

Form **990**

Return of Organization Exempt From Income Tax
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

OMB No. 1545-0047

2021

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

▶ Do not enter social security numbers on this form as it may be made public.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

A For the 2021 calendar year, or tax year beginning and ending

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization INSTITUTE OF ELECTRICAL AND ELECTRONICS ENGINEERS, INC.		D Employer identification number 13-1656633
	Doing business as IEEE		E Telephone number (732) 981-0060
	Number and street (or P.O. box if mail is not delivered to street address) Room/suite 445 HOES LANE	G Gross receipts \$ 966,052,699.	
	City or town, state or province, country, and ZIP or foreign postal code PISCATAWAY, NJ 08854		H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. See instructions H(c) Group exemption number ▶ 2038

F Name and address of principal officer: STEPHEN WELBY
SAME AS C ABOVE

I Tax-exempt status: 501(c)(3) 501(c) () ◀ (insert no.) 4947(a)(1) or 527

J Website: ▶ WWW.IEEE.ORG

K Form of organization: Corporation Trust Association Other ▶ **L Year of formation:** 1896 **M State of legal domicile:** NY

Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: <u>IEEE IS COMMITTED TO STRENGTHENING AND EMPOWERING ITS MEMBERS AS TECHNOLOGY PROFESSIONALS</u>		
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3	Number of voting members of the governing body (Part VI, line 1a)	31
	4	Number of independent voting members of the governing body (Part VI, line 1b)	30
	5	Total number of individuals employed in calendar year 2021 (Part V, line 2a)	1150
	6	Total number of volunteers (estimate if necessary)	100000
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	11,239,532.
7b	Net unrelated business taxable income from Form 990-T, Part I, line 11	0.	
Revenue	8	Contributions and grants (Part VIII, line 1h)	Prior Year: 1,941,201. Current Year: 1,747,229.
	9	Program service revenue (Part VIII, line 2g)	435,169,563. 451,114,223.
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	23,037,408. 52,230,642.
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	18,191,229. 19,703,759.
	12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	478,339,401. 524,795,853.
	Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)
14		Benefits paid to or for members (Part IX, column (A), line 4)	0. 0.
15		Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	173,815,492. 177,909,503.
16a		Professional fundraising fees (Part IX, column (A), line 11e)	53,731. 0.
b		Total fundraising expenses (Part IX, column (D), line 25) ▶ 1,670,116.	
17		Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	198,581,829. 199,308,153.
18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	377,625,369. 382,241,723.	
19	Revenue less expenses. Subtract line 18 from line 12	100,714,032. 142,554,130.	
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	Beginning of Current Year: 961,106,109. End of Year: 1,163,553,159.
	21	Total liabilities (Part X, line 26)	241,067,412. 258,489,129.
	22	Net assets or fund balances. Subtract line 21 from line 20	720,038,697. 905,064,030.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer <i>Thomas R Siegert</i>	Date <u>11/9/2021</u>
	THOMAS R SIEGERT, ASST. TREASURER & CFO Type or print name and title	

Paid Preparer Use Only	Print/Type preparer's name	Preparer's signature	Date	Check if self-employed <input type="checkbox"/>	PTIN
	Firm's name ▶	Firm's EIN ▶			Phone no.

May the IRS discuss this return with the preparer shown above? See instructions Yes No

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Form **8868**
(Rev. January 2022)

Application for Automatic Extension of Time To File an Exempt Organization Return

OMB No. 1545-0047

Department of the Treasury
Internal Revenue Service

▶ **File a separate application for each return.**
▶ **Go to www.irs.gov/Form8868 for the latest information.**

Electronic filing (e-file). You can electronically file Form 8868 to request a 6-month automatic extension of time to file any of the forms listed below with the exception of Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts, for which an extension request must be sent to the IRS in paper format (see instructions). For more details on the electronic filing of this form, visit www.irs.gov/e-file-providers/e-file-for-charities-and-non-profits.

Automatic 6-Month Extension of Time. Only submit original (no copies needed).

All corporations required to file an income tax return other than Form 990-T (including 1120-C filers), partnerships, REMICs, and trusts must use Form 7004 to request an extension of time to file income tax returns.

Type or print <small>File by the due date for filing your return. See instructions.</small>	Name of exempt organization or other filer, see instructions. INSTITUTE OF ELECTRICAL AND ELECTRONICS ENGINEERS, INC.	Taxpayer identification number (TIN) 13-1656633
	Number, street, and room or suite no. If a P.O. box, see instructions. 445 HOES LANE	
	City, town or post office, state, and ZIP code. For a foreign address, see instructions. PISCATAWAY, NJ 08854	

Enter the Return Code for the return that this application is for (file a separate application for each return) 0 1

Application Is For	Return Code	Application Is For	Return Code
Form 990 or Form 990-EZ	01	Form 1041-A	08
Form 4720 (individual)	03	Form 4720 (other than individual)	09
Form 990-PF	04	Form 5227	10
Form 990-T (sec. 401(a) or 408(a) trust)	05	Form 6069	11
Form 990-T (trust other than above)	06	Form 8870	12
Form 990-T (corporation)	07		

IEEE CONTROLLER OFFICE

• The books are in the care of ▶ 445 HOES LANE - PISCATAWAY, NJ 08854

Telephone No. ▶ 732-981-0060

Fax No. ▶ 732-562-6832

- If the organization does not have an office or place of business in the United States, check this box
- If this is for a Group Return, enter the organization's four digit Group Exemption Number (GEN) _____. If this is for the whole group, check this box . If it is for part of the group, check this box and attach a list with the names and TINs of all members the extension is for.

1 I request an automatic 6-month extension of time until NOVEMBER 15, 2022, to file the exempt organization return for the organization named above. The extension is for the organization's return for:
 ▶ calendar year 2021 or
 ▶ tax year beginning _____, and ending _____.

2 If the tax year entered in line 1 is for less than 12 months, check reason: Initial return Final return
 Change in accounting period

3a If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions.	3a	\$	0.
b If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit.	3b	\$	0.
c Balance due. Subtract line 3b from line 3a. Include your payment with this form, if required, by using EFTPS (Electronic Federal Tax Payment System). See instructions.	3c	\$	0.

Caution: If you are going to make an electronic funds withdrawal (direct debit) with this Form 8868, see Form 8453-TE and Form 8879-TE for payment instructions.

LHA For Privacy Act and Paperwork Reduction Act Notice, see instructions.

Form **8868** (Rev. 1-2022)

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INSTITUTE OF ELECTRICAL AND ELECTRONICS ENGINEERS, INC.

Form 990 (2021)

13-1656633

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Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III [X]

1 Briefly describe the organization's mission: MISSION STATEMENT: IEEE'S CORE PURPOSE IS TO FOSTER TECHNOLOGICAL INNOVATION AND EXCELLENCE FOR THE BENEFIT OF HUMANITY.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? [] Yes [X] No

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? [] Yes [X] No

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses.

4a (Code:) (Expenses \$ 92,195,611. including grants of \$ 4,951,265.) (Revenue \$ 48,140,785.) MEMBERSHIPS & PUBLIC IMPERATIVES: IEEE IS A PUBLIC CHARITY DEDICATED TO ADVANCING TECHNOLOGY FOR THE BENEFIT OF HUMANITY. IEEE HAD A TOTAL OF 409,654 MEMBERS FROM MORE THAN 160 COUNTRIES WORLDWIDE IN 2021 INCLUDING 125,989 STUDENT MEMBERS (AN INCREASE OF 17% FROM PREVIOUS YEAR), AND 347,997 SOCIETY MEMBERS FROM THE 39 IEEE SOCIETIES. THROUGHOUT 2021, IEEE LED NUMEROUS INITIATIVES TO KEEP ITS MEMBERS ENGAGED IN THE ORGANIZATION AND COLLABORATE WITH GLOBAL COMMUNITIES IN MEANINGFUL PROJECTS TO SUPPORT OUR MISSION.

AS PART OF IEEE'S CONTINUOUS EFFORT TO AMPLIFY ITS COMMITMENT TO SCIENCE, TECHNOLOGY, ENGINEERING AND MATH (STEM) EDUCATION AND TO SCALE UP STEM EFFORTS AROUND THE WORLD, IEEE HOSTED LOCAL ACTIVITIES WITH

4b (Code:) (Expenses \$ 156,890,050. including grants of \$ 0.) (Revenue \$ 227,513,220.) PERIODICALS: THE IEEE XPLORE(R) DIGITAL LIBRARY IS ONE OF THE WORLD'S LARGEST COLLECTIONS OF TECHNICAL LITERATURE IN ENGINEERING, COMPUTER SCIENCE AND RELATED TECHNOLOGIES WITH OVER 5.5 MILLION DOCUMENTS AVAILABLE IN ITS VAST REPOSITORY. IEEE CONTINUES TO DELIVER GROUNDBREAKING RESEARCH IN ITS INDUSTRY-LEADING PUBLICATIONS AND SHARE ITS TECHNICAL EXPERTISE AROUND THE WORLD ON THE TECHNOLOGIES THAT WILL SHAPE THE FUTURE. IN 2021, IEEE PUBLISHED 208,000 CONFERENCE PAPERS AND 91,444 JOURNAL AND MAGAZINE ARTICLES. IEEE'S PUBLISHING PROGRAM CONTINUES TO GROW AND EVOLVE FOR BOTH SUBSCRIPTION JOURNALS AND OPEN ACCESS TITLES. IN 2021, IEEE ADDED TWO NEW GOLD, FULLY OPEN ACCESS JOURNALS, BRINGING THE TOTAL TO 16. THESE FULLY OPEN ACCESS JOURNALS SPAN A WIDE RANGE OF

4c (Code:) (Expenses \$ 82,978,001. including grants of \$ 72,802.) (Revenue \$ 129,033,405.) CONFERENCES: AS IEEE TRANSITIONED INTO YEAR TWO OF THE GLOBAL COVID-19 PANDEMIC, IEEE ACTIVELY MOVED TOWARD SAFELY HOLDING MORE IN-PERSON MEETINGS WHILE SOME EVENTS OFFERED HYBRID AND REMOTE OPTIONS. IN 2021, IEEE SPONSORED 1,899 IN 102 COUNTRIES WORLDWIDE WITH OVER 572,000 ATTENDEES, 19% HAD HYBRID ELEMENTS AND 21% HAD IN-PERSON COMPONENTS.

IN-PERSON EVENTS: IN 2021, CHINA HOSTED MORE IN-PERSON EVENTS THAN ANY OTHER COUNTRY INCLUDING: 1) THE IEEE CONFERENCE ON ENERGY INTERNET AND ENERGY SYSTEM INTEGRATION, HELD IN TAIYUAN, CHINA, FEATURED 500 IN-PERSON DELEGATES AND AN ONLINE AUDIENCE OF MORE THAN 10,000 ATTENDEES, WITH 845 PUBLISHED PAPERS; 2) THE IEEE INTERNATIONAL

4d Other program services (Describe on Schedule O.) (Expenses \$ 37,569,686. including grants of \$ 0.) (Revenue \$ 38,431,139.)

4e Total program service expenses 369,633,348.

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INSTITUTE OF ELECTRICAL AND ELECTRONICS
ENGINEERS, INC.

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	X	
2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ? See instructions	X	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>		X
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>	X	
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? <i>If "Yes," complete Schedule C, Part III</i>		X
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>		X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>		X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>		X
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>	X	
10 Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi endowments? <i>If "Yes," complete Schedule D, Part V</i>		X
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>	X	
b Did the organization report an amount for investments - other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>	X	
c Did the organization report an amount for investments - program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>		X
d Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>		X
e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>		X
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>	X	
12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>		X
b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>	X	
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>		X
14a Did the organization maintain an office, employees, or agents outside of the United States?	X	
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i>	X	
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>	X	
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i>	X	
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I.</i> See instructions		X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>		X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>		X
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>		X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	X	

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Part IV Checklist of Required Schedules (continued)

	Yes	No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	X	
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	X	
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>		X
24b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
24c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
24d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>		X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>		X
26 Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>		X
27 Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>		X
28 Was the organization a party to a business transaction with one of the following parties (see the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>		X
b A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>	X	
c A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i>	X	
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	X	
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>		X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>		X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	X	
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	X	
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?	X	
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	X	
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	X	
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>		X
38 Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19?	X	

Note: All Form 990 filers are required to complete Schedule O

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V

	Yes	No
1a Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable		
b Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable		
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	X	

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ENGINEERS, INC.

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

		Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return 2a 1150		
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note: If the sum of lines 1a and 2a is greater than 250, you may be required to e-file. See instructions.	X	
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	X	
b	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O	X	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	X	
b	If "Yes," enter the name of the foreign country ► SEE SCHEDULE O See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?		X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		X
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?		
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?		X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		
7	Organizations that may receive deductible contributions under section 170(c).		
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?		X
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		X
d	If "Yes," indicate the number of Forms 8282 filed during the year 7d		
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		X
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		X
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required? ...		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	X	
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?		
9	Sponsoring organizations maintaining donor advised funds.		
a	Did the sponsoring organization make any taxable distributions under section 4966?		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		
10	Section 501(c)(7) organizations. Enter:		
a	Initiation fees and capital contributions included on Part VIII, line 12 10a		
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities 10b		
11	Section 501(c)(12) organizations. Enter:		
a	Gross income from members or shareholders 11a		
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.) 11b		
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year 12b		
13	Section 501(c)(29) qualified nonprofit health insurance issuers.		
a	Is the organization licensed to issue qualified health plans in more than one state?		
	Note: See the instructions for additional information the organization must report on Schedule O.		
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans 13b		
c	Enter the amount of reserves on hand 13c		
14a	Did the organization receive any payments for indoor tanning services during the tax year?		X
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O		
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year?	X	
	If "Yes," see the instructions and file Form 4720, Schedule N.		
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income?		X
	If "Yes," complete Form 4720, Schedule O.		
17	Section 501(c)(21) organizations. Did the trust, any disqualified person, or mine operator engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953?		
	If "Yes," complete Form 6069.		

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Part VI Governance, Management, and Disclosure. For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI

Section A. Governing Body and Management

			Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.	1a	31		
b Enter the number of voting members included on line 1a, above, who are independent	1b	30		
2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2			X
3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?	3			X
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4			X
5 Did the organization become aware during the year of a significant diversion of the organization's assets?	5			X
6 Did the organization have members or stockholders?	6		X	
7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a		X	
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b		X	
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a The governing body?	8a		X	
b Each committee with authority to act on behalf of the governing body?	8b		X	
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O	9			X

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

			Yes	No
10a Did the organization have local chapters, branches, or affiliates?	10a		X	
b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b		X	
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a		X	
b Describe on Schedule O the process, if any, used by the organization to review this Form 990.				
12a Did the organization have a written conflict of interest policy? If "No," go to line 13	12a		X	
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b		X	
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done	12c		X	
13 Did the organization have a written whistleblower policy?	13		X	
14 Did the organization have a written document retention and destruction policy?	14		X	
15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?				
a The organization's CEO, Executive Director, or top management official	15a		X	
b Other officers or key employees of the organization	15b		X	
If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.				
16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a			X
b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b			

Section C. Disclosure

- 17** List the states with which a copy of this Form 990 is required to be filed **▶ SEE SCHEDULE O**
- 18** Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
 Own website Another's website Upon request Other (explain on Schedule O)
- 19** Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20** State the name, address, and telephone number of the person who possesses the organization's books and records **▶** _____
 IEEE CONTROLLER OFFICE - 732-981-0060
 445 HOES LANE, PISCATAWAY, NJ 08854

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Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations. See the instructions for the order in which to list the persons above.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) STEPHEN WELBY ASST. SECRETARY & EXEC DIRECTOR	40.00 1.00			X				1,052,709.	0.	229,362.
(2) MARY WARD-CALLAN MANAGING DIRECTOR TECH ACTIVITIES	40.00 0.00				X			571,933.	0.	93,800.
(3) THOMAS R. SIEGERT ASST. TREASURER & CFO	40.00 1.00			X				555,708.	0.	85,420.
(4) KONSTANTINOS KARACHALIOS MANAGING DIRECTOR IEEE STANDARDS	40.00 0.00				X			547,820.	0.	70,385.
(5) SOPHIA MUIRHEAD GENERAL COUNSEL & CCO	40.00 0.00					X		523,321.	0.	59,760.
(6) DONNA HOURICAN STAFF EXECUTIVE CORP ACTIVITIES	40.00 0.00				X			437,446.	0.	61,308.
(7) CHERIF AMIRAT CHIEF INFORMATION OFFICER	40.00 0.00				X			428,149.	0.	58,556.
(8) KAREN L HAWKINS CHIEF MARKETING OFFICER	40.00 0.00				X			410,431.	0.	68,483.
(9) FRANCIS STAPLES SN DIRECTOR GLOBAL SALES & CUST OPS	40.00 0.00					X		409,497.	0.	49,712.
(10) JEAN JENNINGS DIRECTOR OF INTERNATIONAL SALES	40.00 0.00					X		399,281.	0.	50,915.
(11) EMILY CSERNICA DIRECTOR OF NORTH AMERICAN SALES	40.00 0.00					X		398,056.	0.	32,850.
(12) STEVEN HEFFNER MANAGING DIRECTOR PUBLICATIONS	40.00 0.00				X			355,487.	0.	35,218.
(13) JAMES MOESCH MANAGING DIRECTOR EDUCATION	40.00 0.00					X		297,132.	0.	38,787.
(14) SUSAN LAND IEEE PRESIDENT AND CEO	10.00 0.00	X		X				0.	0.	0.
(15) K.J. RAY LIU IEEE PRESIDENT-ELECT	10.00 0.00	X		X				0.	0.	0.
(16) TOSHIO FUKUDA IEEE PAST PRESIDENT	10.00 0.00	X		X				0.	0.	0.
(17) KATHLEEN KRAMER DIRECTOR & SECRETARY	10.00 0.00	X		X				0.	0.	0.

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Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(18) MARY ELLEN RANDALL DIRECTOR & TREASURER	10.00 0.00	X		X				0.	0.	0.
(19) STEPHEN M. PHILLIPS DIRECTOR & VP, ED. ACTIVITIES	10.00 0.00	X		X				0.	0.	0.
(20) LAWRENCE O. HALL DIRECTOR & VP, PUBLICATION SERVICES	10.00 0.00	X		X				0.	0.	0.
(21) MAIKE LUIKEN DIRECTOR & VP, MEM & GEO. ACT.	10.00 0.00	X		X				0.	0.	0.
(22) JAMES E. MATTHEWS DIRECTOR & PRES., STANDARDS ASSOC.	10.00 0.00	X		X				0.	0.	0.
(23) ROGER U. FUJII DIRECTOR & VP, TECHNICAL ACTIVITIES	10.00 0.00	X		X				0.	0.	0.
(24) KATHERINE J. DUNCAN DIRECTOR & PRESIDENT IEEE-USA	10.00 0.00	X		X				0.	0.	0.
(25) EDUARDO F. PALACIO DIRECTOR & DELEGATE, REGION 1	5.00 0.00	X						0.	0.	0.
(26) BARRY C. TILTON DIRECTOR & DELEGATE, REGION 2	5.00 0.00	X						0.	0.	0.
1b Subtotal								6,386,970.	0.	934,556.
c Total from continuation sheets to Part VII, Section A								0.	0.	0.
d Total (add lines 1b and 1c)								6,386,970.	0.	934,556.

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization 568

	Yes	No
3 Did the organization list any former officer, director, trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual		X
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual	X	
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person		X

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
DATA CONVERSION LABORATORY, INC. 61-18 190TH STREET, FRESH MEADOW, NY 11365	GRAPHIC CONVERSION, EDITING, XML TAGGING	5,562,559.
WIPRO LLC, 2 TOWER CENTER BOULEVARD, EAST BRUNSWICK, NJ 08816	IT & BUSINESS PROCESS SERVICES	4,775,057.
ORACLE AMERICA, INC., 500 ORACLE PARKWAY REDWOOD SHORES, SAN MATEO, CA 94065	FINANCIAL SYSTEM SUBSC. & MAINTENANCE	4,550,121.
IENERGIZER APTARA LIMITED PO 13963, CHICAGO, IL 60693	XML & IMAGE CONVERSION & PAGE COMPOSITION	3,134,293.
FINN PARTNERS, INC. 301 EAST 57TH ST., NEW YORK, NY 10022	COMMUNICATIONS MANAGEMENT	3,046,068.

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization 171

SEE PART VII, SECTION A CONTINUATION SHEETS

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Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees *(continued)*

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(27) JILL I. GOSTIN DIRECTOR & DELEGATE, REGION 3	5.00 0.00	X						0.	0.	0.
(28) JOHNSON A. ASUMADU DIRECTOR & DELEGATE, REGION 4	5.00 0.00	X						0.	0.	0.
(29) JAMES R. LOOK DIRECTOR & DELEGATE, REGION 5	5.00 0.00	X						0.	0.	0.
(30) TIMOTHY T. LEE DIRECTOR & DELEGATE, REGION 6	5.00 0.00	X						0.	0.	0.
(31) JASON J. GU DIRECTOR & DELEGATE, REGION 7	5.00 0.00	X						0.	0.	0.
(32) ANTONIO LUQUE DIRECTOR & DELEGATE, REGION 8	5.00 0.00	X						0.	0.	0.
(33) ALBERTO SANCHEZ DIRECTOR & DELEGATE, REGION 9	5.00 0.00	X						0.	0.	0.
(34) DEEPAK MATHUR DIRECTOR & DELEGATE, REGION 10	5.00 0.00	X						0.	0.	0.
(35) ALFRED E. DUNLOP DIRECTOR & DELEGATE, DIVISION I	5.00 0.00	X						0.	0.	0.
(36) RUTH A. DYER DIRECTOR & DELEGATE, DIVISION II	5.00 0.00	X						0.	0.	0.
(37) SERGIO BENEDETTO DIRECTOR & DELEGATE, DIVISION III	5.00 0.00	X						0.	0.	0.
(38) MANFRED J. SCHINDLER DIRECTOR & DELEGATE, DIVISION IV	5.00 0.00	X						0.	0.	0.
(39) THOMAS M. CONTE DIRECTOR & DELEGATE, DIVISION V	5.00 0.00	X						0.	0.	0.
(40) PAUL M. CUNNINGHAM DIRECTOR & DELEGATE, DIVISION VI	5.00 0.00	X						0.	0.	0.
(41) MIRIAM P. SANDERS DIRECTOR & DELEGATE, DIVISION VII	5.00 0.00	X						0.	0.	0.
(42) CHRISTINA M. SCHOBER DIRECTOR & DELEGATE, DIVISION VIII	5.00 0.00	X						0.	0.	0.
(43) RABAB KREIDEIH WARD DIRECTOR & DELEGATE, DIVISION IX	5.00 0.00	X						0.	0.	0.
(44) DALMA NOVAK DIRECTOR & DELEGATE, DIVISION X	5.00 0.00	X						0.	0.	0.
Total to Part VII, Section A, line 1c										

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Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII

			(A)	(B)	(C)	(D)	
			Total revenue	Related or exempt function revenue	Unrelated business revenue	Revenue excluded from tax under sections 512 - 514	
Contributions, Gifts, Grants and Other Similar Amounts	1 a Federated campaigns	1a					
	b Membership dues	1b					
	c Fundraising events	1c					
	d Related organizations	1d	1,669,899.				
	e Government grants (contributions)	1e					
	f All other contributions, gifts, grants, and similar amounts not included above	1f	77,330.				
	g Noncash contributions included in lines 1a-1f	1g	\$ 52,000.				
	h Total. Add lines 1a-1f			1,747,229.			
Program Service Revenue	2 a PERIODICALS	Business Code	900099	227,513,220.	227,513,220.		
	b CONFERENCE REVENUE		900099	129,033,405.	129,033,405.		
	c MEMBERSHIP DUES & PUBLIC IMPERATI		900099	48,140,785.	48,140,785.		
	d STANDARDS REVENUE		900099	38,375,435.	38,375,435.		
	e ADVERTISING REVENUE		541800	8,017,291.		8,017,291.	
	f All other program service revenue		900099	34,087.	34,087.		
	g Total. Add lines 2a-2f			451,114,223.			
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)			13,831,492.		13,831,492.	
	4 Income from investment of tax-exempt bond proceeds						
	5 Royalties			6,877,877.		6,877,877.	
	6 a Gross rents	6a	(i) Real				
			(ii) Personal				
	b Less: rental expenses	6b					
	c Rental income or (loss)	6c					
	d Net rental income or (loss)						
	7 a Gross amount from sales of assets other than inventory	7a	(i) Securities				
			(ii) Other				
				179,655,996.			
b Less: cost or other basis and sales expenses	7b		441,256,846.				
c Gain or (loss)	7c		38,399,150.				
d Net gain or (loss)			38,399,150.		38,399,150.		
8 a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18	8a						
b Less: direct expenses	8b						
c Net income or (loss) from fundraising events							
9 a Gross income from gaming activities. See Part IV, line 19	9a						
b Less: direct expenses	9b						
c Net income or (loss) from gaming activities							
10 a Gross sales of inventory, less returns and allowances	10a						
b Less: cost of goods sold	10b						
c Net income or (loss) from sales of inventory							
Miscellaneous Revenue	11 a GAIN ON INSURANCE RECOVERIES	Business Code	900099	9,582,024.		9,582,024.	
	b INTERCOMPANY SERVICES & OTHER		541900	2,836,762.	2,836,762.		
	c ENGINEERING CERTIFICATION PROGRAM		541900	385,479.	385,479.		
	d All other revenue		900099	21,617.	21,617.		
	e Total. Add lines 11a-11d			12,825,882.			
12 Total revenue. See instructions			524,795,853.	443,118,549.	11,239,532.	68,690,543.	

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Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX X

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
<i>Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.</i>				
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	2,813,221.	2,813,221.		
2 Grants and other assistance to domestic individuals. See Part IV, line 22	915,398.	915,398.		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16	1,295,448.	1,295,448.		
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	4,911,429.	4,911,429.		
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	89,965.	89,965.		
7 Other salaries and wages	131,945,096.	129,781,875.	1,174,415.	988,806.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	16,777,983.	16,618,216.	40,972.	118,795.
9 Other employee benefits	12,163,553.	12,072,428.		91,125.
10 Payroll taxes	12,021,477.	11,580,133.	351,870.	89,474.
11 Fees for services (nonemployees):				
a Management				
b Legal	1,386,338.	1,385,512.	826.	
c Accounting	1,455,637.		1,455,637.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	1,595,500.		1,595,500.	
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	43,464,871.	43,208,641.	152,720.	103,510.
12 Advertising and promotion	8,575,297.	8,475,468.	25,274.	74,555.
13 Office expenses	16,038,830.	15,884,581.	123,941.	30,308.
14 Information technology	20,851,564.	20,497,112.	302,607.	51,845.
15 Royalties	8,184,462.	8,184,462.		
16 Occupancy	5,872,122.	2,237,968.	3,634,154.	
17 Travel	1,966,242.	1,949,476.	15,179.	1,587.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	33,854,660.	33,845,399.	8,974.	287.
20 Interest	395,750.	395,750.		
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	10,901,230.	9,137,731.	1,763,499.	
23 Insurance	1,587,488.	1,501,788.	85,700.	
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a COMMISSION EXPENSE	23,718,962.	23,718,962.		
b PUBLICATION EXPENSE	15,126,818.	15,100,478.	1,963.	24,377.
c MEMBER REGIONAL EXPENSE	2,609,602.	2,471,034.	130,041.	8,527.
d EDUCATION & TRAINING	991,388.	979,377.	10,937.	1,074.
e All other expenses	731,392.	581,496.	64,050.	85,846.
25 Total functional expenses. Add lines 1 through 24e	382,241,723.	369,633,348.	10,938,259.	1,670,116.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.				
Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

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Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X

		(A)		(B)
		Beginning of year		End of year
Assets	1 Cash - non-interest-bearing	13,797,031.	1	11,696,739.
	2 Savings and temporary cash investments	174,481,200.	2	214,015,500.
	3 Pledges and grants receivable, net	104,762.	3	4,762.
	4 Accounts receivable, net	27,607,473.	4	40,872,911.
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges	15,868,464.	9	10,907,265.
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 146,954,942.		
	b Less: accumulated depreciation	10b 112,018,361.	35,400,516.	10c 34,936,581.
	11 Investments - publicly traded securities	550,986,168.	11	671,410,797.
	12 Investments - other securities. See Part IV, line 11	142,223,768.	12	178,794,108.
	13 Investments - program-related. See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11	636,727.	15	914,496.
16 Total assets. Add lines 1 through 15 (must equal line 33)	961,106,109.	16	1,163,553,159.	
Liabilities	17 Accounts payable and accrued expenses	69,138,305.	17	72,712,194.
	18 Grants payable		18	
	19 Deferred revenue	117,816,491.	19	122,757,214.
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D	54,112,616.	21	63,019,721.
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D		25	
	26 Total liabilities. Add lines 17 through 25	241,067,412.	26	258,489,129.
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.			
	27 Net assets without donor restrictions	717,989,897.	27	902,966,830.
	28 Net assets with donor restrictions	2,048,800.	28	2,097,200.
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.			
	29 Capital stock or trust principal, or current funds		29	
	30 Paid-in or capital surplus, or land, building, or equipment fund		30	
	31 Retained earnings, endowment, accumulated income, or other funds		31	
	32 Total net assets or fund balances	720,038,697.	32	905,064,030.
33 Total liabilities and net assets/fund balances	961,106,109.	33	1,163,553,159.	

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Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	524,795,853.
2	Total expenses (must equal Part IX, column (A), line 25)	2	382,241,723.
3	Revenue less expenses. Subtract line 2 from line 1	3	142,554,130.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	720,038,697.
5	Net unrealized gains (losses) on investments	5	35,941,375.
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	6,529,828.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	905,064,030.

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

		Yes	No
1	Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.		
2a	Were the organization's financial statements compiled or reviewed by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		X
b	Were the organization's financial statements audited by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	X	
c	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? _____ If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	X	
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? _____		X
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits _____		

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ENGINEERS, INC.

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge ...						
4 Total. Add lines 1 through 3						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public support. Subtract line 5 from line 4.						

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources ...						
9 Net income from unrelated business activities, whether or not the business is regularly carried on ...						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
11 Total support. Add lines 7 through 10						
12 Gross receipts from related activities, etc. (see instructions)					12	
13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						<input type="checkbox"/>

Section C. Computation of Public Support Percentage

14 Public support percentage for 2021 (line 6, column (f), divided by line 11, column (f))	14	%
15 Public support percentage from 2020 Schedule A, Part II, line 14	15	%
16a 33 1/3% support test - 2021. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
b 33 1/3% support test - 2020. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
17a 10% -facts-and-circumstances test - 2021. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
b 10% -facts-and-circumstances test - 2020. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions		<input type="checkbox"/>

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Schedule A (Form 990) 2021

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	4,085,277.	4,112,115.	3,077,248.	1,941,201.	1,747,229.	14,963,070.
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose	440,584,307.	478,572,318.	506,395,954.	427,464,063.	443,118,549.	2296135191.
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5	444,669,584.	482,684,433.	509,473,202.	429,405,264.	444,865,778.	2311098261.
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						0.
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year	61,665,552.	66,855,103.	66,236,030.	64,148,435.	79,588,742.	338,493,862.
c Add lines 7a and 7b	61,665,552.	66,855,103.	66,236,030.	64,148,435.	79,588,742.	338,493,862.
8 Public support. (Subtract line 7c from line 6.)						1972604399.

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
9 Amounts from line 6	444,669,584.	482,684,433.	509,473,202.	429,405,264.	444,865,778.	2311098261.
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	24,170,044.	27,004,872.	28,460,237.	26,664,112.	30,291,393.	136,590,658.
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b	24,170,044.	27,004,872.	28,460,237.	26,664,112.	30,291,393.	136,590,658.
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)	468,839,628.	509,689,305.	537,933,439.	456,069,376.	475,157,171.	2447688919.

14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here**

Section C. Computation of Public Support Percentage

15 Public support percentage for 2021 (line 8, column (f), divided by line 13, column (f))	15	80.59 %
16 Public support percentage from 2020 Schedule A, Part III, line 15	16	81.55 %

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2021 (line 10c, column (f), divided by line 13, column (f))	17	5.58 %
18 Investment income percentage from 2020 Schedule A, Part III, line 17	18	5.22 %

19a 33 1/3% support tests - 2021. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization

b 33 1/3% support tests - 2020. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions

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Part IV Supporting Organizations

(Complete only if you checked a box in line 12 on Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
b Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
c Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>		
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

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Part IV Supporting Organizations (continued)

	Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?		
a A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?		
b A family member of a person described on line 11a above?		
c A 35% controlled entity of a person described on line 11a or 11b above? <i>If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI.</i>		
11a		
11b		
11c		

Section B. Type I Supporting Organizations

	Yes	No
1 Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i>		
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.</i>		
1		
2		

Section C. Type II Supporting Organizations

	Yes	No
1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i>		
1		

Section D. All Type III Supporting Organizations

	Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
3 By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		
1		
2		
3		

Section E. Type III Functionally Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).			
a <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.			
b <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.			
c <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (see instructions).			
2 Activities Test. Answer lines 2a and 2b below.			
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>			
b Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>			
3 Parent of Supported Organizations. Answer lines 3a and 3b below.			
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>If "Yes" or "No" provide details in Part VI.</i>			
b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>			
2a			
2b			
3a			
3b			

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Schedule A (Form 990) 2021

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Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

1 Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in Part VI*). **See instructions.**
All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8	

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (<i>explain in detail in Part VI</i>):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by 0.035.	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	

Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1	
2	Enter 0.85 of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

Schedule A (Form 990) 2021

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Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D - Distributions		Current Year
1	Amounts paid to supported organizations to accomplish exempt purposes	1
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	3
4	Amounts paid to acquire exempt-use assets	4
5	Qualified set-aside amounts (prior IRS approval required - <i>provide details in Part VI</i>)	5
6	Other distributions (<i>describe in Part VI</i>). See instructions.	6
7	Total annual distributions. Add lines 1 through 6.	7
8	Distributions to attentive supported organizations to which the organization is responsive (<i>provide details in Part VI</i>). See instructions.	8
9	Distributable amount for 2021 from Section C, line 6	9
10	Line 8 amount divided by line 9 amount	10

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2021	(iii) Distributable Amount for 2021
1 Distributable amount for 2021 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2021 (reasonable cause required - <i>explain in Part VI</i>). See instructions.			
3 Excess distributions carryover, if any, to 2021			
a From 2016			
b From 2017			
c From 2018			
d From 2019			
e From 2020			
f Total of lines 3a through 3e			
g Applied to underdistributions of prior years			
h Applied to 2021 distributable amount			
i Carryover from 2016 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2021 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2021 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2021, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
6 Remaining underdistributions for 2021. Subtract lines 3h and 4b from line 1. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
7 Excess distributions carryover to 2022. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2017			
b Excess from 2018			
c Excess from 2019			
d Excess from 2020			
e Excess from 2021			

Schedule A (Form 990) 2021

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SCHEDULE C
(Form 990)

Political Campaign and Lobbying Activities

OMB No. 1545-0047

2021

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

For Organizations Exempt From Income Tax Under section 501(c) and section 527
 ▶ **Complete if the organization is described below.** ▶ **Attach to Form 990 or Form 990-EZ.**
 ▶ **Go to www.irs.gov/Form990 for instructions and the latest information.**

If the organization answered "Yes," on Form 990, Part IV, line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations: Complete Parts I-A and B. Do not complete Part I-C.
- Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and C below. Do not complete Part I-B.
- Section 527 organizations: Complete Part I-A only.

If the organization answered "Yes," on Form 990, Part IV, line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)): Complete Part II-A. Do not complete Part II-B.
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)): Complete Part II-B. Do not complete Part II-A.

If the organization answered "Yes," on Form 990, Part IV, line 5 (Proxy Tax) (See separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (See separate instructions), then

- Section 501(c)(4), (5), or (6) organizations: Complete Part III.

Name of organization INSTITUTE OF ELECTRICAL AND ELECTRONICS ENGINEERS, INC.	Employer identification number 13-1656633
--	--

Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

- 1 Provide a description of the organization's direct and indirect political campaign activities in Part IV.
- 2 Political campaign activity expenditures ▶ \$ _____
- 3 Volunteer hours for political campaign activities

Part I-B Complete if the organization is exempt under section 501(c)(3).

- 1 Enter the amount of any excise tax incurred by the organization under section 4955 ▶ \$ _____
- 2 Enter the amount of any excise tax incurred by organization managers under section 4955 ▶ \$ _____
- 3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? Yes No
- 4a Was a correction made? Yes No
- b If "Yes," describe in Part IV.

Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).

- 1 Enter the amount directly expended by the filing organization for section 527 exempt function activities ▶ \$ _____
- 2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities ▶ \$ _____
- 3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL, line 17b ▶ \$ _____
- 4 Did the filing organization file **Form 1120-POL** for this year? Yes No
- 5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's funds. If none, enter -0-.	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-.

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INSTITUTE OF ELECTRICAL AND ELECTRONICS

ENGINEERS, INC.

Schedule C (Form 990) 2021

13-1656633

Page 2

Part II-A Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

- A** Check if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures).
- B** Check if the filing organization checked box A and "limited control" provisions apply.

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)		(a) Filing organization's totals	(b) Affiliated group totals
1a Total lobbying expenditures to influence public opinion (grassroots lobbying)			
b Total lobbying expenditures to influence a legislative body (direct lobbying)		155,521.	
c Total lobbying expenditures (add lines 1a and 1b)		155,521.	
d Other exempt purpose expenditures		370,441,696.	
e Total exempt purpose expenditures (add lines 1c and 1d)		370,597,217.	
f Lobbying nontaxable amount. Enter the amount from the following table in both columns.		1,000,000.	
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:		
Not over \$500,000	20% of the amount on line 1e.		
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000.		
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000.		
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000.		
Over \$17,000,000	\$1,000,000.		
g Grassroots nontaxable amount (enter 25% of line 1f)		250,000.	
h Subtract line 1g from line 1a. If zero or less, enter -0-		0.	
i Subtract line 1f from line 1c. If zero or less, enter -0-		0.	
j If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?			<input type="checkbox"/> Yes <input type="checkbox"/> No

4-Year Averaging Period Under Section 501(h)
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the separate instructions for lines 2a through 2f.)

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) Total
2a Lobbying nontaxable amount	1,000,000.	1,000,000.	1,000,000.	1,000,000.	4,000,000.
b Lobbying ceiling amount (150% of line 2a, column(e))					6,000,000.
c Total lobbying expenditures	147,474.	119,812.	144,769.	155,521.	567,576.
d Grassroots nontaxable amount	250,000.	250,000.	250,000.	250,000.	1,000,000.
e Grassroots ceiling amount (150% of line 2d, column (e))					1,500,000.
f Grassroots lobbying expenditures					

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INSTITUTE OF ELECTRICAL AND ELECTRONICS
ENGINEERS, INC.

Part II-B Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

	(a)		(b)
	Yes	No	Amount
1 During the year, did the filing organization attempt to influence foreign, national, state, or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:			
a Volunteers?			
b Paid staff or management (include compensation in expenses reported on lines 1c through 1i)? ..			
c Media advertisements?			
d Mailings to members, legislators, or the public?			
e Publications, or published or broadcast statements?			
f Grants to other organizations for lobbying purposes?			
g Direct contact with legislators, their staffs, government officials, or a legislative body?			
h Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?			
i Other activities?			
j Total. Add lines 1c through 1i			
2a Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?			
b If "Yes," enter the amount of any tax incurred under section 4912			
c If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
d If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

Part III-A Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

	Yes	No
1 Were substantially all (90% or more) dues received nondeductible by members?	1	
2 Did the organization make only in-house lobbying expenditures of \$2,000 or less?	2	
3 Did the organization agree to carry over lobbying and political campaign activity expenditures from the prior year?	3	

Part III-B Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No" OR (b) Part III-A, line 3, is answered "Yes."

1 Dues, assessments and similar amounts from members	1
2 Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).	
a Current year	2a
b Carryover from last year	2b
c Total	2c
3 Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3
4 If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year?	4
5 Taxable amount of lobbying and political expenditures. See instructions	5

Part IV Supplemental Information

Provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated group list); Part II-A, lines 1 and 2 (See instructions); and Part II-B, line 1. Also, complete this part for any additional information.

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SCHEDULE D (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b. Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization INSTITUTE OF ELECTRICAL AND ELECTRONICS ENGINEERS, INC. Employer identification number 13-1656633

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include total number at end of year, aggregate value of contributions, grants, and end of year, and two Yes/No questions regarding donor property and grant fund usage.

Part II Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include purpose of easements, a table for 2a-2d (Total number, acreage, certified historic structures, and National Register listings), and questions 3-9 regarding modifications, states, monitoring, expenses, and reporting.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include questions 1a, 1b, and 2 regarding art and historical treasures, with sub-rows for revenue and assets.

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INSTITUTE OF ELECTRICAL AND ELECTRONICS ENGINEERS, INC.

Schedule D (Form 990) 2021

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Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

- 3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply):
- a Public exhibition
 - b Scholarly research
 - c Preservation for future generations
 - d Loan or exchange program
 - e Other _____
- 4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? Yes No

Part IV Escrow and Custodial Arrangements. Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? Yes No
- b If "Yes," explain the arrangement in Part XIII and complete the following table:
- | | Amount |
|---------------------------------|--------|
| c Beginning balance | 1c |
| d Additions during the year | 1d |
| e Distributions during the year | 1e |
| f Ending balance | 1f |
- 2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? Yes No
- b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII

Part V Endowment Funds. Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

- 2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a Board designated or quasi-endowment _____%
 - b Permanent endowment _____%
 - c Term endowment _____%
- The percentages on lines 2a, 2b, and 2c should equal 100%.
- 3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
- | | Yes | No |
|--|--------|----|
| (i) Unrelated organizations | 3a(i) | |
| (ii) Related organizations | 3a(ii) | |
| b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? | 3b | |
- 4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		836,354.		836,354.
b Buildings		37,652,417.	29,257,898.	8,394,519.
c Leasehold improvements		1,269,381.	1,071,840.	197,541.
d Equipment		107,196,790.	81,688,623.	25,508,167.
e Other				
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				34,936,581.

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INSTITUTE OF ELECTRICAL AND ELECTRONICS
ENGINEERS, INC.

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Page **3**

Part VII Investments - Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other		
(A) COMMINGLED FUNDS	126,456,900.	END-OF-YEAR MARKET VALUE
(B) INVESTMENTS IN SUBSIDIARIES	52,337,208.	COST
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 12.) ▶	178,794,108.	

Part VIII Investments - Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 13.) ▶		

Part IX Other Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.) ▶	

Part X Other Liabilities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.) ▶	

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII ...

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INSTITUTE OF ELECTRICAL AND ELECTRONICS ENGINEERS, INC.

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements		1	566,788,994.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:			
a	Net unrealized gains (losses) on investments	2a 35,941,375.		
b	Donated services and use of facilities	2b		
c	Recoveries of prior year grants	2c		
d	Other (Describe in Part XIII.)	2d 7,647,266.		
e	Add lines 2a through 2d		2e	43,588,641.
3	Subtract line 2e from line 1		3	523,200,353.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a 1,595,500.		
b	Other (Describe in Part XIII.)	4b		
c	Add lines 4a and 4b		4c	1,595,500.
5	Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12.)		5	524,795,853.

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements		1	380,709,626.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:			
a	Donated services and use of facilities	2a		
b	Prior year adjustments	2b		
c	Other losses	2c		
d	Other (Describe in Part XIII.)	2d 63,403.		
e	Add lines 2a through 2d		2e	63,403.
3	Subtract line 2e from line 1		3	380,646,223.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a 1,595,500.		
b	Other (Describe in Part XIII.)	4b		
c	Add lines 4a and 4b		4c	1,595,500.
5	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18.)		5	382,241,723.

Part XIII Supplemental Information.

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

PART IV, LINE 2B:

THE INSTITUTE HELD \$63,019,700 ON BEHALF OF IEEE FOUNDATION, INCORPORATED.

PART X, LINE 2:

THE INSTITUTE IS QUALIFIED UNDER SECTION 501(C)(3) OF THE INTERNAL REVENUE

CODE ("CODE") AS AN ORGANIZATION EXEMPT FROM FEDERAL INCOME TAX AND

APPLICABLE STATE INCOME TAX AND IS CLASSIFIED AS A PUBLICLY SUPPORTED

CHARITABLE ORGANIZATION UNDER SECTION 509(A)(2) OF THE CODE. NEVERTHELESS,

THE INSTITUTE IS SUBJECT TO TAX ON INCOME UNRELATED TO ITS EXEMPT PURPOSE,

UNLESS THAT INCOME IS OTHERWISE EXCLUDED BY THE CODE.

THE INSTITUTE FOLLOWS GUIDANCE THAT CLARIFIES THE ACCOUNTING FOR

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INSTITUTE OF ELECTRICAL AND ELECTRONICS

Schedule D (Form 990) 2021

ENGINEERS, INC.

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Part XIII Supplemental Information (continued)

UNCERTAINTY IN TAX POSITIONS TAKEN OR EXPECTED TO BE TAKEN IN A TAX RETURN, INCLUDING ISSUES RELATING TO FINANCIAL STATEMENT RECOGNITION AND MEASUREMENT. THIS SECTION PROVIDES THAT THE TAX EFFECTS FROM AN UNCERTAIN TAX POSITION CAN BE RECOGNIZED IN THE FINANCIAL STATEMENTS ONLY IF THE POSITION IS "MORE-LIKELY-THAN-NOT" TO BE SUSTAINED IF THE POSITION WERE TO BE CHALLENGED BY A TAXING AUTHORITY. THE ASSESSMENT OF THE TAX POSITION IS BASED SOLELY ON THE TECHNICAL MERITS OF THE POSITION, WITHOUT REGARD TO THE LIKELIHOOD THAT THE TAX POSITION MAY BE CHALLENGED. AS OF DECEMBER 31, 2021, AND 2020, MANAGEMENT HAS DETERMINED THAT THERE ARE NO SIGNIFICANT UNCERTAIN TAX POSITIONS THAT WOULD REQUIRE RECOGNITION OR DISCLOSURE IN THE ACCOMPANYING CONSOLIDATED FINANCIAL STATEMENTS.

PART XI, LINE 2D - OTHER ADJUSTMENTS:

Table with 2 columns: Description and Amount. Rows include CONSOLIDATED AFFILIATES NET ELIMINATIONS (992,439), CONTRIBUTION EXPENSE RECLASS (125,000), PENSION GAINS RECLASS FROM EXPENSE TO REVENUE (6,529,827), and TOTAL TO SCHEDULE D, PART XI, LINE 2D (7,647,266).

PART XII, LINE 2D - OTHER ADJUSTMENTS:

Table with 2 columns: Description and Amount. Rows include CONSOLIDATED AFFILIATES NET ELIMINATIONS (-61,597), CONTRIBUTION EXPENSE RECLASS (125,000), and TOTAL TO SCHEDULE D, PART XII, LINE 2D (63,403).

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**SCHEDULE F
(Form 990)**

Statement of Activities Outside the United States

OMB No. 1545-0047

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 14b, 15, or 16.

2021

▶ Attach to Form 990.

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

Name of the organization INSTITUTE OF ELECTRICAL AND ELECTRONICS ENGINEERS, INC.	Employer identification number 13-1656633
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Part I General Information on Activities Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 14b.

1 For grantmakers. Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? **Yes** **No**

2 For grantmakers. Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.

3 Activities per Region. (The following Part I, line 3 table can be duplicated if additional space is needed.)

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in the region	(d) Activities conducted in the region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in the region	(f) Total expenditures for and investments in the region
CENTRAL AMERICA AND THE CARIBBEAN - ANTIGUA & BARBUDA, ARUBA, BAHAMAS,	0	0	PROGRAM SERVICES	MEMBER & PUBLIC IMPERATIVES	151,786.
CENTRAL AMERICA AND THE CARIBBEAN - ANTIGUA & BARBUDA, ARUBA, BAHAMAS,	0	0	PROGRAM SERVICES	PERIODICALS	52.
CENTRAL AMERICA AND THE CARIBBEAN - ANTIGUA & BARBUDA, ARUBA, BAHAMAS,	0	0	PROGRAM SERVICES	CONFERENCES	68,200.
CENTRAL AMERICA AND THE CARIBBEAN - ANTIGUA & BARBUDA, ARUBA, BAHAMAS,	0	0	PROGRAM SERVICES	STANDARDS AND OTHERS	238,150.
CENTRAL AMERICA AND THE CARIBBEAN - ANTIGUA & BARBUDA, ARUBA, BAHAMAS,	0	0	GRANTMAKING		29,248.
EAST ASIA AND THE PACIFIC - AUSTRALIA, BRUNEI, BURMA, CAMBODIA,	0	0	PROGRAM SERVICES	MEMBER & PUBLIC IMPERATIVES	811,598.
EAST ASIA AND THE PACIFIC - AUSTRALIA, BRUNEI, BURMA, CAMBODIA,	0	0	PROGRAM SERVICES	PERIODICALS	36.
EAST ASIA AND THE PACIFIC - AUSTRALIA, BRUNEI, BURMA, CAMBODIA,	0	0	PROGRAM SERVICES	CONFERENCES	8,955,605.
3 a Subtotal	0	0			10,254,675.
b Total from continuation sheets to Part I	2	68			14,460,208.
c Totals (add lines 3a and 3b)	2	68			24,714,883.

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule F (Form 990) 2021

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INSTITUTE OF ELECTRICAL AND ELECTRONICS
ENGINEERS, INC.

Schedule F (Form 990)

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Part I Continuation of Activities per Region. (Schedule F (Form 990), Part I, line 3)

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
EAST ASIA AND THE PACIFIC - AUSTRALIA, BRUNEI, BURMA, CAMBODIA,	1	17	PROGRAM SERVICES	STANDARDS AND OTHERS	2,273,798.
EAST ASIA AND THE PACIFIC - AUSTRALIA, BRUNEI, BURMA, CAMBODIA,	0	0	GRANTMAKING		440,954.
EUROPE (INCLUDING ICELAND & GREENLAND) - ALBANIA, ANDORRA, AUSTRIA, BELGIUM	0	0	PROGRAM SERVICES	MEMBER & PUBLIC IMPERATIVES	146,509.
EUROPE (INCLUDING ICELAND & GREENLAND) - ALBANIA, ANDORRA, AUSTRIA, BELGIUM	0	0	PROGRAM SERVICES	PERIODICALS	2,431.
EUROPE (INCLUDING ICELAND & GREENLAND) - ALBANIA, ANDORRA, AUSTRIA, BELGIUM	0	0	PROGRAM SERVICES	CONFERENCES	3,119,384.
EUROPE (INCLUDING ICELAND & GREENLAND) - ALBANIA, ANDORRA, AUSTRIA, BELGIUM	0	27	PROGRAM SERVICES	STANDARDS AND OTHERS	395,735.
EUROPE (INCLUDING ICELAND & GREENLAND) - ALBANIA, ANDORRA, AUSTRIA, BELGIUM	0	0	GRANTMAKING		403,095.
MIDDLE EAST AND NORTH AFRICA - ALGERIA, BAHRAIN, DJIBOUTI, EGYPT,	0	0	PROGRAM SERVICES	MEMBER & PUBLIC IMPERATIVES	110,057.
MIDDLE EAST AND NORTH AFRICA - ALGERIA, BAHRAIN, DJIBOUTI, EGYPT,	0	0	PROGRAM SERVICES	CONFERENCES	176,883.
MIDDLE EAST AND NORTH AFRICA - ALGERIA, BAHRAIN, DJIBOUTI, EGYPT,	0	2	PROGRAM SERVICES	STANDARDS AND OTHERS	1,352,549.
Totals					

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INSTITUTE OF ELECTRICAL AND ELECTRONICS
ENGINEERS, INC.

Schedule F (Form 990)

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Part I Continuation of Activities per Region. (Schedule F (Form 990), Part I, line 3)

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
MIDDLE EAST AND NORTH AFRICA - ALGERIA, BAHRAIN, DJIBOUTI, EGYPT,	0	0	GRANTMAKING		30,338.
NORTH AMERICA - CANADA AND MEXICO, BUT NOT THE UNITED STATES	0	0	PROGRAM SERVICES	MEMBER & PUBLIC IMPERATIVES	189,865.
NORTH AMERICA - CANADA AND MEXICO, BUT NOT THE UNITED STATES	0	0	PROGRAM SERVICES	PERIODICALS	55,125.
NORTH AMERICA - CANADA AND MEXICO, BUT NOT THE UNITED STATES	0	0	PROGRAM SERVICES	CONFERENCES	2,003,612.
NORTH AMERICA - CANADA AND MEXICO, BUT NOT THE UNITED STATES	1	17	PROGRAM SERVICES	STANDARDS AND OTHERS	1,105,564.
NORTH AMERICA - CANADA AND MEXICO, BUT NOT THE UNITED STATES	0	0	GRANTMAKING		113,169.
RUSSIA AND NEIGHBORING STATES - ARMENIA, AZERBIJAN, BELARUS,	0	0	PROGRAM SERVICES	MEMBER & PUBLIC IMPERATIVES	2,353.
RUSSIA AND NEIGHBORING STATES - ARMENIA, AZERBIJAN, BELARUS,	0	0	PROGRAM SERVICES	CONFERENCES	14,166.
RUSSIA AND NEIGHBORING STATES - ARMENIA, AZERBIJAN, BELARUS,	0	3	PROGRAM SERVICES	STANDARDS AND OTHERS	1,821.
RUSSIA AND NEIGHBORING STATES - ARMENIA, AZERBIJAN, BELARUS,	0	0	GRANTMAKING		2,500.
Totals					

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INSTITUTE OF ELECTRICAL AND ELECTRONICS
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Schedule F (Form 990)

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Part I Continuation of Activities per Region. (Schedule F (Form 990), Part I, line 3)

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
SOUTH AMERICA - ARGENTINA, BOLIVIA, BRAZIL, CHILE, COLUMBIA, ECUADOR,	0	0	PROGRAM SERVICES	MEMBER & PUBLIC IMPERATIVES	160,480.
SOUTH AMERICA - ARGENTINA, BOLIVIA, BRAZIL, CHILE, COLUMBIA, ECUADOR,	0	0	PROGRAM SERVICES	PERIODICALS	17,695.
SOUTH AMERICA - ARGENTINA, BOLIVIA, BRAZIL, CHILE, COLUMBIA, ECUADOR,	0	0	PROGRAM SERVICES	CONFERENCES	217,180.
SOUTH AMERICA - ARGENTINA, BOLIVIA, BRAZIL, CHILE, COLUMBIA, ECUADOR,	0	0	PROGRAM SERVICES	STANDARDS AND OTHERS	192,989.
SOUTH AMERICA - ARGENTINA, BOLIVIA, BRAZIL, CHILE, COLUMBIA, ECUADOR,	0	0	GRANTMAKING		68,299.
SOUTH ASIA - AFGHANISTAN, BANGLADESH, BHUTAN, INDIA, MALDIVES,	0	0	PROGRAM SERVICES	MEMBER & PUBLIC IMPERATIVES	402,497.
SOUTH ASIA - AFGHANISTAN, BANGLADESH, BHUTAN, INDIA, MALDIVES,	0	0	PROGRAM SERVICES	PERIODICALS	3,231.
SOUTH ASIA - AFGHANISTAN, BANGLADESH, BHUTAN, INDIA, MALDIVES,	0	0	PROGRAM SERVICES	CONFERENCES	196,640.
SOUTH ASIA - AFGHANISTAN, BANGLADESH, BHUTAN, INDIA, MALDIVES,	0	2	PROGRAM SERVICES	STANDARDS AND OTHERS	857,561.
SOUTH ASIA - AFGHANISTAN, BANGLADESH, BHUTAN, INDIA, MALDIVES,	0	0	GRANTMAKING		133,872.
Totals					

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INSTITUTE OF ELECTRICAL AND ELECTRONICS

ENGINEERS, INC.

Schedule F (Form 990)

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Part I Continuation of Activities per Region. (Schedule F (Form 990), Part I, line 3)

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
SUB-SAHARAN AFRICA - ANGOLA, BENIN, BOTSWANA, BURKINA FASO,	0	0	PROGRAM SERVICES	MEMBER & PUBLIC IMPERATIVES	51,507.
SUB-SAHARAN AFRICA - ANGOLA, BENIN, BOTSWANA, BURKINA FASO,	0	0	PROGRAM SERVICES	PERIODICALS	135.
SUB-SAHARAN AFRICA - ANGOLA, BENIN, BOTSWANA, BURKINA FASO,	0	0	PROGRAM SERVICES	CONFERENCES	19,772.
SUB-SAHARAN AFRICA - ANGOLA, BENIN, BOTSWANA, BURKINA FASO,	0	0	PROGRAM SERVICES	STANDARDS AND OTHERS	124,469.
SUB-SAHARAN AFRICA - ANGOLA, BENIN, BOTSWANA, BURKINA FASO,	0	0	GRANTMAKING		73,973.
Totals	2	68			14,460,208.

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ENGINEERS, INC.

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Part II Grants and Other Assistance to Organizations or Entities Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of noncash assistance	(h) Description of noncash assistance	(i) Method of valuation (book, FMV, appraisal, other)
		CENTRAL AMERICA AND THE CARIBBEAN	ENGINEERING DEVELOPMENT	10,000.	CHECK	0.	NOT APPLICABLE	NOT APPLICABLE
		EAST ASIA AND THE PACIFIC	ENGINEERING DEVELOPMENT	86,000.	WIRE	0.	NOT APPLICABLE	NOT APPLICABLE
		EAST ASIA AND THE PACIFIC	ENGINEERING FELLOWSHIP	15,000.	CHECK	0.	NOT APPLICABLE	NOT APPLICABLE
		EAST ASIA AND THE PACIFIC	ENGINEERING FELLOWSHIP	30,000.	WIRE	0.	NOT APPLICABLE	NOT APPLICABLE
		EUROPE	ENGINEERING ACHIEVEMENT AWARD	6,000.	WIRE	0.	NOT APPLICABLE	NOT APPLICABLE
		EUROPE	ENGINEERING DEVELOPMENT	38,612.	CHECK	0.	NOT APPLICABLE	NOT APPLICABLE
		EUROPE	ENGINEERING DEVELOPMENT	69,589.	WIRE	0.	NOT APPLICABLE	NOT APPLICABLE
		NORTH AMERICA	ENGINEERING ACHIEVEMENT AWARD	25,000.	CHECK	0.	NOT APPLICABLE	NOT APPLICABLE

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as a tax exempt 501(c)(3) organization by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter 28

3 Enter total number of other organizations or entities 2

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ENGINEERS, INC.

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Schedule F (Form 990)

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Part II Continuation of Grants and Other Assistance to Organizations or Entities Outside the United States. (Schedule F (Form 990), Part II, line 1)								
1 (a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
		NORTH AMERICA	ENGINEERING DEVELOPMENT	10,000.	CHECK	0.	NOT APPLICABLE	NOT APPLICABLE
		SOUTH AMERICA	ENGINEERING DEVELOPMENT	17,000.	WIRE	0.	NOT APPLICABLE	NOT APPLICABLE
		SOUTH ASIA	ENGINEERING DEVELOPMENT	20,650.	WIRE	0.	NOT APPLICABLE	NOT APPLICABLE
		SUB-SAHARAN AFRICA	ENGINEERING DEVELOPMENT	10,379.	CHECK	0.	NOT APPLICABLE	NOT APPLICABLE
		SUB-SAHARAN AFRICA	ENGINEERING DEVELOPMENT	6,000.	WIRE	0.	NOT APPLICABLE	NOT APPLICABLE

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ENGINEERS, INC.

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Part III Grants and Other Assistance to Individuals Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 16.

Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of noncash assistance	(g) Description of noncash assistance	(h) Method of valuation (book, FMV, appraisal, other)
ENGINEERING ACHIEVEMENT AWARD	CENTRAL AMERICA AND THE CARIBBEAN	4	2,250.	CHECKS	0.	NOT APPLICABLE	NOT APPLICABLE
ENGINEERING ACHIEVEMENT AWARD	EAST ASIA AND THE PACIFIC	452	150,575.	CHECKS; WIRE TRANSFERS	0.	NOT APPLICABLE	NOT APPLICABLE
ENGINEERING ACHIEVEMENT AWARD	EUROPE	262	185,118.	CHECKS; WIRE TRANSFERS	0.	NOT APPLICABLE	NOT APPLICABLE
ENGINEERING ACHIEVEMENT AWARD	MIDDLE EAST AND NORTH AFRICA	27	22,257.	CHECKS; WIRE TRANSFERS	0.	NOT APPLICABLE	NOT APPLICABLE
ENGINEERING ACHIEVEMENT AWARD	NORTH AMERICA	144	36,131.	CHECKS; WIRE TRANSFERS	0.	NOT APPLICABLE	NOT APPLICABLE
ENGINEERING ACHIEVEMENT AWARD	SOUTH AMERICA	66	39,476.	CHECKS; WIRE TRANSFERS	0.	NOT APPLICABLE	NOT APPLICABLE
ENGINEERING ACHIEVEMENT AWARD	SOUTH ASIA	75	24,041.	CHECKS; WIRE TRANSFERS	0.	NOT APPLICABLE	NOT APPLICABLE
ENGINEERING ACHIEVEMENT AWARD	SUB-SAHARAN AFRICA	10	12,000.	CHECKS; WIRE TRANSFERS	0.	NOT APPLICABLE	NOT APPLICABLE
ENGINEERING DEVELOPMENT	CENTRAL AMERICA AND THE CARIBBEAN	1	10,000.	WIRES	0.	NOT APPLICABLE	NOT APPLICABLE

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Part III Continuation of Grants and Other Assistance to Individuals Outside the United States. (Schedule F (Form 990), Part III)							
(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of non-cash assistance	(g) Description of non-cash assistance	(h) Method of valuation (book, FMV, appraisal, other)
ENGINEERING DEVELOPMENT	EAST ASIA AND THE PACIFIC	72	19,024.	CHECKS; WIRE TRANSFERS	0.	NOT APPLICABLE	NOT APPLICABLE
ENGINEERING DEVELOPMENT	EUROPE	21	19,948.	CHECKS; WIRE TRANSFERS	0.	NOT APPLICABLE	NOT APPLICABLE
ENGINEERING DEVELOPMENT	MIDDLE EAST AND NORTH AFRICA	4	560.	CHECKS	0.	NOT APPLICABLE	NOT APPLICABLE
ENGINEERING DEVELOPMENT	NORTH AMERICA	7	7,319.	CHECKS	0.	NOT APPLICABLE	NOT APPLICABLE
ENGINEERING DEVELOPMENT	RUSSIA AND NEIGHBORING STATES	1	500.	CHECKS	0.	NOT APPLICABLE	NOT APPLICABLE
ENGINEERING DEVELOPMENT	SOUTH AMERICA	3	340.	CHECKS	0.	NOT APPLICABLE	NOT APPLICABLE
ENGINEERING DEVELOPMENT	SOUTH ASIA	43	8,053.	CHECKS; WIRE TRANSFERS	0.	NOT APPLICABLE	NOT APPLICABLE
ENGINEERING DEVELOPMENT	SUB-SAHARAN AFRICA	2	265.	CHECKS; WIRE TRANSFERS	0.	NOT APPLICABLE	NOT APPLICABLE
ENGINEERING FELLOWSHIP	EAST ASIA AND THE PACIFIC	10	38,000.	CHECKS; WIRE TRANSFERS	0.	NOT APPLICABLE	NOT APPLICABLE

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Part III Continuation of Grants and Other Assistance to Individuals Outside the United States. (Schedule F (Form 990), Part III)							
(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of non-cash assistance	(g) Description of non-cash assistance	(h) Method of valuation (book, FMV, appraisal, other)
ENGINEERING FELLOWSHIP	EUROPE	6	28,000.	CHECKS; WIRE TRANSFERS	0.	NOT APPLICABLE	NOT APPLICABLE
ENGINEERING FELLOWSHIP	MIDDLE EAST AND NORTH AFRICA	1	5,000.	WIRES	0.	NOT APPLICABLE	NOT APPLICABLE
ENGINEERING FELLOWSHIP	NORTH AMERICA	2	12,000.	CHECKS	0.	NOT APPLICABLE	NOT APPLICABLE
ENGINEERING FELLOWSHIP	SOUTH ASIA	1	3,000.	WIRES	0.	NOT APPLICABLE	NOT APPLICABLE
ENGINEERING SCHOLARSHIP	EAST ASIA AND THE PACIFIC	8	7,300.	CHECKS; WIRE TRANSFERS	0.	NOT APPLICABLE	NOT APPLICABLE
ENGINEERING SCHOLARSHIP	EUROPE	3	2,500.	CHECKS	0.	NOT APPLICABLE	NOT APPLICABLE
ENGINEERING SCHOLARSHIP	MIDDLE EAST AND NORTH AFRICA	2	800.	CHECKS	0.	NOT APPLICABLE	NOT APPLICABLE
ENGINEERING SCHOLARSHIP	NORTH AMERICA	1	1,000.	CHECKS	0.	NOT APPLICABLE	NOT APPLICABLE
ENGINEERING SCHOLARSHIP	RUSSIA AND NEIGHBORING STATES	2	2,000.	CHECKS; WIRE TRANSFERS	0.	NOT APPLICABLE	NOT APPLICABLE

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Part III Continuation of Grants and Other Assistance to Individuals Outside the United States. (Schedule F (Form 990), Part III)							
(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of non-cash assistance	(g) Description of non-cash assistance	(h) Method of valuation (book, FMV, appraisal, other)
ENGINEERING SCHOLARSHIP	SOUTH AMERICA	1	1,000.	CHECKS	0.	NOT APPLICABLE	NOT APPLICABLE
ENGINEERING SCHOLARSHIP	SOUTH ASIA	38	35,400.	CHECKS; WIRE TRANSFERS	0.	NOT APPLICABLE	NOT APPLICABLE

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Schedule F (Form 990) 2021 ENGINEERS, INC.

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Part IV Foreign Forms

- 1 Was the organization a U.S. transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)* Yes No
- 2 Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to separately file Form 3520, Annual Return To Report Transactions With Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A; don't file with Form 990)* Yes No
- 3 Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons With Respect to Certain Foreign Corporations (see Instructions for Form 5471)* Yes No
- 4 Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund (see Instructions for Form 8621)* Yes No
- 5 Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons With Respect to Certain Foreign Partnerships (see Instructions for Form 8865)* Yes No
- 6 Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see Instructions for Form 5713; don't file with Form 990)* Yes No

Schedule F (Form 990) 2021

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Part V Supplemental Information

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

PART I, LINE 2:

IEEE, THROUGH ITS AWARDS BOARD, ESTABLISHES POLICIES AND PROCEDURES TO

PROVIDE FOR THE ORDERLY DEVELOPMENT AND IMPLEMENTATION OF AWARDS,

SCHOLARSHIPS, AND RECOGNITION PROGRAMS. THE AWARDS ADMINISTERED BY THE

AWARDS BOARD AND ITS COMMITTEES ARE APPROVED BY THE BOARD OF DIRECTORS.

THE BOARD OF DIRECTORS HAS DELEGATED APPROVAL AUTHORITY, IN ACCORDANCE

WITH THE ESTABLISHED POLICIES AND PROCEDURES, TO THOSE MAJOR BOARDS

HAVING CHARTERED AWARDS AND RECOGNITION COMMITTEES.

SCHEDULE F, PART I, LINE 3, AND PARTS II AND III

THE INSTITUTE OF ELECTRICAL AND ELECTRONICS ENGINEERS, INC. BOOKS AND

RECORDS ARE MAINTAINED ON AN ACCRUAL BASIS. CERTAIN GRANTS ARE TRACKED

ON A CASH BASIS AND THE GRANT DETAILS REPORTED ON THIS SCHEDULE ARE

REPORTED ON CASH BASIS.

PART I, LINE 3, COLUMN C

A MAJORITY OF THE EMPLOYEES, AGENTS, AND INDEPENDENT CONTRACTORS

REPORTED IN SCHEDULE F, PART I ARE INDEPENDENT CONTRACTORS THAT PROVIDE

SHORT-TERM TEMPORARY CONTRACT WORK FOR IEEE.

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SCHEDULE I
(Form 990)

Department of the Treasury
Internal Revenue Service

**Grants and Other Assistance to Organizations,
Governments, and Individuals in the United States**
Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2021

Open to Public
Inspection

Name of the organization **INSTITUTE OF ELECTRICAL AND ELECTRONICS
ENGINEERS, INC.**

Employer identification number
13-1656633

Part I General Information on Grants and Assistance

- 1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? Yes No
- 2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
IEEE FOUNDATION INC 445 HOES LANE PISCATAWAY, NJ 08854	23-1710664	501(C)(3)	2,400,230.	0.	NOT APPLICABLE	NOT APPLICABLE	ENGINEERING DEVELOPMENT
CURATORS OF THE UNIVERSITY OF MISSOURI - 300 WEST 12 STREET, 202 CENTENNIAL HALL - ROLLA, MO 65409	43-6003859	501(C)(3)	30,000.	0.	NOT APPLICABLE	NOT APPLICABLE	ENGINEERING FELLOWSHIP
REGENTS OF THE UNIVERSITY OF MINNESOTA - 2221 UNIVERSITY AVE SE, STE 100 - MINNEAPOLIS, MN 55414	41-6007513	501(C)(3)	12,000.	0.	NOT APPLICABLE	NOT APPLICABLE	ENGINEERING DEVELOPMENT
REGIS UNIVERSITY 3333 REGIS BOULEVARD DENVER, CO 80221	84-0402707	501(C)(3)	49,996.	0.	NOT APPLICABLE	NOT APPLICABLE	ENGINEERING DEVELOPMENT
AMERICAN AUTOMATIC CONTROL COUNCIL UW EE & CE, BOX 352500 SEATTLE, WA 98195-2500	23-1352630	501(C)(3)	10,000.	0.	NOT APPLICABLE	NOT APPLICABLE	ENGINEERING DEVELOPMENT
DREXEL UNIVERSITY RESEARCH ACCOUNTING SERVICES, LBX# PHILADELPHIA, PA 19195	04-1679980	501(C)(3)	25,000.	0.	NOT APPLICABLE	NOT APPLICABLE	ENGINEERING DEVELOPMENT

- 2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table ▶ 14.
- 3 Enter total number of other organizations listed in the line 1 table ▶ 0.

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule I (Form 990) 2021

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INSTITUTE OF ELECTRICAL AND ELECTRONICS

Schedule I (Form 990)

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Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (Schedule I (Form 990), Part II.)

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
NORTHEASTERN UNIVERSITY 360 HUNTINGTON AVENUE BOSTON, MA 02115	23-1352688	501(C)(3)	10,000.	0.	NOT APPLICABLE	NOT APPLICABLE	ENGINEERING DEVELOPMENT
VILLANOVA UNIVERSITY ELECTRICAL AND COMPUTER ENGRG, 800 LANCASTER AVE. - VILLANOVA, PA 19085-1681	85-1981480	501(C)(3)	10,000.	0.	NOT APPLICABLE	NOT APPLICABLE	ENGINEERING DEVELOPMENT
ROTARY E-CLUB OF SILICON VALLEY SMART VILLAGE - 30997 NIAKWA ROAD - EVERGREEN, CO 80439	02-0222111	501(C)(3)	72,000.	0.	NOT APPLICABLE	NOT APPLICABLE	ENGINEERING DEVELOPMENT
DARTMOUTH COLLEGE THAYER SCHOOL OF ENGINEERING, 800 CU HANOVER, NH 03755	77-0312776	501(C)(3)	15,000.	0.	NOT APPLICABLE	NOT APPLICABLE	ENGINEERING DEVELOPMENT
UNIVERSITY OF ARIZONA FOUNDATION ENGRG PROFESSIONAL DEVELOPMENT, 1224 N VINE AVE - TUCSON, AZ 85719-4552	36-2167817	501(C)(3)	50,000.	0.	NOT APPLICABLE	NOT APPLICABLE	ENGINEERING DEVELOPMENT
UNIVERSITY OF SOUTH FLORIDA FOUNDATION, INC. - 4202 E. FOWLER AVE ALC 100 - TAMPA, FL 33620	59-0879015	501(C)(3)	25,000.	0.	NOT APPLICABLE	NOT APPLICABLE	ENGINEERING DEVELOPMENT
SANTA CLARA SCHOOLS FOUNDATION P.O. BOX 1369 SANTA CLARA, CA 95052	77-0312776	501(C)(3)	25,000.	0.	NOT APPLICABLE	NOT APPLICABLE	ENGINEERING DEVELOPMENT
NORTHWESTERN UNIVERSITY 633 CLARK STREET EVANSTON, IL 60208	36-2167817	501(C)(3)	15,000.	0.	NOT APPLICABLE	NOT APPLICABLE	ENGINEERING DEVELOPMENT

Schedule I (Form 990)

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ENGINEERS, INC.

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Part III Grants and Other Assistance to Domestic Individuals. Complete if the organization answered "Yes" on Form 990, Part IV, line 22.
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
ENGINEERING ACHIEVEMENT AWARD	405	363,683.	0.	NOT APPLICABLE	NOT APPLICABLE
ENGINEERING DEVELOPMENT	16	93,915.	0.	NOT APPLICABLE	NOT APPLICABLE
ENGINEERING FELLOWSHIP	21	432,000.	0.	NOT APPLICABLE	NOT APPLICABLE
ENGINEERING SCHOLARSHIP	16	25,800.	0.	NOT APPLICABLE	NOT APPLICABLE

Part IV Supplemental Information. Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

PART I, LINE 2:

IEEE, THROUGH ITS AWARDS BOARD, ESTABLISHES POLICIES AND PROCEDURES TO

PROVIDE FOR THE ORDERLY DEVELOPMENT AND IMPLEMENTATION OF AWARDS,

SCHOLARSHIPS, AND RECOGNITION PROGRAMS. THE AWARDS ADMINISTERED BY THE

AWARDS BOARD AND ITS COMMITTEES ARE APPROVED BY THE BOARD OF DIRECTORS.

THE BOARD OF DIRECTORS HAS DELEGATED APPROVAL AUTHORITY, IN ACCORDANCE WITH

THE ESTABLISHED POLICIES AND PROCEDURES, TO THOSE MAJOR BOARDS HAVING

CHARTERED AWARDS AND RECOGNITION COMMITTEES.

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INSTITUTE OF ELECTRICAL AND ELECTRONICS
ENGINEERS, INC.

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Part IV Supplemental Information

SCHEDULE I, PARTS I, II AND III

THE INSTITUTE OF ELECTRICAL AND ELECTRONICS ENGINEERS, INC. BOOKS AND

RECORDS ARE MAINTAINED ON AN ACCRUAL BASIS. CERTAIN GRANTS ARE TRACKED

ON A CASH BASIS AND THE GRANT DETAILS REPORTED ON THIS SCHEDULE ARE

REPORTED ON CASH BASIS.

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**SCHEDULE J
(Form 990)**

Compensation Information

OMB No. 1545-0047

2021

Open to Public Inspection

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

Department of the Treasury
Internal Revenue Service

Name of the organization **INSTITUTE OF ELECTRICAL AND ELECTRONICS ENGINEERS, INC.**

Employer identification number
13-1656633

Part I Questions Regarding Compensation

1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- | | |
|--|--|
| <input type="checkbox"/> First-class or charter travel | <input type="checkbox"/> Housing allowance or residence for personal use |
| <input type="checkbox"/> Travel for companions | <input type="checkbox"/> Payments for business use of personal residence |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees |
| <input type="checkbox"/> Discretionary spending account | <input type="checkbox"/> Personal services (such as maid, chauffeur, chef) |

b If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain

2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?

3 Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- | | |
|---|---|
| <input checked="" type="checkbox"/> Compensation committee | <input type="checkbox"/> Written employment contract |
| <input checked="" type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study |
| <input checked="" type="checkbox"/> Form 990 of other organizations | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

- a** Receive a severance payment or change-of-control payment?
- b** Participate in or receive payment from a supplemental nonqualified retirement plan?
- c** Participate in or receive payment from an equity-based compensation arrangement?
- If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.

5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- a** The organization?
- b** Any related organization?
- If "Yes" on line 5a or 5b, describe in Part III.

6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- a** The organization?
- b** Any related organization?
- If "Yes" on line 6a or 6b, describe in Part III.

7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III

8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III

9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

	Yes	No
1b		
2	X	
4a		X
4b	X	
4c		X
5a	X	
5b		X
6a		X
6b		X
7	X	
8		X
9		

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2021

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INSTITUTE OF ELECTRICAL AND ELECTRONICS
ENGINEERS, INC.

13-1656633

Schedule J (Form 990) 2021

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) STEPHEN WELBY ASST. SECRETARY & EXEC DIRECTOR	(i)	639,353.	196,565.	216,791.	227,762.	1,600.	1,282,071.	147,608.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(2) MARY WARD-CALLAN MANAGING DIRECTOR TECH ACTIVITIES	(i)	414,324.	100,370.	57,239.	77,366.	16,434.	665,733.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(3) THOMAS R. SIEGERT ASST. TREASURER & CFO	(i)	431,128.	87,490.	37,090.	74,730.	10,690.	641,128.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(4) KONSTANTINOS KARACHALIOS MANAGING DIRECTOR IEEE STANDARDS	(i)	411,581.	65,330.	70,909.	70,385.	0.	618,205.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(5) SOPHIA MUIRHEAD GENERAL COUNSEL & CCO	(i)	420,189.	86,280.	16,852.	43,329.	16,431.	583,081.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(6) DONNA HOURICAN STAFF EXECUTIVE CORP ACTIVITIES	(i)	339,305.	70,240.	27,901.	61,308.	0.	498,754.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(7) CHERIF AMIRAT CHIEF INFORMATION OFFICER	(i)	363,315.	50,330.	14,504.	47,797.	10,759.	486,705.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(8) KAREN L HAWKINS CHIEF MARKETING OFFICER	(i)	319,879.	65,180.	25,372.	59,205.	9,278.	478,914.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(9) FRANCIS STAPLES SN DIRECTOR GLOBAL SALES & CUST OPS	(i)	207,169.	164,297.	38,031.	38,755.	10,957.	459,209.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(10) JEAN JENNINGS DIRECTOR OF INTERNATIONAL SALES	(i)	178,379.	186,880.	34,022.	46,322.	4,593.	450,196.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(11) EMILY CSERNICA DIRECTOR OF NORTH AMERICAN SALES	(i)	125,751.	245,632.	26,673.	26,988.	5,862.	430,906.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(12) STEVEN HEFFNER MANAGING DIRECTOR PUBLICATIONS	(i)	336,148.	16,730.	2,609.	32,733.	2,485.	390,705.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(13) JAMES MOESCH MANAGING DIRECTOR EDUCATION	(i)	261,886.	35,050.	196.	37,396.	1,391.	335,919.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
	(i)							
	(ii)							
	(i)							
	(ii)							

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ENGINEERS, INC.

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Page 3

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

PART I, LINE 3:

THE IEEE BOARD OF DIRECTORS ENGAGED AN INDEPENDENT COMPENSATION CONSULTANT

TO PROVIDE IEEE WITH MARKET COMPARABILITY DATA AND A REASONABLENESS

RECOMMENDATION WITH RESPECT TO COMPENSATION PAID TO DISQUALIFIED PERSONS AS

DEFINED UNDER SECTION 4958 OF THE INTERNAL REVENUE CODE OF 1986, TO ENABLE

IEEE TO ESTABLISH A REBUTTABLE PRESUMPTION OF REASONABLENESS UNDER SECTION

4958.

A COMMITTEE CONSISTING OF THE IEEE PRESIDENT, THE IEEE PAST PRESIDENT, AND

THE IEEE PRESIDENT-ELECT (THE EXECUTIVE PERFORMANCE AND COMPENSATION

COMMITTEE OR EPCC), ADVISED BY EXTERNAL LEGAL COUNSEL, IS CHARGED WITH

EVALUATING THE TOTAL COMPENSATION PACKAGE OF THE IEEE EXECUTIVE DIRECTOR,

WHO SERVES AS THE CHIEF OPERATIONS OFFICER ("ED & COO"), AND A COMMITTEE OF

INDEPENDENT BOARD MEMBERS AND NON-BOARD MEMBERS (THE IEEE EMPLOYEE BENEFITS

& COMPENSATION COMMITTEE OR EBCC), ADVISED BY EXTERNAL LEGAL COUNSEL, IS

CHARGED WITH EVALUATING THE TOTAL COMPENSATION PACKAGE OF THE OTHER

SELECTED EXECUTIVES AND STAFF, EXCLUDING THE IEEE ED & COO.

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Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

THE INDEPENDENT COMPENSATION CONSULTANT PROVIDED THESE COMMITTEES WITH

MARKET DATA FROM PUBLISHED SOURCES FOR COMPARABLE POSITIONS FROM BOTH

TAX-EXEMPT AND FOR-PROFIT ORGANIZATIONS. THE ASSESSMENT WAS CONDUCTED AT

THE TOTAL REWARDS LEVEL AND INCLUDED ALL COMPENSATION COMPONENTS. FOR THE

EPCC REVIEW OF THE EXECUTIVE DIRECTOR, EXTERNAL MARKET COMPARISONS WERE

BASED ON TWO PRIMARY SOURCES OF DATA, WEIGHTED EQUALLY: (1) FORM 990

FILINGS FOR A GROUP OF PEER ORGANIZATIONS IDENTIFIED BY INDEPENDENT

COMPENSATION CONSULTANT BASED ON VARIOUS CRITERIA AND (2) PUBLISHED

SURVEYS, FOCUSING ON COMPARABLE ENTITIES. THE FOLLOWING SCREENING CRITERIA

WERE USED TO IDENTIFY AND SELECT COMPARABLE ORGANIZATIONS:

(1) NTEE CODE:

(A) GENERAL SCIENCE INSTITUTIONS

(B) ENGINEERING AND TECHNOLOGY SERVICES

(C) PROFESSIONAL SOCIETY, AND

(D) RESEARCH INSTITUTIONS.

(2) INCOME AND ASSETS.

(3) EMPLOYEE SIZE.

ONCE ORGANIZATIONS WERE SCREENED USING THESE CRITERIA, THE FOLLOWING

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INSTITUTE OF ELECTRICAL AND ELECTRONICS
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Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

INFORMATION WAS COLLECTED: (A) WHETHER THE ORGANIZATION HAS INTERNATIONAL
PRESENCE, (B) WHETHER THEY ARE A STANDARD-SETTING ORGANIZATION; (C) WHETHER
THEY HAVE A SIGNIFICANT PUBLISHING ACTIVITY; AND (D) THE EXTENT OF ITS
FOCUS ON CONTRACT RESEARCH. THE EBCC RELIES ON SURVEY DATA AND DOES NOT
CONSIDER FORM 990 FILINGS AS PART OF THEIR METHODOLOGY AND REVIEW.

THE TWO COMMITTEES REVIEW INDIVIDUAL AND MARKET DATA AS PART OF THEIR
PROCESS TO DETERMINE APPROPRIATE COMPENSATION. THE TWO COMMITTEES DEBATE
AND DOCUMENT THEIR DECISIONS ABOUT WHAT IS REASONABLE AND THEIR
DECISION-MAKING PROCESSES. THE INDEPENDENT COMPENSATION CONSULTANT PROVIDED
A "PRESUMPTION OF REASONABLE COMPENSATION" OPINION LETTER FOR THE IEEE
FILES, DOCUMENTING ITS ANALYSIS AND RECOMMENDATIONS REGARDING MARKET
REASONABLENESS.

PART I, LINE 4B:

STEPHEN WELBY, EXECUTIVE DIRECTOR, IS THE ONLY PARTICIPANT IN A
NONQUALIFIED, UNFUNDED, DEFERRED COMPENSATION PLAN UNDER SECTION 457(F) OF
THE IRS CODE. THE NON-VESTED PORTION OF MR. WELBY'S DEFERRED COMPENSATION
OF \$153,806 (CONTRIBUTION ACCRUAL) IS REPORTED IN SCHEDULE J, PART II,

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INSTITUTE OF ELECTRICAL AND ELECTRONICS
ENGINEERS, INC.

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Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

COLUMN C. MR. WELBY VESTED AND RECEIVED PREVIOUSLY DEFERRED COMPENSATION OF

\$147,608 WHICH IS REPORTED IN SCHEDULE J, PART II, COLUMN B. AS THIS AMOUNT

WAS PREVIOUSLY REPORTED ON A PRIOR YEAR FORM 990 AS DEFERRED COMPENSATION,

THIS AMOUNT IS ALSO REPORTED IN SCHEDULE J, PART II, COLUMN F, PREVIOUSLY

REPORTED DEFERRED COMPENSATION.

PART I, LINE 5:

IEEE OFFERS COMMISSION PAYMENTS TO SELECTED EMPLOYEES WHO WORK IN THE SALES

CAPACITY INCLUDING INDIVIDUALS LISTED ON FORM 990, PART VII, SECTION A,

LINE 1A. COMMISSIONS ARE BASED ON PREDETERMINED SALES GOALS AND PERFORMANCE

CRITERIA AS DEFINED IN THE SALES COMMISSION PLAN FOR THE PLAN YEAR.

COMMISSIONED EMPLOYEES TYPICALLY RECEIVE A COPY OF THE PLAN AT THE

BEGINNING OF THE PLAN YEAR. EMPLOYEES ELIGIBLE TO EARN COMMISSIONS ARE NOT

ELIGIBLE FOR INCENTIVE BONUSES UNDER THE INCENTIVE BONUS PLAN INCENTIVE BONUS

PLAN.

PART I, LINE 7:

IEEE MAINTAINS AN INCENTIVE COMPENSATION PROGRAM THAT INCLUDE OPPORTUNITIES

TO EARN INCENTIVE COMPENSATION THAT WILL BE PAID WHEN THE INDIVIDUAL MEETS

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INSTITUTE OF ELECTRICAL AND ELECTRONICS

Schedule J (Form 990) 2021

ENGINEERS, INC.

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Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

ESTABLISHED PERFORMANCE GOALS. AWARDS ARE BASED ON MARKET DATA AND ARE

BASED ON THE INDIVIDUAL'S OVERALL PERFORMANCE RATING. INCENTIVE

COMPENSATION FOR EACH EXECUTIVE IS REVIEWED AND APPROVED BY EITHER THE

INDEPENDENT IEEE COMPENSATION COMMITTEES OR THE IEEE BOARD OF DIRECTORS.

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SCHEDULE L (Form 990)

Transactions With Interested Persons

OMB No. 1545-0047

2021

Open To Public Inspection

Department of the Treasury Internal Revenue Service

Complete if the organization answered "Yes" on Form 990, Part IV, line 25a, 25b, 26, 27, 28a, 28b, or 28c, or Form 990-EZ, Part V, line 38a or 40b.

Attach to Form 990 or Form 990-EZ.

Go to www.irs.gov/Form990 for instructions and the latest information.

Name of the organization INSTITUTE OF ELECTRICAL AND ELECTRONICS ENGINEERS, INC.

Employer identification number 13-1656633

Part I Excess Benefit Transactions (section 501(c)(3), section 501(c)(4), and section 501(c)(29) organizations only).

Complete if the organization answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b.

Table with 4 main columns: (a) Name of disqualified person, (b) Relationship between disqualified person and organization, (c) Description of transaction, (d) Corrected? (Yes/No)

2 Enter the amount of tax incurred by the organization managers or disqualified persons during the year under section 4958 \$
3 Enter the amount of tax, if any, on line 2, above, reimbursed by the organization \$

Part II Loans to and/or From Interested Persons.

Complete if the organization answered "Yes" on Form 990-EZ, Part V, line 38a or Form 990, Part IV, line 26; or if the organization reported an amount on Form 990, Part X, line 5, 6, or 22.

Table with 9 main columns: (a) Name of interested person, (b) Relationship with organization, (c) Purpose of loan, (d) Loan to or from the organization? (To/From), (e) Original principal amount, (f) Balance due, (g) In default? (Yes/No), (h) Approved by board or committee? (Yes/No), (i) Written agreement? (Yes/No)

Total \$

Part III Grants or Assistance Benefiting Interested Persons.

Complete if the organization answered "Yes" on Form 990, Part IV, line 27.

Table with 5 main columns: (a) Name of interested person, (b) Relationship between interested person and the organization, (c) Amount of assistance, (d) Type of assistance, (e) Purpose of assistance

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INSTITUTE OF ELECTRICAL AND ELECTRONICS
ENGINEERS, INC.

Schedule L (Form 990) 2021

13-1656633

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Part IV Business Transactions Involving Interested Persons.

Complete if the organization answered "Yes" on Form 990, Part IV, line 28a, 28b, or 28c.

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of transaction	(d) Description of transaction	(e) Sharing of organization's revenues?	
				Yes	No
THOMAS M CALLAN	FAMILY MEMBER	89,965.	EMPLOYMENT		X
CONFERENCE CATALYSTS LLC	FAMILY MEMBER	1,386,614.	BUSINESS		X

Part V Supplemental Information.

Provide additional information for responses to questions on Schedule L (see instructions).

SCH L, PART IV, BUSINESS TRANSACTIONS INVOLVING INTERESTED PERSONS:

(A) NAME OF PERSON: THOMAS M CALLAN

(B) RELATIONSHIP BETWEEN INTERESTED PERSON AND ORGANIZATION:

FAMILY MEMBER OF CURRENT KEY EMPLOYEE MARY WARD-CALLAN

(C) AMOUNT OF TRANSACTION \$ 89,965.

(D) DESCRIPTION OF TRANSACTION: EMPLOYMENT

(E) SHARING OF ORGANIZATION REVENUES? = NO

(A) NAME OF PERSON: CONFERENCE CATALYSTS LLC

(B) RELATIONSHIP BETWEEN INTERESTED PERSON AND ORGANIZATION:

FAMILY MEMBER OF CURRENT DIRECTOR, RUTH DYER, OWNS 100% OF THE COMPANY

(C) AMOUNT OF TRANSACTION \$ 1,386,614.

(D) DESCRIPTION OF TRANSACTION: BUSINESS

(E) SHARING OF ORGANIZATION REVENUES? = NO

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**SCHEDULE M
(Form 990)**

Noncash Contributions

OMB No. 1545-0047

2021

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

- ▶ Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.
- ▶ Attach to Form 990.
- ▶ Go to www.irs.gov/Form990 for instructions and the latest information.

Name of the organization **INSTITUTE OF ELECTRICAL AND ELECTRONICS ENGINEERS, INC.** Employer identification number **13-1656633**

Part I Types of Property

	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art - Works of art				
2 Art - Historical treasures				
3 Art - Fractional interests				
4 Books and publications				
5 Clothing and household goods				
6 Cars and other vehicles	X	1	26,000. FMV	
7 Boats and planes				
8 Intellectual property				
9 Securities - Publicly traded				
10 Securities - Closely held stock				
11 Securities - Partnership, LLC, or trust interests				
12 Securities - Miscellaneous				
13 Qualified conservation contribution - Historic structures				
14 Qualified conservation contribution - Other				
15 Real estate - Residential				
16 Real estate - Commercial				
17 Real estate - Other				
18 Collectibles				
19 Food inventory				
20 Drugs and medical supplies				
21 Taxidermy				
22 Historical artifacts				
23 Scientific specimens				
24 Archeological artifacts				
25 Other ▶ (EQUIPMENT)	X	1	26,000. FMV	
26 Other ▶ ()				
27 Other ▶ ()				
28 Other ▶ ()				

29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part V, Donee Acknowledgement **29** 0

- 30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it must hold for at least three years from the date of the initial contribution, and which isn't required to be used for exempt purposes for the entire holding period? **30a** X
- b If "Yes," describe the arrangement in Part II.
- 31 Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions? **31** X
- 32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions? **32a** X
- b If "Yes," describe in Part II.
- 33 If the organization didn't report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II.

	Yes	No
30a		X
31		X
32a		X

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule M (Form 990) 2021

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INSTITUTE OF ELECTRICAL AND ELECTRONICS

Schedule M (Form 990) 2021 ENGINEERS, INC.

13-1656633

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Part II **Supplemental Information.** Provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also complete this part for any additional information.

SCHEDULE M, PART I, COLUMN (B):

CONTRIBUTIONS RECEIVED BY IEEE ARE REPORTED BASED ON THE NUMBER OF

CONTRIBUTIONS.

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SCHEDULE O
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or Form 990-EZ.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2021

Open to Public
Inspection

Name of the organization	INSTITUTE OF ELECTRICAL AND ELECTRONICS ENGINEERS, INC.	Employer identification number	13-1656633
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FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

WHILE SUPPORTING OUR MISSION OF ADVANCING TECHNOLOGY FOR THE BENEFIT OF HUMANITY. IN 2021, AS IEEE TRANSITIONED INTO YEAR TWO OF THE GLOBAL COVID-19, WE CONTINUED TO PUSH FORWARD TO FURTHER STRENGTHEN OUR CONNECTIONS WITH OUR COMMUNITY OF ENGINEERS AND TECHNOLOGISTS TO HELP INSPIRE THE NEXT GREAT INNOVATIONS. WITH A SHARED COMMITMENT TO THE FUTURE, IEEE THROUGHOUT THE YEAR WAS FOCUSED ON PRESENTING THE LATEST RESEARCH AT ITS INDUSTRY-LEADING CONFERENCES, SUPPORTING TECHNICAL AND EDUCATIONAL ACTIVITIES, EXPANDING PUBLISHING OPTIONS, FOSTERING GROUNDBREAKING TECHNOLOGIES, AND HELPING OUR MEMBERS SUCCEED IN COUNTLESS WAYS. EVERY DAY, ACROSS IEEE, OUR MEMBERS AND VOLUNTEERS CONTINUE TO PROMOTE, SHAPE AND EXECUTE IEEE'S GREAT MISSION OF ADVANCING TECHNOLOGY FOR THE BENEFIT OF HUMANITY.

FORM 990, PART III, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

VISION STATEMENT: IEEE WILL BE ESSENTIAL TO THE GLOBAL TECHNICAL COMMUNITY AND TO TECHNICAL PROFESSIONALS EVERYWHERE AND BE UNIVERSALLY RECOGNIZED FOR THE CONTRIBUTIONS OF TECHNOLOGY AND OF TECHNICAL PROFESSIONALS IN IMPROVING GLOBAL CONDITIONS.

FORM 990, PART III, LINE 4A, PROGRAM SERVICE ACCOMPLISHMENTS:

WORLDWIDE IMPACT TO MENTOR AND NURTURE THE NEXT GENERATION OF STEM PROFESSIONALS. AROUND THE WORLD, IEEE MEMBERS AND VOLUNTEERS DONATED THEIR TIME AND EXPERTISE TO ENCOURAGE YOUNG PEOPLE TO SEEK STEM CAREER PATHS. KEY PROGRAMS LAUNCHED INCLUDE:

A) THE IEEE STEM AMBASSADOR PROGRAM: DESIGNED TO BUILD A COMMUNITY OF LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

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Name of the organization INSTITUTE OF ELECTRICAL AND ELECTRONICS ENGINEERS, INC.	Employer identification number 13-1656633
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VOLUNTEERS THAT WILL DRIVE STEM OUTREACH ACTIVITIES IN THEIR LOCAL AREAS.

B) THE IEEE VOLUNTEER STEM PORTAL: OFFERS A SEARCHABLE LIBRARY OF CURRENT STEM PROGRAMS, "HOW-TO" RESOURCES TO FACILITATE STEM OUTREACH ACTIVITIES, STEM GUIDES, RESOURCE MATERIALS AND MORE. IT ALSO INCLUDES AN OPPORTUNITY TO APPLY FOR PROGRAM GRANTS.

C) THE FIRST-EVER IEEE STEM SUMMIT BROUGHT TOGETHER THE STEM COMMUNITY TO HELP FOSTER THE NEXT GENERATION OF TECHNOLOGY INNOVATORS. THE EVENT IS DESIGNED FOR IEEE MEMBERS AND VOLUNTEERS INTERESTED IN PRE-UNIVERSITY STEM OUTREACH, PROVIDING A FORUM TO ENCOURAGE, SUPPORT AND INSPIRE EACH OTHER.

D) IEEE PARTNERED WITH UNESCO (THE UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION) TO JOINTLY CREATE A STEM CURRICULUM ADAPTED BY SILVER BOLT, A NON-PROFIT EDUCATIONAL ORGANIZATION IN UGANDA. THE PILOT WAS CARRIED OUT AT THE SMART GIRLS FOUNDATION, A GIRL-CENTERED DEVELOPMENT ORGANIZATION. THERE WAS ALSO A TRAVELING CLASSROOM THAT REACHED UNDERSERVED COMMUNITIES THROUGHOUT THE REGION. ADDITIONALLY, UNESCO AND IEEE CONDUCTED A TWO-DAY TO EQUIP SCIENCE TEACHERS WITH INFORMATION AND SKILLS TO INCREASE THE PARTICIPATION AND PERFORMANCE OF FEMALES IN STEM EDUCATION IN UGANDA.

IEEE IS PROUD TO ENGAGE AND COLLABORATE WITH GLOBAL COMMUNITIES TO HELP MAKE OUR WORLD A MORE SUSTAINABLE, HUMANE, AND PROSPEROUS PLACE. SOME OF 2021 KEY PROGRAMS INCLUDE:

1) IEEE PARTICIPATED IN THE UNITED NATIONS' FRAMEWORK CONVENTION ON CLIMATE CHANGE, ALSO KNOWN AS COP26. THE IEEE DELEGATION WAS PART OF AN EXPERT PANEL FOCUSED ON "ACTIONS FOR CLEAN ENERGY, CLEAN MATERIALS AND ENERGY EFFICIENCY TO ADVANCE AMBITIONS AND SOLUTIONS." THE DELEGATION

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HIGHLIGHTED THE IMPORTANT ROLES THAT ENGINEERS CAN PLAY IN DELIVERING PRACTICAL SOLUTIONS TO ADDRESS CLIMATE CHANGE AND ADAPTATION.

2) IN 2021, VIENNA, AUSTRIA, BECAME THE FIRST CITY IN THE WORLD TO EARN THE IEEE CERTIFIED AI ETHICS (AIE) CERTIFICATION, ADVANCING THE CITY'S COMMITMENT TO ITS DIGITAL HUMANISM STRATEGY. VIENNA'S DIGITAL HUMANISM INITIATIVE IS AN INTERNATIONAL COLLABORATION SEEKING TO BUILD A COMMUNITY OF SCHOLARS, POLICY MAKERS AND INDUSTRIAL PLAYERS FOCUSED ON ENSURING THAT TECHNOLOGY DEVELOPMENT REMAIN CENTERED ON HUMAN INTERESTS. THE IEEE CERTIFIED PROGRAM IS FOCUSED ON BUILDING PUBLIC TRUST IN AI SYSTEMS AND ENHANCING THE CONFIDENCE IN PUBLIC AND PRIVATE ENTERPRISES THAT REALIZE THE BENEFITS OF AI ETHICS.

3) THE IEEE HUMANITARIAN ACTIVITIES COMMITTEE (HAC) AND SPECIAL INTEREST GROUP ON HUMANITARIAN TECHNOLOGY (SIGHT) FUNDED AND IMPLEMENTED NUMEROUS LIFE-CHANGING PROGRAMS. NOTABLE PROJECTS INCLUDE:

A) IEEE ARGENTINA SECTION USED ITS FUNDING TO MITIGATE ASPECTS OF THE PANDEMIC BY INSTALLING A SOLAR POWER SYSTEM, CONSTRUCTING A WI-FI TOWER, AND BUILDING A CISTERN IN A RURAL COMMUNITY. THE SOLAR PANELS ALLOW FAMILIES IN THE REGION TO ACCESS RENEWABLE ENERGY, CLEAN WATER, AND WI-FI; B) IEEE EL SALVADOR SECTION PRODUCED 3D-PRINTED VISORS FOR FRONTLINE MEDICAL PERSONNEL TO ADDRESS THE SHORTAGE OF PERSONAL PROTECTIVE EQUIPMENT IN THE COUNTRY. THEY MANUFACTURED 1,300 VISORS THAT WERE THEN DISTRIBUTED IN BATCHES TO 12 LOCAL HEALTH CENTERS AND HOSPITALS; C) IEEE KOLKATA SECTION USED ITS FUNDING TO DESIGN A SMART AUTO IRRIGATION AND APP-BASED SOIL MONITORING SYSTEM FEATURING MULTILINGUAL CONTROL, 24/7 MONITORING AND AI-POWERED ADJUSTMENTS ACCORDING TO ENVIRONMENTAL CONDITIONS.

FORM 990, PART III, LINE 4B, PROGRAM SERVICE ACCOMPLISHMENTS:

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Name of the organization INSTITUTE OF ELECTRICAL AND ELECTRONICS ENGINEERS, INC.	Employer identification number 13-1656633
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TECHNOLOGIES INCLUDING TELECOMMUNICATIONS, COMPUTING, BIOMEDICAL
ENGINEERING, SIGNAL PROCESSING, INDUSTRY APPLICATIONS, POWER AND ENERGY
AND MORE.

FOLLOWING THE 2020 SUCCESS WITH THE OPEN ACCESS READ AND PUBLISH
AGREEMENT WITH THE UNIVERSITY OF ILLINOIS, IEEE CONTINUED ITS MOMENTUM
BY SECURING SEVERAL AGREEMENTS WITH TOP INSTITUTIONAL PARTNERS IN 2021
INCLUDING, EUROPEAN ORGANIZATION FOR NUCLEAR RESEARCH (CERN), FINELIB,
A CONSORTIUM OF FINNISH UNIVERSITIES, AND IREL, THE IRISH LICENSING
CONSORTIUM. THE AGREEMENTS ALLOW RESEARCHERS AT THE PARTICIPATING
INSTITUTIONS TO ACCESS IEEE JOURNALS, CONFERENCES, AND STANDARDS VIA
THE IEEE XPLORE DIGITAL LIBRARY. THE AGREEMENT ALSO GRANTS AFFILIATED
CORRESPONDING AUTHORS THE OPPORTUNITY TO PUBLISH THEIR WORK AS OPEN
ACCESS, FREE AND AVAILABLE TO BE READ BY THE GENERAL PUBLIC WITHOUT
HAVING TO BE RESPONSIBLE FOR ARTICLE PROCESSING CHARGES.

THE IEEE SPECTRUM WEBSITE AND PRINT EDITION UNDERWENT A MAJOR REDESIGN
IN 2021, OFFERING MANY ENHANCED FEATURES FOR IEEE MEMBERS TO ENCOURAGE
ENGAGEMENT. THE NEW SITE MAKES IT EASY TO GO DEEP INTO VARIOUS
TECHNOLOGY TOPICS (SUCH AS MACHINE LEARNING), TO ACCESS WEBINARS,
WHITEPAPERS AND TUTORIALS, AND TO PARTICIPATE IN ONLINE CONVERSATIONS.
MEMBERS CAN SAVE ARTICLES TO READ LATER, MANAGE THEIR IEEE SPECTRUM
NEWSLETTER SUBSCRIPTIONS, CREATE A FEED ON TOPICS OF INTEREST AND MORE.
MEMBERS ALSO HAVE ACCESS TO THE DIGITAL VERSION OF ARCHIVES GOING BACK
TO THE YEAR 2000.

IEEE MAINTAINS ITS POSITION AS ONE OF THE TOP PUBLISHERS OF SCIENCE AND
TECHNOLOGY JOURNALS, CONTINUING TO BE A TRUSTED SOURCE FOR

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COMMUNICATING QUALITY TECHNICAL INFORMATION THAT WILL HELP INSPIRE THE
NEXT BREAKTHROUGH TECHNOLOGIES.

FORM 990, PART III, LINE 4C, PROGRAM SERVICE ACCOMPLISHMENTS:

CONFERENCE ON ROBOTICS AND AUTOMATION (ICRA 2021) WAS HELD AS A HYBRID
EVENT WITH MORE THAN 2,500 PARTICIPANTS JOINING VIRTUALLY AND ANOTHER
885 GATHERING IN-PERSON AT THE XI'AN INTERNATIONAL CONVENTION AND
EXHIBITION CENTER TO SHARE THE LATEST INNOVATIONS AND DEBUT EXCITING
NEW TECHNOLOGIES IN THE FIELD.

EVENTS WITH A HYBRID COMPONENT: 1) THE IEEE INTERNATIONAL MICROWAVE
SYMPOSIUM (IMS2021), ONE OF THE LARGEST IEEE-SPONSORED CONFERENCES,
HELD ITS IN-PERSON EVENT IN EARLY JUNE AT THE GEORGIA WORLD CONGRESS
CENTER IN ATLANTA, FOLLOWED BY A VIRTUAL EVENT TWO WEEKS LATER; 2) THE
IEEE GLOBAL COMMUNICATIONS CONFERENCE (GLOBECOM), HELD IN MADRID,
SPAIN, UNDER THE THEME OF "CONNECTING CULTURES AROUND THE GLOBE,"
FEATURED A "NETWORK WITH THE LEADERS" PROGRAM FOR STUDENTS AND YOUNG
PROFESSIONALS AS WELL AS PROGRAMMING DEDICATED TO WOMEN IN ENGINEERING.

OTHER VIRTUAL TRAINING: IEEE SECTIONS CONGRESS SUCCESSFULLY PIVOTED
FROM A PREVIOUS ALL IN-PERSON EVENT TO A VIRTUAL EVENT HOSTED OVER
THREE DAYS WITH MORE THAN 1,550 ATTENDEES.

FORM 990, PART III, LINE 4D, OTHER PROGRAM SERVICES:

STANDARDS AND OTHER IEEE PROGRAMS:

IN 2021 IEEE STANDARDS ASSOCIATION (SA) APPROVED 131 NEW STANDARDS FOR
PUBLICATION. SOME OF THE KEY INITIATIVES AND ACCOMPLISHMENTS INCLUDE:

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IEEE PUBLISHED A NEW STANDARD, IEEE 2089-2021, TO ADDRESS AGE-APPROPRIATE DESIGN FOR CHILDREN'S DIGITAL SERVICES. THE STANDARD ESTABLISHES A FRAMEWORK THAT HELPS ORGANIZATIONS RECOGNIZE AND RESPOND TO THE NEEDS OF CHILDREN AND YOUNG PEOPLE. ADOPTION OF THIS STANDARD ASSISTS ORGANIZATIONS IN DESIGNING THEIR SERVICES WITH CHILDREN IN MIND AND DEMONSTRATES COMMITMENT TO SOCIAL RESPONSIBILITY.

IEEE SA OPEN, WHICH BRIDGES THE GAP BETWEEN STANDARDS DEVELOPERS AND OTHER OPEN TECHNICAL COMMUNITIES TO ENABLE CREATIVE SOLUTIONS, WAS EMBRACED BY INDUSTRY AND TECHNICAL PROFESSIONALS AND MADE GREAT STRIDES SINCE IT LAUNCHED LAST YEAR. THE PLATFORM ADDRESSES COMMON CHALLENGES FACED BY THE OPEN-SOURCE DEVELOPMENT COMMUNITY, SUCH AS LACK OF ENGAGEMENT IN PROJECTS, SOLUTION INCOMPATIBILITY AND COMPLEXITY AROUND INTELLECTUAL PROPERTY LICENSING.

IEEE CROWNED THE FIRST WINNERS OF THE CONNECTING THE UNCONNECTED CHALLENGE, A NEW COMPETITION ORGANIZED BY IEEE FUTURE NETWORKS THAT PROVIDES SOLUTIONS FOR THE DIGITAL DIVIDE. WINNERS WERE SELECTED FROM MORE THAN 250 ENTRIES REPRESENTING 69 NATIONS.

IEEEEXTREME, A GLOBAL CHALLENGE IN WHICH THOUSANDS OF TEAMS OF IEEE STUDENT MEMBERS COMPETE IN A 24-HOUR TIME SPAN TO SOLVE A SET OF REAL-WORLD PROGRAMMING PROBLEMS, HAD A RECORD NUMBER OF PARTICIPANTS FOR ITS FIFTEENTH EVENT -- OVER 12,000 COMPARED TO 9,305 THE PREVIOUS YEAR, WITH A TOTAL OF 5,570 TEAMS, AND A TOTAL OF 630 STUDENT BRANCHES FROM 62 COUNTRIES.

IEEE'S COMMITMENT TO FINANCIAL TRANSPARENCY: IN COLLABORATION WITH

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VOLUNTEER LEADERS AND PROFESSIONAL STAFF, IEEE LAUNCHED IEEE NEXTGEN

FINANCIALS CLOUD, A CLOUD-BASED SYSTEM THAT SUPPORTS PROJECT-BASED

FINANCIALS AND PROVIDES SUPPORT FOR AUTOMATING CONTRACTS AND PURCHASE

ORDERS, AS WELL AS TRACKING AND REPORTING COSTS AND EXPENSES. THE NEW

SYSTEM ENABLES BOTH VOLUNTEER LEADERS AND STAFF TO BETTER MANAGE THEIR

BUDGETS AND TRACK SPENDING FROM ANY PLACE IN THE WORLD. IEEE ALSO

LAUNCHED NEXTGEN CONTRACTS TO HELP STREAMLINE THE CONTRACT REVIEW

PROCESS FOR THE ORGANIZATION, ENABLING REAL-TIME COLLABORATION AND

INCREASED VISIBILITY INTO THE CONTRACT LIFECYCLE.

IEEE'S MOBILE OUTREACH VEHICLE (MOVE) CELEBRATED ITS 5TH YEAR

ANNIVERSARY OF DEPLOYING TO ASSIST VICTIMS OF NATURAL DISASTERS WHERE

VOLUNTEERS PROVIDED CRITICAL COMMUNICATIONS INFRASTRUCTURE AND SUPPORT

TO A FEDERAL RESOURCE CENTER AND TO AMERICAN RED CROSS RESPONDERS

WORKING IN THE AFFECTED COMMUNITY. IN 2021, IEEE RECEIVED A DONATION OF

A SECOND MOVE VEHICLE AND COMMUNICATIONS EQUIPMENT.

EXPENSES \$ 37,569,686. INCLUDING GRANTS OF \$ 0. REVENUE \$ 38,431,139.

FORM 990, PART V, LINE 4B, LIST OF FOREIGN COUNTRIES:

BRAZIL, CANADA, JAPAN, KENYA,

SOUTH KOREA, MALAYSIA, SINGAPORE, SPAIN,

UNITED KINGDOM

FORM 990, PART VI, SECTION A, LINE 6:

IEEE HAS A TOTAL OF 409,954 MEMBERS IN OVER 160 COUNTRIES AROUND THE WORLD.

FORM 990, PART VI, SECTION A, LINE 7A:

VOTING MEMBERS OF IEEE ELECT THE DIRECTORS OF IEEE. VOTING MEMBERS ARE

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THOSE MEMBERS OF MEMBER GRADE OR ABOVE AS DEFINED IN THE BYLAWS.

FORM 990, PART VI, SECTION A, LINE 7B:

AMENDMENTS TO THE CONSTITUTION ARE SUBJECT TO APPROVAL BY THE VOTING MEMBERS OF THE ORGANIZATION. VOTING MEMBERS ARE THOSE MEMBERS OF MEMBER GRADE OR ABOVE AS DEFINED IN THE BYLAWS.

FORM 990, PART VI, SECTION B, LINE 11B:

IEEE HAS AN EXTENSIVE REVIEW PROCESS THAT IS COMPLETED BEFORE THE FORM 990 IS FILED WITH THE IRS. THE RETURN IS FIRST REVIEWED BY THE EXECUTIVE DIRECTOR, PAST PRESIDENT, TREASURER, PAST TREASURER, AND THE CFO/ASSISTANT TREASURER, BEFORE BEING PRESENTED TO THE AUDIT COMMITTEE, WHICH CONSISTS OF MEMBERS OF THE IEEE BOARD OF DIRECTORS. THE RETURN IS POSTED TO THE IEEE BOARD OF DIRECTORS SECURE PORTAL FOR BOARD MEMBERS TO REVIEW PRIOR TO FILING WITH THE IRS.

FORM 990, PART VI, SECTION B, LINE 12C:

IEEE REQUIRES THAT OFFICERS AND DIRECTORS SUBMIT CONFLICT OF INTEREST DISCLOSURE FORMS WHICH ARE REVIEWED FOR POTENTIAL CONFLICT OF INTEREST. ALL IEEE EMPLOYEES ARE REQUIRED TO COMPLETE A CONFLICTS OF INTEREST TRAINING AND THOSE WITH AUTHORITY TO MAKE FINANCIAL EXPENDITURES ARE REQUIRED TO SUBMIT A DISCLOSURE FORM. AN OFFICER OR DIRECTOR WHO DOES NOT COMPLETE THE REQUIRED CONFLICT OF INTEREST DISCLOSURE FORM IS REMOVED FROM SERVICE ON THE COMMITTEE OR BOARD.

FORM 990, PART VI, SECTION B, LINE 15:

THE IEEE BOARD OF DIRECTORS ENGAGED AN INDEPENDENT COMPENSATION CONSULTANT TO PROVIDE IEEE WITH MARKET COMPARABILITY DATA AND A REASONABLENESS

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RECOMMENDATION WITH RESPECT TO COMPENSATION PAID TO DISQUALIFIED PERSONS AS DEFINED UNDER SECTION 4958 OF THE INTERNAL REVENUE CODE OF 1986, TO ENABLE IEEE TO ESTABLISH A REBUTTABLE PRESUMPTION OF REASONABLENESS UNDER SECTION 4958.

A COMMITTEE CONSISTING OF THE IEEE PRESIDENT, THE IEEE PAST PRESIDENT, AND THE IEEE PRESIDENT-ELECT (THE EXECUTIVE PERFORMANCE AND COMPENSATION COMMITTEE OR EPCC), ADVISED BY EXTERNAL LEGAL COUNSEL, IS CHARGED WITH EVALUATING THE TOTAL COMPENSATION PACKAGE OF THE IEEE EXECUTIVE DIRECTOR, WHO SERVES AS THE CHIEF OPERATIONS OFFICER ("ED & COO"), AND A COMMITTEE OF INDEPENDENT BOARD MEMBERS AND NON-BOARD MEMBERS (THE IEEE EMPLOYEE BENEFITS & COMPENSATION COMMITTEE OR EBCC), ADVISED BY EXTERNAL LEGAL COUNSEL, IS CHARGED WITH EVALUATING THE TOTAL COMPENSATION PACKAGE OF OTHER OFFICERS AND KEY EMPLOYEES, INCLUDING THE CHIEF FINANCIAL OFFICER, STAFF EXECUTIVE, MANAGING DIRECTORS, CHIEF INFORMATION OFFICER, CHIEF MARKETING OFFICER, GENERAL COUNSEL AND CHIEF COMPLIANCE OFFICER.

THE INDEPENDENT COMPENSATION CONSULTANT PROVIDED THESE COMMITTEES WITH MARKET DATA FROM PUBLISHED SOURCES FOR COMPARABLE POSITIONS FROM BOTH TAX-EXEMPT AND FOR-PROFIT ORGANIZATIONS. THE ASSESSMENT WAS CONDUCTED AT THE TOTAL REWARDS LEVEL AND INCLUDED ALL COMPENSATION COMPONENTS. FOR THE EPCC REVIEW OF THE EXECUTIVE DIRECTOR, EXTERNAL MARKET COMPARISONS WERE BASED ON TWO PRIMARY SOURCES OF DATA, WEIGHTED EQUALLY: (1) FORM 990 FILINGS FOR A GROUP OF PEER ORGANIZATIONS IDENTIFIED BY INDEPENDENT COMPENSATION CONSULTANT BASED ON VARIOUS CRITERIA AND (2) PUBLISHED SURVEYS; SCOPE CUTS INCLUDING INDUSTRY, FTES AND REVENUE WERE SELECTED THAT REPRESENTED ORGANIZATIONS COMPARABLE TO IEEE. THE FOLLOWING SCREENING CRITERIA WERE USED TO IDENTIFY AND SELECT COMPARABLE ORGANIZATIONS: (1)

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NTEE CODE: (A) GENERAL SCIENCE INSTITUTIONS, (B) ENGINEERING AND TECHNOLOGY

SERVICES, (C) PROFESSIONAL SOCIETY, AND (D) RESEARCH INSTITUTIONS; (2)

INCOME AND ASSETS; AND (3) EMPLOYEE SIZE. ONCE ORGANIZATIONS WERE SCREENED

USING THESE CRITERIA, THE FOLLOWING INFORMATION WAS COLLECTED: (I) WHETHER

THE ORGANIZATION HAS INTERNATIONAL PRESENCE, (II) WHETHER THEY ARE A

STANDARD-SETTING ORGANIZATION; (III) WHETHER THEY HAVE A SIGNIFICANT

PUBLISHING ACTIVITY; AND (IV) THE EXTENT OF ITS FOCUS ON CONTRACT RESEARCH.

THE EBCC RELIES ON SURVEY DATA AND DOES NOT CONSIDER FORM 990 DATA AS PART

OF THEIR METHODOLOGY AND REVIEW.

THE TWO COMMITTEES REVIEW INDIVIDUAL AND MARKET DATA AND DEBATE AND

DOCUMENT THEIR DECISIONS ABOUT WHAT IS REASONABLE AND THE DECISION-MAKING

PROCESSES. THE INDEPENDENT COMPENSATION CONSULTANT PROVIDED A "PRESUMPTION

OF REASONABLE COMPENSATION" OPINION LETTER FOR THE IEEE FILES.

FORM 990, PART VI, LINE 17, LIST OF STATES RECEIVING COPY OF FORM 990:

AK,AL,AR,CA,CO,CT,FL,GA,HI,IL,IN,KS,KY,MA,MD,ME,MI,MN,MS,NC,ND,NH,NJ,NM,NV

NY,OH,OK,OR,PA,RI,SC,TN,UT,VA,WA,WI,WV

FORM 990, PART VI, SECTION C, LINE 19:

THE IEEE GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY, AND FINANCIAL

STATEMENTS ARE AVAILABLE ON THE IEEE WEBSITE AND TO THE PUBLIC UPON

REQUEST.

FORM 990, PART VII, SECTION A, LINE 1A:

EMPLOYEE HOURS REFLECT THE IEEE STANDARD WORK WEEK OF 40 HOURS PER

WEEK. HOURS FOR VOLUNTEER OFFICERS AND DIRECTORS ARE BASED ON ESTIMATES

OF TIME SPENT FOR EACH POSITION. ACTUAL HOURS FOR EACH PERSON MAY VARY

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BY WEEK.

FORM 990, PART IX, LINE 11G, OTHER FEES:

PROFESSIONAL CONSULTANT, CONTRACTOR FEES, AND OTHER FEES:

PROGRAM SERVICE EXPENSES	43,208,641.
MANAGEMENT AND GENERAL EXPENSES	152,720.
FUNDRAISING EXPENSES	103,510.
TOTAL EXPENSES	43,464,871.
TOTAL OTHER FEES ON FORM 990, PART IX, LINE 11G, COL A	43,464,871.

FORM 990, PART XI, LINE 9, CHANGES IN NET ASSETS:

PENSION ADJUSTMENT	6,529,828.
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SCHEDULE R
(Form 990)

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.

▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization **INSTITUTE OF ELECTRICAL AND ELECTRONICS ENGINEERS, INC.** Employer identification number **13-1656633**

Part I Identification of Disregarded Entities. Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity
IEEE BROADCAST TECHNOLOGY CONVENTION LLC - 13-1656633, 445 HOES LANE, PISCATAWAY, NJ 08854	NON-PROFIT ACTIVITIES - SCIENTIFIC & EDUCATIONAL	DELAWARE	3,712.	5,147.	INSTITUTE OF ELECTRICAL AND ELECTRONICS ENGINEERS, INC. (IEEE)
IEEE INTERNATIONAL LLC - 45-0570011 445 HOES LANE PISCATAWAY, NJ 08854	NON-PROFIT ACTIVITIES - SCIENTIFIC & EDUCATIONAL	DELAWARE	3.	268,286.	IEEE
IEEE GLOBAL LLC - 13-1656633 445 HOES LANE PISCATAWAY, NJ 08854	NON-PROFIT ACTIVITIES - SCIENTIFIC & EDUCATIONAL	DELAWARE	0.	0.	IEEE

Part II Identification of Related Tax-Exempt Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
IEEE FOUNDATION INC - 23-7310664 445 HOES LANE PISCATAWAY, NJ 08854	FUNDRAISING	NEW YORK	501(C)(3)	LINE 7	NONE		X
IEEE ASIA-PACIFIC LIMITED 1 FUSIONOPOLIS WALK 04-07 S. TOWER SOLARIS SINGAPORE, SINGAPORE	SCIENTIFIC & EDUCATIONAL	SINGAPORE	501(C)(3)		IEEE	X	
GLOBAL IEEE INSTITUTE FOR ENGINEERS INDIA 26/1 5TH FL WTC BRIDGE GATEWAY DR RAJKUMAR R BENGALURU, INDIA 560 055	SCIENTIFIC & EDUCATIONAL	INDIA	501(C)(3)		IEEE ASIA-PACIFIC LIMITED	X	
IEEE TECHNOLOGY CENTRE GMBH HEINSTRASSE 38 VIENNA, AUSTRIA	SCIENTIFIC & EDUCATIONAL	AUSTRIA	501(C)(3)		IEEE	X	

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule R (Form 990) 2021

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Schedule R (Form 990) 2021 ENGINEERS, INC.

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Part III Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	

Part IV Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No
IEEE INC - 20-8766830 445 HOES LANE PISCATAWAY, NJ 08854	SUPPORT SERVICES	DE	IEEE	C CORP	1,416,613.	2,115,051.	100%	X	
IEEE EUROPE GMBH C/O FIDUCIA-INTERGEST SA RUE JOSEPH-GIRAD 24-1227 CAROUGE, SWITZERLAND	SUPPORT SERVICES	SWITZERLAND	IEEE	C CORP	0.	0.	100%	X	
INSTITUTE OF ELECTRICAL AND ELECTRONICS ENGINEERS (IEEE) LATIN AMERICA SA, CO POSADAS, MONES ROSES 6937, MONTEVIDEO,	SUPPORT SERVICES	URUGUAY	IEEE	C CORP	0.	490.	100%	X	

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Part V Transactions With Related Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note: Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

	Yes	No
a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity		X
b Gift, grant, or capital contribution to related organization(s)	X	
c Gift, grant, or capital contribution from related organization(s)	X	
d Loans or loan guarantees to or for related organization(s)		X
e Loans or loan guarantees by related organization(s)		X
f Dividends from related organization(s)		X
g Sale of assets to related organization(s)		X
h Purchase of assets from related organization(s)		X
i Exchange of assets with related organization(s)		X
j Lease of facilities, equipment, or other assets to related organization(s)		X
k Lease of facilities, equipment, or other assets from related organization(s)		X
l Performance of services or membership or fundraising solicitations for related organization(s)	X	
m Performance of services or membership or fundraising solicitations by related organization(s)	X	
n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)	X	
o Sharing of paid employees with related organization(s)	X	
p Reimbursement paid to related organization(s) for expenses	X	
q Reimbursement paid by related organization(s) for expenses	X	
r Other transfer of cash or property to related organization(s)	X	
s Other transfer of cash or property from related organization(s)		X

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1) IEEE ASIA-PACIFIC LIMITED	M	1,447,260.	ACCRUAL
(2) IEEE, INC.	M	1,545,603.	ACCRUAL
(3) IEEE WORLDWIDE LIMITED	R	237,644.	ACCRUAL
(4) IEEE TECHNOLOGY CENTRE GMBH	P	1,140,132.	ACCRUAL
(5) GLOBAL IEEE INSTITUTE FOR ENGINEERS INDIA	M	2,498,272.	ACCRUAL
(6)			

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ENGINEERS, INC.

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Part VII Supplemental Information

Provide additional information for responses to questions on Schedule R. See instructions.

PART IV, IDENTIFICATION OF RELATED ORGANIZATIONS TAXABLE AS CORP OR TRUST:

NAME AND ADDRESS OF RELATED ORGANIZATION:

INSTITUTE OF ELECTRICAL AND ELECTRONICS ENGINEERS (IEEE)

LATIN AMERICA SA

CO POSADAS, MONES ROSES 6937

MONTEVIDEO, URUGUAY