



This membership development report is issued on behalf of your IEEE Region, and the IEEE Member & Geographic Activities Board.



Dear MD officers, Greetings! Please find the all-important February 2016 report as it will give us a clear picture of the areas we need to focus now (after deactivation). Let me start by thanking you all again for your time & efforts in ensuring the retention of your members base as we have certainly seen some positives (2 sections met recruitment goals already while 2 exceeded their retention!!). However, since we were still short of our target (and less compared to last year) we should keep striving towards recovering the members who didn't renew yet. As such, please see how your individual sections are doing and implement the strategy according to your needs. You may also go to the "section vitality" dashboard and checkout the current status of your section and kindly ensure to get in touch with arrear members <a href="mailto:asap"><u>asap</u></a> to convince them to return to IEEE. Also, don't forget that **half-year dues** have started i.e. people who join now only pay for 6 months & get 9/10 months of membership. This is an excellent opportunity to recruit new members, so gear up & execute your renewal campaign with full energy. All the best!

—Adeel Sultan, Membership Development Chair, Region 8

Region Snapshot	This Month	'16 vs. '15	% Change	
Total Membership	53,709	<b>(899)</b>	-1.6%	
Higher-Grade	39,602	<b>(663)</b>	-1.6%	
Students	14,107	<b>(236)</b>	-1.6%	
IEEE Worldwide	269,475	<b>(</b> 5,708)	-1.9%	

#### 2016 MD Goals Update

Two Sections have already met their recruitment goals, while 2 Sections surpassed their retention goals! More detail on page 3.

Individual Section goals and progress begin on page 4.

	C	umulative - T	hrough This M	lonth	
Retention	Higher Grade	Student	Total %, #	2016 Goal %, #	Top 3 Sections (by retention %)
Region 8	<b>70.2%</b> 37,042	<b>37.2%</b> 6,445	<b>62.0%</b> 43,487	<b>72.8%</b> 51,067	85.3% Slovenia Section 77.3% Switzerland Section
IEEE Overall	63.5% 217,654	28.4% 24,522	<b>63.5%</b> 242,176	<b>72.3%</b> 275,737	76.9% Norway Section

	C	umulative - T	hrough This M	onth	
Recruitment	Higher Grade	Student	<b>Total</b> YoY Chg	2016 Goal YoY Chg	Top 3 Sections This Month (by growth %)
Region 8	<b>1,584</b> +1.7%	<b>7,179</b> +10.7%	<b>8,763</b> +9.0%	<b>16,886</b> +2.1%	Bahrain Section Oman Section
IEEE Overall	7,917 +13.3%	36,418 +2.2%	<b>45,387</b> +4.2%	<b>93,643</b> +5.1%	Belarus Section

	Cumulative - Throu	igh This Month
Reinstatement	Total	2016 Goal
Region 8	2,242	3,741
IEEE Overall	10,794	19,177

Reinstatement goals are set for each Region and not individual Sections.





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Member Engagement	Membershi	ip Activities
Recruitment	Recruitment can be handled via the Conference Member Recruitment program,	Showcase new membership programs including MentorCentre, Resume Lab, GoogleApps@IEEE
MGA Operations	New membership dues effective 16 August	New membership year begins 16 August
Section / Chapter Operations	Invite first year members to activities and events. Consider the newly elevated Student graduates.	Use the communication templates located on <a href="https://www.ieee.org/md">www.ieee.org/md</a> for outreach
SAMIEEE/Data Analysis	New! Section Vitality Dashboard link, www.ieee.org/vitalitydb will take you directly to the dashboard to view reports.	(MD) Members in Arrears (MD) All Members Joining since Beginning of Membership Year (MD) First Year Active Members (MD) Members Joining in Past 30 Days (MD) New Member Interest Information for Active IEEE Members
Volunteer Resources	www.ieee.org/volunteers	

	IEEE Region 8					
	Benefits of Membership	www.ieee.org/benefits				
	Online Supply Form	www.ieee.org/md				
MD Resource	First Year Member Experience	www.ieee.org/start				
Links	IEEE Contact Center & Support	www.ieee.org/contactcenter				
	Section Vitality Dashboard	www.ieee.org/vitalitydb				
	MD Manual, Membership Presentations	www.ieee.org/md				
	Member-Get-a-Member (MGM)	www.ieee.org/mgm				
	MD Webcast Archive	www.ieee.org/md				
	Senior Member Program	www.ieee.org/seniormember				
	Member Loyalty Program	www.ieee.org/loyalty				
	mylEEE	www.ieee.org/myieee				





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#### **Membership Development Goals**



#### 2016 Membership Development Goals

MD goals are created for each individual Section for both recruitment and retention. Section goals are then rolled up to the Region level, producing the Region goal for recruitment, retention and overall membership.



Antonio Luque aluque@ieee.org

For the 2016 MD goals, we reviewed four years of history. Each Section has a unique goal based on different dynamics, so the methodology for creating the goal is different based on whether the Section has had growth or decline, as well as the overall size and location of the Section.

Goals do not separate HG versus student. A benefit of this is that the service deactivation and student elevation processes do not impact progress to goals, because it focuses only on the total number of members that join or renew (regardless of grade).

Goals for reinstatement are assigned on the Region level only. For the complete listing of Section goals, visit the MD goals page on the MD portal, www.ieee.org/md.

#### **Tracking Progress and Section Recognition of Goal Achievement**

Congratulations to the two Sections who have already exceeded their recruitment goals for the year and the two Sections that exceeded their retention goals!

Region 8 Recruitment Goals Reached	% to Goal
Kuwait Section	115.8%
Tunisia Section	113.6%
Region 8 Retention Goals Reached	% to Goal
Belarus Section	121.4%
Kuwait Section	116.8%

A special congratulation goes to the Kuwait Section, who met both goals and will earn the gold medal of recognition.

Each Section that meets their goal receives a special recognition in the form of an electronic banner that can be placed on Section websites, in newsletters, and even in e-mail signatures. Banners are distributed to the Section's Membership Development Chair, and/or Section Chair.

These Sections will also be recognized in the MD Monthly report, region level MD reports and on the MD portal, www.ieee.org/md.

Banners include the membership year and Section name in the graphic. A silver award will be given in either the recruitment or retention category once met. A gold medal of recognition will be given once both goals are met.

At the end of the year, a special gift and certificate of recognition will be mailed to those who earned the gold award. Certificates of recognition will also be mailed to those who earned either silver award.





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### Recruitment Membership Year To Date - with goals and progress to goal

	Recruitment by Se	ection: 2016	Membersh	ip Year Fe	b 2016		
Region Code	Section Name	2016	2015	# Change	% Change	2016 Goal	% to Goal
R8	Bahrain Section	25	6	19	316.67%	90	27.8%
R8	Oman Section	148	41	107	260.98%	206	72.0%
R8	Region 8 - Apo/Fpo	10	4	6	150.00%	n/a	n/a
R8	Belarus Section	4	2	2	100.00%	7	57.1%
R8	Bulgaria Section	33	18	15	83.33%	79	41.7%
R8	Lebanon Section	461	252	209	82.94%	525	87.8%
R8	Tunisia Section	539	296	243	82.09%	475	113.6%
R8	Lithuanian Section	19	11	8	72.73%	36	53.5%
R8	Kuwait Section	111	65	46	70.77%	96	115.8%
R8	Russia Section	95	58	37	63.79%	146	64.9%
R8	Kenya Section	26	16	10	62.50%	37	70.8%
R8	Morocco Section	59	39	20	51.28%	67	88.5%
R8	Slovenia Section	18	12	6	50.00%	22	81.0%
R8	Finland Section	75	52	23	44.23%	144	51.9%
R8	Iran Section	483	347	136	39.19%	960	50.3%
R8	Austria Section	105	77	28	36.36%	210	50.0%
R8	Reg 8-Countries Outside Sections	336	253	83	32.81%	n/a	n/a
R8	Benelux Section	275	218	57	26.15%	494	55.7%
R8	Russia (Siberia) Section	26	21	5	23.81%	60	43.3%
R8	South Africa Section	65	53	12	22.64%	233	27.9%
R8	Hungary Section	38	31	7	22.58%	87	43.7%
R8	Serbia And Montenegro Section	85	70	15	21.43%	135	63.0%
R8	Italy Section	371	307	64	20.85%	800	46.4%
R8	Saudi Arabia Section	271	229	42	18.34%	400	67.8%
R8	Bosnia And Herzegovina Section	34	29	5	17.24%	109	31.3%
R8	Ukraine Section	44	38	6	15.79%	62	71.4%
R8	Czechoslovakia Section	54	47	7	14.89%	126	42.7%
R8	Turkey Section	313	278	35	12.59%	692	45.2%
R8	France Section	417	376	41	10.90%	878	47.5%
R8	Latvia Section	12	11	1	9.09%	35	34.3%

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### Recruitment Membership Year To Date - with goals and progress to goal

(continued)

Region Code	Section Name	2016	2015	# Change	% Change	2016 Goal	% to Goal
R8	Switzerland Section	140	131	9	6.87%	338	41.5%
R8	Germany Section	510	480	30	6.25%	1,200	42.5%
R8	Republic Of Macedonia Section	39	37	2	5.41%	42	93.3%
R8	United Kingdom and Ireland Section	1,043	997	46	4.61%	2,061	50.6%
R8	Cyprus Section	53	51	2	3.92%	68	78.3%
R8	Sweden Section	113	110	3	2.73%	247	45.7%
R8	Norway Section	54	54	0	0.00%	110	49.1%
R8	Zambia Section	3	3	0	0.00%	14	21.4%
R8	Romania Section	54	55	-1	-1.82%	130	41.5%
R8	Russia (Northwest) Section	53	54	-1	-1.85%	106	50.2%
R8	Greece Section	242	254	-12	-4.72%	388	62.4%
R8	Denmark Section	63	68	-5	-7.35%	157	40.2%
R8	Israel Section	63	71	-8	-11.27%	202	31.3%
R8	Croatia Section	53	63	-10	-15.87%	120	44.1%
R8	Spain Section	230	287	-57	-19.86%	526	43.8%
R8	Poland Section	72	101	-29	-28.71%	268	26.9%
R8	United Arab Emirates Section	240	338	-98	-28.99%	650	36.9%
R8	Nigeria Section	150	217	-67	-30.88%	435	34.5%
R8	Portugal Section	99	147	-48	-32.65%	275	36.0%
R8	Egypt Section	280	432	-152	-35.19%	900	31.1%
R8	Qatar Section	44	75	-31	-41.33%	119	36.9%
R8	Jordan Section	201	359	-158	-44.01%	630	31.9%
R8	Western Saudi Arabia Section	100	192	-92	-47.92%	300	33.3%
R8	Estonia Section	25	51	-26	-50.98%	83	30.1%
R8	Ghana Section	25	54	-29	-53.70%	100	25.0%
R8	Iraq Section	19	43	-24	-55.81%	117	16.2%
R8	Malta Section	6	30	-24	-80.00%	48	12.5%
R8	Iceland Section	2	32	-30	-93.75%	45	4.5%
R8	Algeria Section*	4	0	4			
Grand Total		8,532	8,043	489	6.08%	16,886	50.5%

<sup>\*</sup>Algeria Section created December 2015





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### Retention Membership Year To Date - with goals and progress to goal

		Renewal	by Section	on: 2016 l	Members	ship Year	- Feb 201	6			
	HIGHER	GRADE ME	MBERS	STUE	DENT MEME	BERS	TO	TAL MEMBE	RS	2046 Cool	%to Goal
REGION 8	Opportunity	# Renewal	%Renewal	Opportunity	# Renewal	%Renewal	Opportunity	# Renewal	%Renewal	2016 G0ai	%10 <b>G</b> 0ai
Slovenia Section	249	223	89.6%	29	14	48.3%	278	237	85.3%	87.9%	97.0%
Switzerland Section	2,465	2,017	81.8%	392	191	48.7%	2,857	2,208	77.3%	84.5%	91.5%
Norway Section	848	686	80.9%	99	42	42.4%	947	728	76.9%	85.0%	90.4%
Region 8 - Apo/Fpo	64	54	84.4%	9	1	11.1%	73	55	75.3%	n/a	n/a
Spain Section	2,758	2,231	80.9%	715	382	53.4%	3,473	2,613	75.2%	83.1%	90.6%
Serbia And Montenegro Section	534	424	79.4%	187	116	62.0%	721	540	74.9%	78.5%	95.4%
Romania Section	781	608	77.8%	85	40	47.1%	866	648	74.8%	78.8%	94.9%
Germany Section	5,976	4,698	78.6%	1,681	919	54.7%	7,657	5,617	73.4%	80.3%	91.3%
Austria Section	973	755	77.6%	288	163	56.6%	1,261	918	72.8%	79.8%	91.2%
Sweden Section	1,677	1,283	76.5%	405	222	54.8%	2,082	1,505	72.3%	80.5%	89.8%
Denmark Section	720	550	76.4%	174	92	52.9%	894	642	71.8%	80.9%	88.7%
Benelux Section	2,718	2,094	77.0%	671	310	46.2%	3,389	2,404	70.9%	78.3%	90.6%
Zambia Section	103	72	69.9%	1	0	0.0%	104	72	69.2%	73.3%	94.4%
Italy Section	3,817	2,839	74.4%	764	332	43.5%	4,581	3,171	69.2%	84.2%	82.2%
Israel Section	948	698	73.6%	153	57	37.3%	1,101	755	68.6%	76.8%	89.3%
Czechoslovakia Section	506	389	76.9%	107	31	29.0%	613	420	68.5%	76.4%	89.7%
Poland Section	883	648	73.4%	190	80	42.1%	1,073	728	67.8%	78.0%	87.0%
Croatia Section	533	385	72.2%	194	106	54.6%	727	491	67.5%	78.1%	86.4%
Lithuanian Section	96	71	74.0%	24	10	41.7%	120	81	67.5%	75.6%	89.3%
Finland Section	805	571	70.9%	227	125	55.1%	1,032	696	67.4%	79.1%	85.3%
Hungary Section	362	255	70.4%	93	49	52.7%	455	304	66.8%	79.9%	83.6%
United Kingdom and Ireland Se	8,386	6,093	72.7%	1,832	722	39.4%	10,218	6,815	66.7%	75.4%	88.5%
Republic Of Macedonia Section	111	78	70.3%	66	36	54.5%	177	114	64.4%	74.0%	87.0%
Russia Section	571	374	65.5%	64	27	42.2%	635	401	63.1%	70.0%	90.2%
Latvia Section	91	61	67.0%	27	12	44.4%	118	73	61.9%	80.3%	77.1%
Malta Section	112	83	74.1%	50	16	32.0%	162	99	61.1%	70.7%	86.4%
Portugal Section	836	593	70.9%	390	152	39.0%	1,226	745	60.8%	70.7%	86.0%
Belarus Section	25	15	60.0%	3	2	66.7%	28	17	60.7%	50.0%	121.4%
Greece Section	1,086	757	69.7%	627	277	44.2%	1,713	1,034	60.4%	68.1%	88.6%
Bulgaria Section	213	137	64.3%	60	27	45.0%	273	164	60.1%	66.5%	90.3%

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### Retention Membership Year To Date - with goals and progress to goal

(continued)

	F	Renewal	by Section	on: 2016 l	Members	ship Year	- Feb 201	6			
	HIGHER	GRADE ME	MBERS	STUE	STUDENT MEMBERS			TAL MEMBE	RS	2016 Cool	%to Goal
REGION 8	Opportunity	# Renewal	%Renewal	Opportunity	# Renewal	%Renewal	Opportunity	# Renewal	%Renewal	2016 G0ai	70 to Goal
Estonia Section	103	72	69.9%	53	21	39.6%	156	93	59.6%	70.0%	85.2%
Cyprus Section	198	134	67.7%	89	36	40.4%	287	170	59.2%	67.9%	87.2%
France Section	3,261	2,103	64.5%	591	175	29.6%	3,852	2,278	59.1%	72.5%	81.5%
Ukraine Section	281	176	62.6%	68	26	38.2%	349	202	57.9%	59.9%	96.7%
Russia (Siberia) Section	193	122	63.2%	45	14	31.1%	238	136	57.1%	68.8%	83.1%
South Africa Section	947	560	59.1%	135	50	37.0%	1,082	610	56.4%	69.7%	80.9%
Russia (Northwest) Section	198	124	62.6%	68	24	35.3%	266	148	55.6%	60.4%	92.2%
Iceland Section	68	50	73.5%	33	6	18.2%	101	56	55.4%	70.1%	79.1%
Kenya Section	119	65	54.6%	16	5	31.3%	135	70	51.9%	59.6%	87.0%
Qatar Section	216	133	61.6%	107	28	26.2%	323	161	49.8%	62.8%	79.4%
Morocco Section	107	61	57.0%	67	21	31.3%	174	82	47.1%	52.8%	89.2%
Kuwait Section	149	98	65.8%	80	9	11.3%	229	107	46.7%	40.0%	116.8%
Turkey Section	1,063	612	57.6%	860	263	30.6%	1,923	875	45.5%	52.1%	87.4%
Bosnia And Herzegovina Section	157	76	48.4%	121	45	37.2%	278	121	43.5%	70.2%	62.0%
Saudi Arabia Section	736	358	48.6%	202	39	19.3%	938	397	42.3%	60.9%	69.5%
Bahrain Section	89	49	55.1%	50	8	16.0%	139	57	41.0%	73.3%	55.9%
Lebanon Section	370	191	51.6%	537	179	33.3%	907	370	40.8%	50.6%	80.7%
Egypt Section	758	446	58.8%	915	224	24.5%	1,673	670	40.0%	47.2%	84.8%
United Arab Emirates Section	848	418	49.3%	499	96	19.2%	1,347	514	38.2%	48.5%	78.8%
Western Saudi Arabia Section	320	153	47.8%	189	38	20.1%	509	191	37.5%	57.9%	64.9%
Tunisia Section	293	93	31.7%	525	182	34.7%	818	275	33.6%	45.6%	73.7%
Iran Section	756	305	40.3%	985	279	28.3%	1,741	584	33.5%	55.6%	60.3%
Iraq Section	136	59	43.4%	70	6	8.6%	206	65	31.6%	46.0%	68.6%
Reg 8-Countries Outside Section	761	346	45.5%	510	55	10.8%	1,271	401	31.5%	n/a	n/a
Oman Section	131	71	54.2%	126	7	5.6%	257	78	30.4%	44.9%	67.5%
Ghana Section	128	49	38.3%	48	2	4.2%	176	51	29.0%	44.4%	65.2%
Nigeria Section	903	265	29.3%	197	26	13.2%	1,100	291	26.5%	42.5%	62.2%
Jordan Section	235	111	47.2%	524	28	5.3%	759	139	18.3%	36.6%	50.0%
Grand Total	52,771	37,042	70.2%	17,317	6,445	37.2%	70,088	43,487	62.0%	73.3%	84.6%





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	Tot	al Active	Members	s by Sec	tion: Fel	o <b>20</b> 16			
	HIGHE	R GRADE ME	MBERS	STU	JDENT MEMI	BERS	TC	TAL MEMB	ERS
Region 8	2016	2015	% Change	2016	2015	% Change	2016	2015	% Change
Algeria Section*	49	0		19	0		68	0	
Austria Section	793	781	1.5%	271	264	2.7%	1,064	1,045	1.8%
Bahrain Section	61	55	10.9%	22	4	450.0%	83	59	40.7%
Belarus Section	18	18	0.0%	3	4	-25.0%	21	22	-4.5%
Benelux Section	2,215	2,236	-0.9%	571	563	1.4%	2,786	2,799	-0.5%
Bosnia And Herzegovina Section	82	71	15.5%	80	77	3.9%	162	148	9.5%
Bulgaria Section	158	161	-1.9%	46	17	170.6%	204	178	14.6%
Croatia Section	406	442	-8.1%	151	194	-22.2%	557	636	-12.4%
Cyprus Section	142	147	-3.4%	87	93	-6.5%	229	240	-4.6%
Czechoslovakia Section	412	420	-1.9%	68	61	11.5%	480	481	-0.2%
Denmark Section	587	579	1.4%	138	155	-11.0%	725	734	-1.2%
Egypt Section	487	535	-9.0%	482	704	-31.5%	969	1,239	-21.8%
Estonia Section	77	66	16.7%	51	61	-16.4%	128	127	0.8%
Finland Section	599	630	-4.9%	186	195	-4.6%	785	825	-4.8%
France Section	2,306	2,381	-3.1%	510	514	-0.8%	2,816	2,895	-2.7%
Germany Section	4,898	4,951	-1.1%	1,412	1,428	-1.1%	6,310	6,379	-1.1%
Ghana Section	63	79	-20.3%	15	47	-68.1%	78	126	-38.1%
Greece Section	760	823	-7.7%	525	589	-10.9%	1,285	1,412	-9.0%
Hungary Section	265	267	-0.7%	80	60	33.3%	345	327	5.5%
Iceland Section	49	42	16.7%	8	45	-82.2%	57	87	-34.5%
Iran Section	330	334	-1.2%	756	593	27.5%	1,086	927	17.2%
Iraq Section	71	71	0.0%	15	44	-65.9%	86	115	-25.2%
Israel Section	744	777	-4.2%	110	108	1.9%	854	885	-3.5%
Italy Section	2,921	2,969	-1.6%	645	640	0.8%	3,566	3,609	-1.2%
Jordan Section	137	137	0.0%	235	402	-41.5%	372	539	-31.0%
Kenya Section	77	71	8.5%	25	19	31.6%	102	90	13.3%
Kuw ait Section	112	102	9.8%	111	67	65.7%	223	169	32.0%
Latvia Section	62	59	5.1%	21	31	-32.3%	83	90	-7.8%
Lebanon Section	218	209	4.3%	630	401	57.1%	848	610	39.0%
Lithuanian Section	78	72	8.3%	27	16	68.8%	105	88	19.3%

<sup>\*</sup>Algeria Section created December 2015

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Total Active Members by Section: Feb 2016									
	HIGHER GRADE MEMBERS			STUDENT MEMBERS			TOTAL MEMBERS		
Region 8	2016	2015	% Change	2016	2015	% Change	2016	2015	% Change
Malta Section	82	85	-3.5%	23	50	-54.0%	105	135	-22.2%
Morocco Section	67	51	31.4%	66	54	22.2%	133	105	26.7%
Nigeria Section	391	531	-26.4%	126	200	-37.0%	517	731	-29.3%
Norw ay Section	722	729	-1.0%	84	105	-20.0%	806	834	-3.4%
Oman Section	109	75	45.3%	134	43	211.6%	243	118	105.9%
Poland Section	684	727	-5.9%	137	129	6.2%	821	856	-4.1%
Portugal Section	614	595	3.2%	261	374	-30.2%	875	969	-9.7%
Qatar Section	153	160	-4.4%	52	96	-45.8%	205	256	-19.9%
Reg 8-Countries Outside Sections	387	449	-13.8%	344	300	14.7%	731	749	-2.4%
Region 8 - Apo/Fpo	51	59	-13.6%	8	7	14.3%	59	66	-10.6%
Republic Of Macedonia Section	79	87	-9.2%	75	78	-3.8%	154	165	-6.7%
Romania Section	640	615	4.1%	80	92	-13.0%	720	707	1.8%
Russia (Northwest) Section	150	117	28.2%	62	73	-15.1%	212	190	11.6%
Russia (Siberia) Section	136	140	-2.9%	31	40	-22.5%	167	180	-7.2%
Russia Section	421	437	-3.7%	104	57	82.5%	525	494	6.3%
Saudi Arabia Section	452	477	-5.2%	252	211	19.4%	704	688	2.3%
Serbia And Montenegro Section	462	456	1.3%	177	150	18.0%	639	606	5.4%
Slovenia Section	231	225	2.7%	28	29	-3.4%	259	254	2.0%
South Africa Section	614	622	-1.3%	79	104	-24.0%	693	726	-4.5%
Spain Section	2,280	2,371	-3.8%	598	706	-15.3%	2,878	3,077	-6.5%
Sw eden Section	1,343	1,415	-5.1%	326	355	-8.2%	1,669	1,770	-5.7%
Sw itzerland Section	2,109	2,117	-0.4%	324	356	-9.0%	2,433	2,473	-1.6%
Tunisia Section	104	97	7.2%	723	421	71.7%	827	518	59.7%
Turkey Section	677	700	-3.3%	588	548	7.3%	1,265	1,248	1.4%
Ukraine Section	195	229	-14.8%	59	55	7.3%	254	284	-10.6%
United Arab Emirates Section	482	534	-9.7%	321	442	-27.4%	803	976	-17.7%
United Kingdom and Ireland Section*	6,520	6,497	0.4%	1,629	1,669	-2.4%	8,149	8,166	-0.2%
Western Saudi Arabia Section	180	169	6.5%	116	201	-42.3%	296	370	-20.0%
Zambia Section	90	14	542.9%	0	2	-100.0%	90	16	462.5%
Grand Total	39,602	40,265	-1.6%	14,107	14,343	-1.6%	53,709	54,608	-1.6%