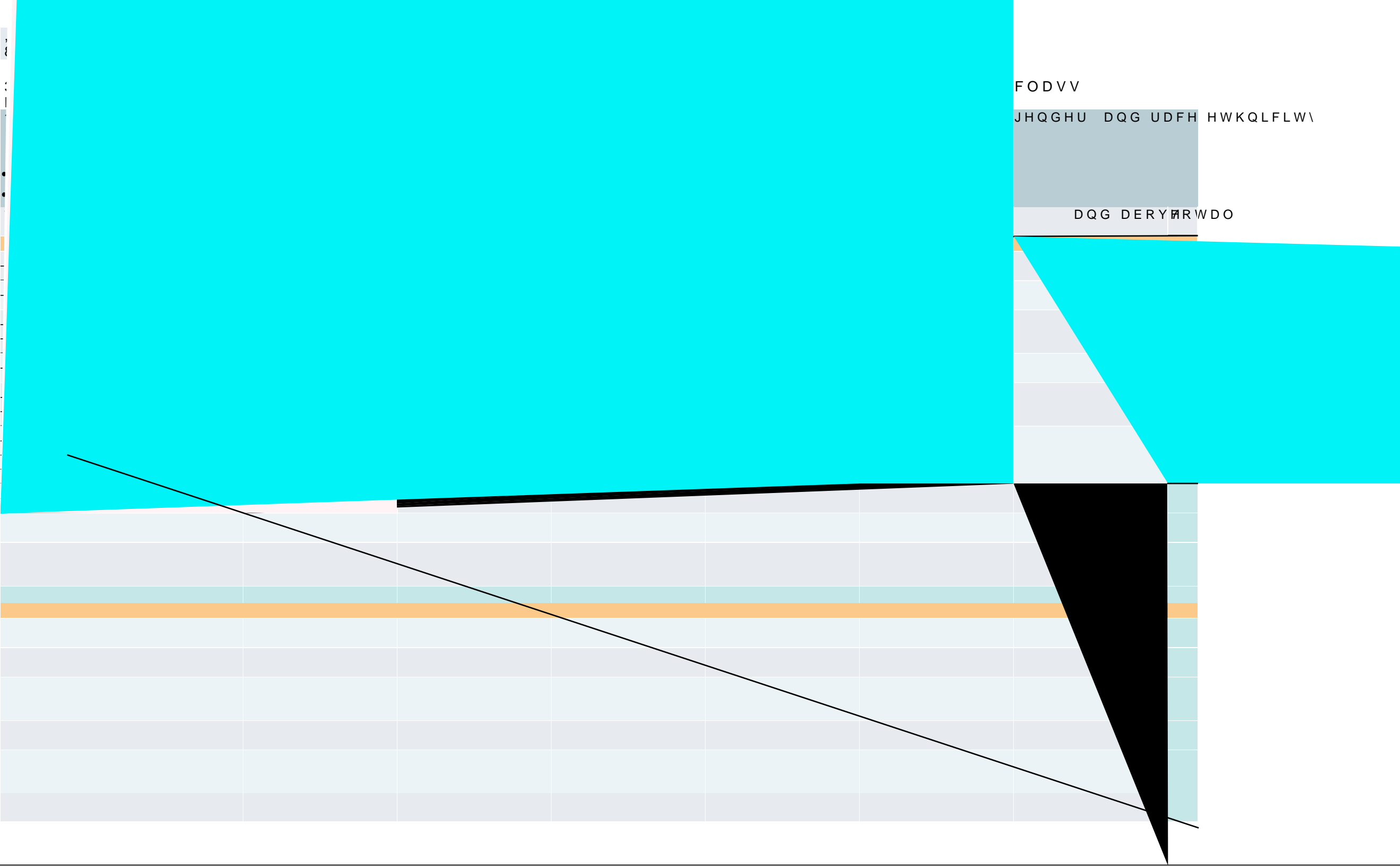
	2 RU							
	3 FLILF							
	U							
:KLWH								
7ZR RU PRUH								
UDFHV								
5DFH DQG								
HWKQLFLW\								
XQNQRZQ								
7RWDO ZRPHQ								



,QVWLWXWLRQ 8QLYHUVLW\ RI 6RXWK )ORULGD 6DUDVVRWD 0DQDWHH  
8VHU , ' S

3DUW + )DOO 6WDII )XOO WLPH LQVWUXFWLRQ UHVHDUFK SXEOLF VHUYLEFH VWDII RQ





FODVV

JHQGHU DQG UDFH HWKQLFLW\

DQG DERYR WDO

1DWLYH							
+DZDLLDQ RU							
2WKHU 3DFLILF							
,VODQGHU							
:KLWH							
7ZR RU PPH							
UDFHV							
5DFH DQG							
HWKQLFLV							
XQNQRZQ							
7RWDO ZRPHQ							
7RWDO							
PHQ ZRPHQ							
7RWDO IURP (\$3							



,QVWLWXWLRQ 8QLYHUVLW\ RI 6RXWK )ORULGD 6DUDVRWD 0DQDWHH  
8VHU , ' S

3DUW , )DOO 6WDII )XOO WLPH RWKHU SURIHVVLRQDO VXSSRUW VHUYLEFH VWDII 6DODU\ FODVV  
LQWHUYDOV

1XPEHU RI 1XOO WLPH RWKHU SURIHVVLRQDO VXSSRUW VHUYLEFH VWDII E\ VDODU\ FODVV LQWHUYDOV JHQGHU DQG UDFH HWKQLFLW\

\$V RI 1RYHPEHU

•5HSRUW +LVSDQLF /DWLQR LQGLYLGXDOV RI DQ\ UDFH DV +LVSDQLF /DWLQR

•5HSRUW UDFH IRU QRQ +LVSDQLF /DWLQR LQGLYLGXDOV RQO\

\*HQGHU DQGHORZ  
UDFH HWKQLFLW\

DQG DERYR RWDO

0HQ

1RQUHVLGHQW

DOLHQ

+LVSDQLF /DWLQR

\$PHULFDQ

,QGLDQ RU

\$ODVND 1DWLYH

\$VLDQ

%ODFN RU

\$IULFDQ

\$PHULFDQ

1DWLYH

+DZDLLDQ RU

2WKHU 3DFLILF

,VODQGHU

:KLWH

7ZR RU PRUH

UDFHV

5DFH DQG

HWKQLFLW\

XQNQRZQ

7RWDO PHQ

:RPHQ

1RQUHVLGHQW

DOLHQ

+LVSDQLF /DWLQR

\$PHULFDQ

,QGLDQ RU

\$ODVND 1DWLYH

\$VLDQ

%ODFN RU

\$IULFDQ

\$PHULFDQ







,QVWLWXWLRQ 8QLYHUVLW\ RI 6RXWK )ORULGD 6DUDVRWD 0DQDWHH  
8VHU , ' S

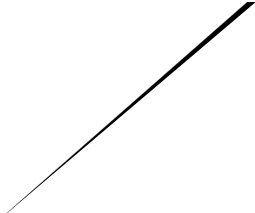
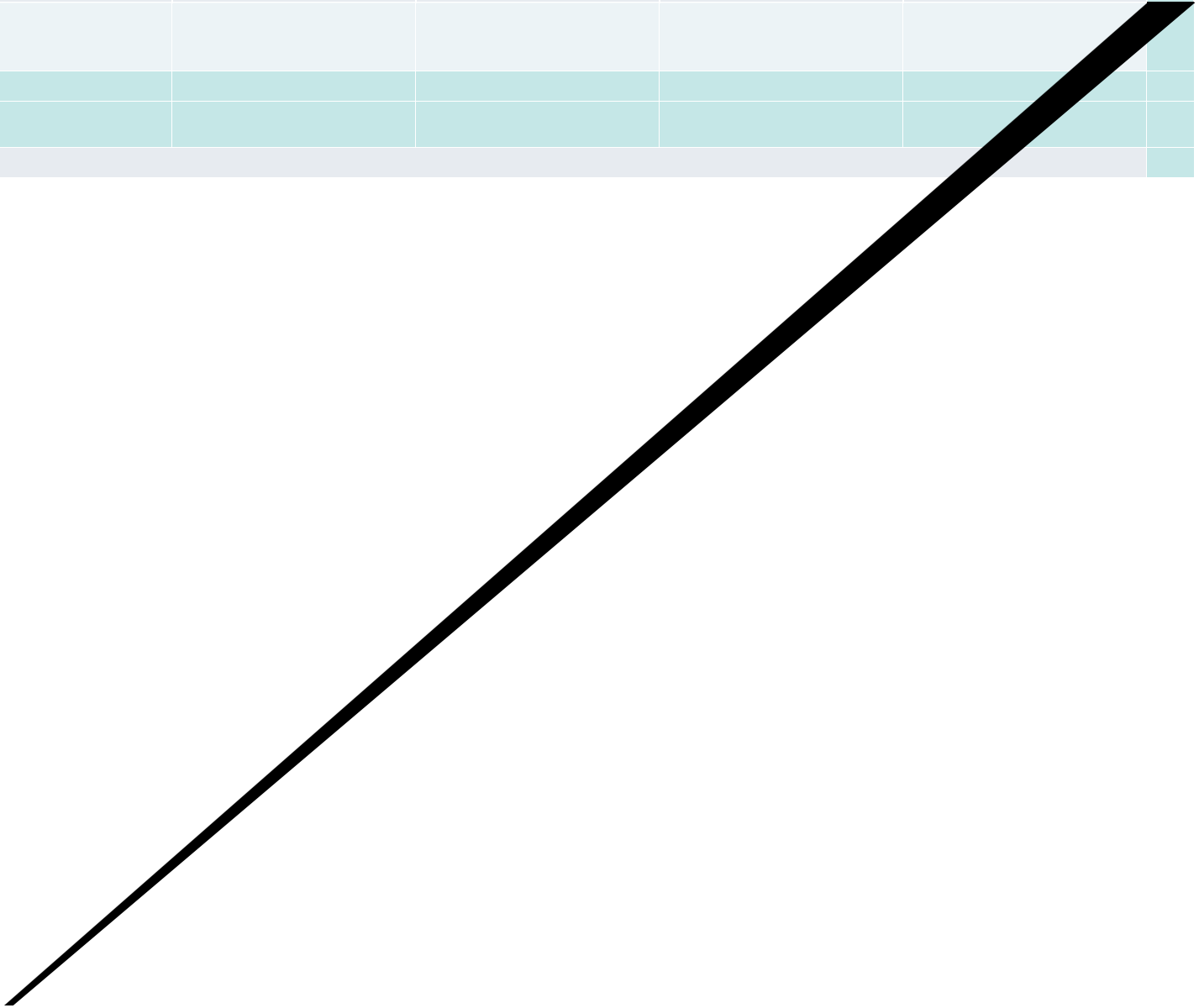
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[Redacted]					
[Redacted]					

:KLWH						
7ZR RU P R U H						
UDFHV						
5DFH DQG						
HWKQLFLV						
XQNQRZQ						
7RWDO ZRPHQ						
7RWDO PHQ ZRPHQ						
7RWDO IURP (\$3						



:KLWH						
7ZR RU PRUH						
UDFHV						







:KLWH						
7ZR RU PRUH						
UDFHV						
5DFH DQG						
HWKQLFLW\						
XQNQRZQ						
7RWDO ZRPHQ						





7RWDO ZRPHQ			
7RWDO PHQ ZRPHQ			
7RWDO IURP (\$3			

,QVWLWXWLRQ 8QLYHUVLW\ RI 6RXWK )ORULGD 6DUDVRWD 0DQDWHH  
8VHU , ' S

3DUW - )DOO 6WDII 3DUW WLPH QRQ SURIHVVLRQDO VWDII  
1XPEHU RI SDUW WLPH VWDII E\ SULPDU\ IXQFWLRQ RFFXSDWLRQDO DFWLYLW\ JHQGHU DQG UDFH HWKQLFLW\

\$V RI 1RYHPEHU

- 5HSRUW +LVSDQLF /DWLQR LQGLYLGXDOV RI DQ\ UDFH DV +LVSDQLF /DWLQR
- 5HSRUW UDFH IRU QRQ +LVSDQLF /DWLQR LQGLYLGXDOV RQO\

\*HQGHU DQG KQLFDO DQG OHULFDO DQG 6HUULFH  
UDFH HWKQLFLW SURIHVVLRQDO VWDII 6NLOOHG FUDIWLQV DQWLFH

0HQ

1RQUHVLGHQW  
DOLHQ  
+LVSDQLF /DWLQR

\$PHULFDQ  
.QGLDQ RU  
\$ODVND 1DWLYH  
\$VLDQ

%ODFN RU  
\$IULFDQ  
\$PHULFDQ  
1DWLYH  
+DZDLLDQ RU  
2WKHU 3DFLILF  
.VODQGHU  
:KLWH

7ZR RU PRUH  
UDFHV

:KLWH				
7ZR RU P RHH				
UDFHV				
5DFH DQG				
HWKQLFLV				
XQNQRZQ				
7RWDO ZRPHQ				
7RWDO PHQ ZRPHQ				
7RWDO IURP (\$3				





7RWDO ZRPHQ			
7RWDO PHQ ZRPHQ			
7RWDO IURP (\$3			









1DWLYH

+DZDLLDQ RU

2WKHU 3DFLILF

,VODQGHU

:KLWH




,QVWLWXWLRQ 8QLYHUVLW\ RI 6RXWK )ORULGD 6DUDVRWD 0DQDWHH  
8VHU , ' S

3DUW / )DOO 6WDII 1HZ KLUHV 7RWDOV

7RWDO QXPEHU RI IXOO WLPH SHUPDQHGW QHZ KLUHV E\ JHQGHU DQG UDFH HWKQLFLW\

+LUHG IXOO WLPH EHWZHHQ -XO\ DQG 2FWREHU DQG

VWLOO RQ SD\UROO RI WKH LQVWLWXWLRQ DV RI 1RYHPEHU

7RWDO PHQWDO ZRPHQWDO PHQ ZRPHQ

1RQUHVLGHQW DOLHQ

+LVSDQLF /DWLQR

\$PHULFDQ ,QGLDQ RU \$ODVND 1DWLYH

\$VLDQ

%ODFN RU \$IULFDQ \$PHULFDQ

1DWLYH +DZDLLDQ RU 2WKHU 3DFLILF ,VODQGHU

:KLWH

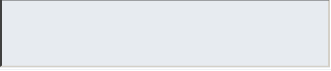
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5DFH DQG HWKQLFLW\ XQNQRZQ

\*UDQG WRWDO

,QVWLWXWLRQ 8QLYHUVLW\ RI 6RXWK )ORULGD 6DUDVRWD 0DQDWHH  
8VHU , ' S

+XPDQ 5HVRXUFHV 6XUYH\ (YDOXDWLRQ  
:HUH DQ\ VWDII PHPEHUV GLIILFXOW WR FDWHJRUL]H" ,I VR SOHDVH H[SODLQ LQ WKH ER[ EHZ





,QVWLWXWLRQ 8QLYHUVLW\ RI 6RXWK )ORULGD 6D8DNRW'D 9DQDWHH  
6XPPDU\

+XPDQ 5HVRXUFHV &RPSRQHGW 6XPPDU\  
\$SSOLFDEOH WR 'HJUHH JUDQWLQJ LQVWLWXWLRQV DQG 5HODWHG \$GPLQLVWUDWLYH 2IILFHV

,3('6 FROOHFWV LPSRUWDQW LQIRUPDWLRQ UHJDUGLQJ \RXU LQVWLWXWLRQ \$OO GDWD UHSRUWHG LQ ,3('6  
VXUYH\ FRPSRQHGWV EFRPH DYDLODEOH LQ WKH ,3('6 'DWD &HQWHU DQG DSSHU DV DJJUHJDWHG GDWD  
LQ YDULRXV 'HSDUWPHQW RI (GXFDWLRQ UHSRUWV \$GGLWLRQDOO\ VRRPH RI WKH UHSRUWHG GDWD DSSHU  
VSHFLILFDOO\ IRU \RXU LQVWLWXWLRQ WKURXJK WKH &ROOHJH 1DYLJDWRU ZHEVLWH DQG LV LQFOXGHG LQ \RXU  
LQVWLWXWLRQ\ 'DWD )HHGEDFN 5HSRUW ')5 7KH SXUSRVH RI WKLV VXPPDU\ LV WR SURYLGH \RX DQ  
RSSRUWXQLW\ WR YLHZ VRRPH RI WKH GDWD WKDW ZKHQ DFFHSWHG WKURXJK WKH ,3('6 TXDOLW\ FRQWURO  
SURFHVV ZLOO DSSHU RQ WKH &ROOHJH 1DYLJDWRU ZHEVLWH DQG RU \RXU ')5 &ROOHJH 1DYLJDWRU LV  
XSGDWHG DSSUR[LPDWHO\ WKUHH PRQWKV DIWHU WKH GDWD FROOHFWLRQ SHULRG FORVHV DQG 'DWD )HHGEDFN  
5HSRUWV ZLOO EH DYDLODEOH WKURXJK WKH ([37 DQG VHQR WR \RXU LQVWLWXWLRQ\ &(2 LQ 1RYHPEHU

3OHDVH UHYLHZ \RXU GDWD IRU DFFXUDF\ ,I \RX KDYH TXHVWLRQV DERXW WKH GDWD GLVSOD\HG EHORZ  
DIWHU UHYLHZLQJ WKH GDWD UHSRUWHG RQ WKH VXUYH\ VFUHHQV SOHDVH FRQWDFW WKH ,3('6 +HOS 'HVN DW  
RU LSHGVKHOS#UWL RUJ

1XPEHU RI VWDII E\ HPSOR\PHQW VWDWXV DQG SULPDU\ IXQFWLRQ RFFXSDWLRQDO DFWLYLW\ )DOO

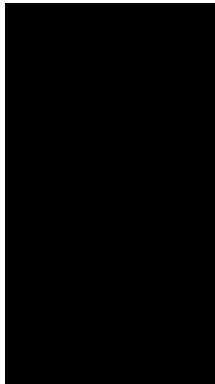
3ULPDU\ IXQFWLRQ RFFXSDWLRQDO DFWLYLW\	5HSRUWHG YDOXH	)7(
	VWDII	
1XPEHU RI IXOO WLPH	1XPEHU RI VSDUW WLPH	VWDII
3URIHVVLQRQDO VWDII		
6WDII ZKRWH SULPDU\ UHVSQRVLELOLW\ LV LQVWUXFWLRQ	UHVHDFK	DQG RU
SXEOLF VHUYLEH		

6DODULHV RI IXOO WLPH LQVWUXFWLRQDO VWDII E\ FRQWUDFW CHQJWK DQG DFDGHPLF UDQN \$FDGHPLF  
VHDU

\$FDGHPLF UDQN	5HSRUWHG YDOXH	(TXDWHG PRQWK
)XOO WLPH LQVWUXFWLRQDO VWDII RQ	PRQWK FRQWUDFWV	PRQWK FRQWUDFWV
1XPEHU RI 6DODU\ RXWV	1XPEHU RI 6DODU\ RXWV	1XPEHU RI 6DODU\ RXWV
\$OO 5DQNV		
3URIHVVRU		
\$VVRFLDWH SURIHVVRU		
\$VVLVWDQW SURIHVVRU		
,QVWUXFWRU		

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,QVWLWXWLRQ 8QLYHUVLW\ RI 6RXWK )ORULGD 6DUBVWD'0DSQDWHH  
([SODQDWLRQ 5HSRUW

1XPEHU 6RXUFHFDWLRQ 'HVFULSWLRQ 6HYHULWFFHSWHG

\*OREDO (GLWV

		3HUIRUPKH WRWDO QXPEHU RI HPSOR\HHV LQ (\$3 (GLWV IRU SDUW WLPH LQVWUXFWLRQ UHVHDFK SXEOLF
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1XPEHU	6RXUFR	RFDWLRQ	'HVFULSWLRQ	6HYHULW	RFHLSWHG
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\*OREDO (GLWV

&ROXPQ	7KH QXPEHU HQWHUHG	KDV DQ
	H[SHFWHG UDQJH RI EHWZH	HQ DQG
	3OHDVH H[SODLQ WKLV GLI	HUHQFH

5HDVRSQGMXQFW )DFXOW\ ZDV DGGHG LQ WKLV \HDU

\*OREDO (GLWV

3HUIRUP	(GLWV
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