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JOIN THE GLOBAL LEADERS IN AESTHETICS  
AND MOST PRESTIGIOUS INTERNATIONAL  
SOCIETY OF AESTHETIC PLASTIC SURGEONS

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**MEMBERSHIP**  
**BENEFITS &**  
**PRIVILEGES**  
**2024**



# Welcome TO ISAPS



WHETHER YOU'RE RENEWING YOUR ISAPS MEMBERSHIP OR JOINING FOR THE FIRST TIME, WELCOME TO A NEW YEAR WITH EVENTS FULL OF AESTHETIC PLASTIC SURGERY EDUCATION!

Your membership is extremely important to ISAPS. We are honored to have you as a member, and we value your commitment and dedication to ISAPS.

It's never been a better time to be part of the ISAPS community, for reasons that benefit not just you, but also your patients, your practice and your profession. For many people, looking for a plastic surgeon feels like searching for a diamond in a field of glass. Your membership in ISAPS gives you a "shine" of quality that sets you apart from your competitors. Membership in the ISAPS family will bring you several benefits.

You will receive online access to our journal *Aesthetic Plastic Surgery* and *ISAPS News* free of charge. You will also be able to access the unique ISAPS video library, which is available to members through the new ISAPS website, launched in December 2022. You can also register for ISAPS events for less, as all ISAPS members receive a members-only rate when they register for our events, and this includes registration for "On Demand" access to recording of events that we have run in the past. Even if you missed our recent World Congress in Istanbul, or could not join us in Athens in 2023 for the Olympiad World Congress, you can stream the lectures by registering

to access the content online. In June 2024, we look forward to welcoming our members and guests to our Cartagena, Colombia 2024 World Congress.

Recently we have launched a wider range of insurance options for ISAPS members. ISAPS Active and Associate members are also listed on the *Find a Surgeon* function on the ISAPS website.

Being a member of ISAPS will distinguish you from your competitors in your practice.

Thank you for being a member of ISAPS.

**Andre Cervantes, MD**  
*ISAPS Membership Chair*

**Lina Triana, MD**  
*ISAPS President*



## ISAPS EDUCATION COUNCIL

# EDUCATION *Program*

### OUR EDUCATION PROGRAM

The International Society of Aesthetic Plastic Surgery (ISAPS) was founded in 1970 at the headquarters of the United Nations in New York City.

Our membership now includes more than 5,000 surgeons from more than 117 countries.

The Society's purpose is to promote safe and effective aesthetic procedures and improved quality of life for patients worldwide. ISAPS members have the opportunity to organize events under with ISAPS branding, enhancing their status in the profession. Our focus on patient safety influences the educational content and membership benefits we provide.

ISAPS members receive discounts for most ISAPS-organized events and courses. Many ISAPS endorsed Courses and Symposia also offer significant discounts to ISAPS members. Course and meeting dates are continuously updated on the ISAPS Calendar at [www.isaps.org/education/events/](http://www.isaps.org/education/events/)

The mission of the Education Council (EC) is to provide Aesthetic Education Worldwide®. The EC's role within the ISAPS organization includes full responsibility for all ISAPS Courses, approval of Endorsed Programs, and coordination of ISAPS Symposia. The EC works closely with ISAPS members, the National Secretaries and national societies to ensure their involvement and full support for these educational activities.

#### 1. ISAPS SYMPOSIA

These are one-day educational events organized by ISAPS members and/or National Secretaries and are usually scheduled the day before a national society meeting. ISAPS members are encouraged to contact the EC Chair to request an ISAPS Symposium and for assistance with faculty selection. ISAPS faculty travel and hotel expenses are the responsibility of the hosting organization. ISAPS faculty are usually the guests of the hosting society and attend the national society meeting following the Symposium.

#### 2. ISAPS INSTRUCTIONAL COURSES

ISAPS Courses are fully organized by the Society. The EC is responsible for content, faculty selection, and overall coordination of the course. An ISAPS member, a National Secretary, or a national society affiliated with ISAPS can request a course to be held in their country. Once approved by the EC Chair, the EC schedules an official Instructional Course

on the ISAPS Calendar to avoid conflicts with other meetings. Local hosts are asked to assist with logistical arrangements for the course.

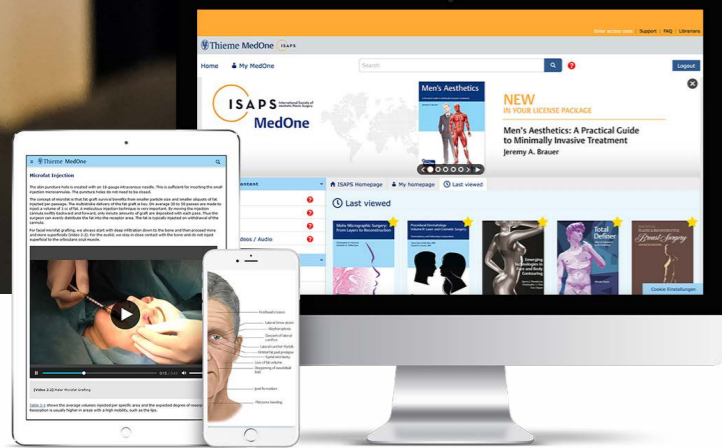
#### 3. FUNDAMENTAL AESTHETIC SURGERY TRAINING PROGRAM (ISAPS F.A.S.T. PROGRAM)

This ISAPS educational program is intended mainly for more recently qualified plastic surgeons who are either still in training or who have been in practice for up to five years. F.A.S.T. events may also be attended by any plastic surgeon interested in advancing their surgical skills.

#### 4. ISAPS ENDORSED PROGRAMS

These educational activities are sponsored and produced by ISAPS members, National Secretaries, and national societies. A completed application for endorsement is promptly reviewed and once approved, provides proposed educational programs with the ISAPS logo, official endorsement statement, and worldwide marketing through our e-newsletter, Journal and e-mail campaigns to our extensive list. There is a fee payable to ISAPS with the application for this program. The application form can be downloaded from the website or requested from the Executive Office.

Updated information about ISAPS Courses can be found on <https://www.isaps.org/education/events/>, in *ISAPS News*, and in our journal *Aesthetic Plastic Surgery*.



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## ISAPS MEDONE AESTHETIC SURGERY

- ISAPS MedOne is our exclusive, constantly growing online library of books and videos, only accessible to ISAPS Resident Premium and Premium +, Associate Premium, Associate Business, Associate Upper, Active Business, Active Upper, and Active First Class members.
- ISAPS MedOne is our gateway to an outstanding collection of aesthetic plastic surgical online content, developed in partnership with the renowned medical publisher, Thieme.
- ISAPS MedOne features:
  - A fully searchable database of 85 best-selling e-books written by top surgeons (worth a total value of more than \$17,000)
  - Step-by-step details for reconstructive and aesthetic procedures
  - 1,762 teaching videos by master class surgeons
  - Premier journal content with search results by PubMed
  - Training center Q&A to assess subject knowledge

## INSTANT ACCESS TO A GLOBAL NETWORK

According to our members, networking opportunities and friendship are two of the most popular advantages of joining ISAPS.

Whether you are new to this specialty or a highly experienced aesthetic plastic surgeon, getting instant access to a global network of some of the world's most experienced and accomplished plastic surgeons is a significant advantage that no other aesthetic society can offer you.

## ISAPS BLUE JOURNAL SUBSCRIPTION

ISAPS members receive access to the Society's official, indexed journal *Aesthetic Plastic Surgery* (also known as "The Blue Journal").

From January 2024, our Journal will, for the first time be published twelve times a year. Our journal is accessible online via the members-only section of our website and, for an additional fee, we can arrange for printed copies to be sent to you by post.

## NEW WEBSITE, VIDEO LIBRARY, AND BENEFITS PORTAL

Our new website includes an enhanced video library, our *Find a Surgeon* feature, an information resource for your patients, and it provides a gateway to our journal (including back history), ISAPS MedOne Plastic Surgery, our events & On Demand registration system, and your member profile.

Our growing video library with more than 1400 videos accessible to all ISAPS members is a substantial online learning tool and is available only to ISAPS members. Learn from the masters, see how they mark patients, and watch them perform operations. Close up education at its best.



## ISAPS MEMBER INSURANCE

One of the benefits of ISAPS membership is access to our range of ISAPS Member Insurance products.

In 2022, we launched our new Revision Insurance for our members in the USA, which includes no fault cover for two years after surgery, covering over 70 procedures, offering peace of mind at no additional cost to the surgeon or the patient. We are working on extending this excellent policy to members in other countries. More information is available from [www.medicalsafetyproviders.com/](http://www.medicalsafetyproviders.com/)

# ISAPS

Member Insurance

In collaboration with Medical Safety Providers, ISAPS has also designed a range of insurances specifically for plastic surgeons, and available only to ISAPS members. These insurances include revision cover for up to 24 months after surgery, travel insurance (as a benefit for First Class members), disability, and cyber insurance, and discounted rates for medical malpractice insurance.

Availability, terms & conditions vary from time to time and in each territory so please visit [www.medicalsafetyproviders.com](http://www.medicalsafetyproviders.com) for further information.

### OUR PRODUCTS



ISAPS Revision



ISAPS Travel



ISAPS Medical Negligence & Risk Management



ISAPS Cyber



ISAPS Disability

# Benefits |



## GLOBAL VISIBILITY FOR YOUR PRACTICE

In December 2022 ISAPS launched a new website with a much improved *Find a Surgeon* feature which enables Active and Associate members to achieve greater global visibility for their practice. The ISAPS website receives on average over 35,000 visits per month from prospective patients who are looking for qualified surgeons. By becoming an ISAPS Active or Associate member, you and your practice will be listed, making your practice easier to find. One patient referred from *Find a Surgeon* to your practice could provide income equal in worth to your annual ISAPS membership fee.

## GLOBAL AESTHETICS SURVEY

Participation in the ISAPS Global Aesthetics Survey enables our members to help shape the way in which aesthetic surgery is perceived by patients.

The media, industry, and the public eagerly await the results of ISAPS' Annual Global Aesthetics Survey (International Survey of Aesthetic/Cosmetic Procedures) which reports the numbers and types of aesthetic procedures performed around the world. By participating in this survey, you will help us to raise the visibility of ISAPS and our members to international media and prospective patients around the world.



## MEMBER SERVICES

Our Executive Office team is always happy to help you with any questions about your membership application, current member type, and the status of your member benefits.

From booking events to enabling your access to the members area of the website, our staff is here to assist you.

## ISAPS CONGRESS DISCOUNTS

ISAPS now holds an international Congress every year. The ISAPS World Congress is an exceptional scientific meeting, featuring cadaver dissections, comprehensive practice management classes through the ISAPS Business School and, of course, a busy and exciting social program providing delegates with unrivalled networking opportunities.

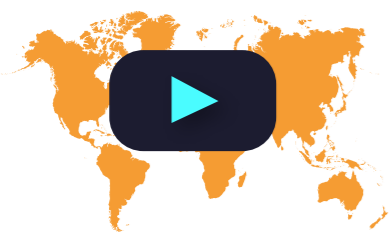
ISAPS members are able to attend at a substantially reduced member-only rate. ISAPS Upper and First members attend our Congress for free!

## SOCIAL MEDIA

ISAPS maintains an active social media presence across Facebook, Instagram, LinkedIn, and YouTube. This allows us to connect with surgeons and with the public online. It also helps us to promote safety in the practice of aesthetic plastic surgery.

## LOCAL REPRESENTATION

ISAPS has a network of National Secretaries in nearly every member's country. They serve as our primary contacts and ambassadors and are your advocates in any situation that requires Board attention. ISAPS National Secretaries are often responsible for promoting ISAPS education programs in their country and providing support to surgeons applying for ISAPS membership.



## WEBINARS

ISAPS has a busy program of webinars that allows members to continue to watch live surgeries and educational events from any place in the world. Our new Journal Club allows members to hold focused discussions about hot topics in aesthetics research.

## SUPPORT FOR RESIDENTS AND FELLOWS

ISAPS membership is free to all Residents, for up to three years. Our Society has a special interest in developing the next generation of aesthetic plastic surgeons, providing them with the best educational material. We have launched an enhanced ISAPS Residents Program. Resident members can access our education sessions online, structured to meet their needs. We are establishing opportunities for mentorship and holding discussions with the ISAPS faculty. The Program is completely free to ISAPS Resident members. For an annual fee, ISAPS Resident Premium members can also access the ISAPS MedOne product. Last year, ISAPS Fellowships program placed 99 fellows with more than 50 fellowship providers worldwide.



## ISAPS E-NEWSLETTER AND E-MAGAZINE

ISAPS members receive the ISAPS e-newsletter and our ISAPS e-magazine. These publications help our members to keep in touch with the Society's plans and activities, and to find out about developments in our field.





## PATIENT SAFETY FIRST

Patient safety is at the heart of ISAPS' work, and provision of comprehensive education on best practice is part of that. ISAPS is also developing partnerships to facilitate accreditation of your aesthetic facilities and practice. Keep checking [isaps.org](https://www.isaps.org) for updates.

## AFFILIATE PROGRAM

Colleagues of our members can join our Affiliate program! ISAPS members can now sign up their team members - nurses, assistants, managers and other non-surgeons you work with - for ISAPS Affiliate status. Registration is FREE!

**The benefits include:**

Discounted fees for ISAPS-organized events and courses.

Free access to ISAPS monthly webinars.

Receipt of, and option to submit articles to, ISAPS News.

Targeted educational opportunities and peer group networking at future ISAPS events.

The option of co-opted involvement on ISAPS committee projects.

# Benefits

## DEFENDER OF THE SPECIALTY

ISAPS defends our specialty by educating patients and the media, promoting standardization and providing legal support. We promote safe aesthetic plastic surgery and our members through our comprehensive marketing, public relations and outreach initiatives.







# APPLY FOR ISAPS MEMBERSHIP!

To apply for membership in ISAPS, you must submit a set of documents for review. All applicants for ISAPS membership must be approved by the National Secretary in their country. For applicants from countries with no National Secretary, the Chair of the Membership Committee and the Chair of National Secretaries will review the application. Applicants who have completed all requirements and who have

been approved are admitted as soon as possible after their applications have been reviewed and approved.

Please contact [memberservices@isaps.org](mailto:memberservices@isaps.org) if you have any questions.

**Access the ISAPS Application portal through:**  
[www.isaps.org/membership/applying-to-join-isaps/](http://www.isaps.org/membership/applying-to-join-isaps/)

## REQUIREMENTS FOR APPLICANTS

*Please make sure you have these documents ready to upload before you make your online application. We would be grateful if you could save these documents as PDF files before uploading them.*

### APPLICANTS FOR RESIDENT MEMBERSHIP

**When you are still enrolled in your plastic surgery residency program, join ISAPS to advance your training.**

Applicants for Resident membership must provide the following documents:

- A certificate or dated letter, written and signed on headed paper by the program director, confirming current enrolment (including start and end dates) in a residency program.
- Your CV.

### APPLICANTS FOR ASSOCIATE MEMBERSHIP

**When you have completed your residency but have less than 3 years in practice.**

Applicants for Associate membership must provide the following documents:

- A dated and signed letter of recommendation from an Active or Life member of ISAPS, on headed paper.
- A certificate of membership from your National Aesthetic Plastic Surgery Society.
- A diploma certificate confirming your completion of training in Aesthetic Plastic Surgery.
- Your CV.

### APPLICANTS FOR ACTIVE MEMBERSHIP

**When you are a board-certified plastic surgeon with at least 3 years in practice.**

Applicants for Active membership must provide the following documents:

- A dated and signed letter of recommendation from an Active or Life member of ISAPS, on headed paper.
- A certificate of membership from your National Aesthetic Plastic Surgery Society.
- A diploma certificate confirming your completion of training in Aesthetic Plastic Surgery.
- Your CV.

# ISAPS MEMBER BENEFITS

## Resident

### Membership for Residents and Fellows

When you are still enrolled in your plastic surgery residency program, join ISAPS to advance your training.

#### RESIDENT ECO

##### BENEFITS

- *Aesthetic Plastic Surgery Journal* - online
- Discounted fees for ISAPS events
- E-magazine 12x per year
- Free access to webinars
- Free access to video library
- *ISAPS News* - online

#### Free membership!

Residents get ISAPS Resident Eco membership for up to 3 years. It costs \$125 per year, thereafter. There is no application fee for Resident Eco membership.

#### RESIDENT PREMIUM

##### BENEFITS

- **Free access to ISAPS MedOne (value \$750)**
- *Aesthetic Plastic Surgery Journal* - online
- Discounted fee to ISAPS events
- E-magazine 12x per year
- Free access to webinars
- Free access to video library
- *ISAPS News* - online

**\$ 300 per year**

No application fee

#### RESIDENT PREMIUM +

##### BENEFITS

- **Free access to ISAPS MedOne (value \$750)**
- ***Aesthetic Plastic Surgery Journal* - hard copy**
- *Aesthetic Plastic Surgery Journal* - online
- Discounted fee to ISAPS events
- E-magazine 12x per year
- Free access to webinars
- Free access to video library
- *ISAPS News* - online

**\$ 400 per year**

No application fee



Becoming an ISAPS member puts your practice on the world map, increasing its visibility to prospective patients and demonstrating your ongoing commitment to excellence in aesthetics and patient safety.



# ISAPS MEMBER BENEFITS

## ASSOCIATE

### Membership for Early-Career Aesthetic Plastic Surgeons

When you are a plastic surgeon with less than three years in practice.

#### ASSOCIATE ECO

##### BENEFITS

- *Aesthetic Plastic Surgery Journal* - online
- Discounted fee to ISAPS events
- E-magazine 12x per year
- Free access to webinars
- Free access to video library
- Insurance eligible
- *ISAPS News* - online
- Listed on ISAPS website
- Use of logo on your website and marketing materials

**\$ 250 per year**

\$75 application fee

#### ASSOCIATE ECO+

##### BENEFITS

- ***Aesthetic Plastic Surgery Journal* - hard copy**
- *Aesthetic Plastic Surgery Journal* - online
- Discounted fee to ISAPS events
- E-magazine 12x per year
- Free access to webinars
- Free access to video library
- Insurance eligible
- *ISAPS News* - online
- Listed on ISAPS website
- Use of logo on your website and marketing materials

**\$ 400 per year**

\$75 application fee

#### ASSOCIATE PREMIUM

##### BENEFITS

- **Free access to ISAPS MedOne (value \$750)**
- *Aesthetic Plastic Surgery Journal* - online
- Discounted fee to ISAPS events
- E-magazine 12x per year
- Free access to webinars
- Free access to video library

- Insurance eligible
- *ISAPS News* - online
- Listed on ISAPS website
- Use of logo

**\$ 600 per year**

\$75 application fee

## ASSOCIATE BUSINESS

### BENEFITS

- **Free access to ISAPS MedOne (value \$750)**
- **Aesthetic Plastic Surgery Journal - hard copy**
- Aesthetic Plastic Surgery Journal - online
- Free access to ISAPS MedOne (value \$750)
- Discounted fee to ISAPS events
- E-magazine 12x per year
- Free access to webinars
- Free access to video library
- Insurance eligible
- ISAPS News - online
- Listed on ISAPS website
- Use of logo on your website and marketing materials

**\$ 750 per year**

\$75 application fee

## ASSOCIATE UPPER

### BENEFITS

- **Annual free registration to ISAPS World Congress or international conference**
- **Free access to ISAPS MedOne (value \$750)**
- **Aesthetic Plastic Surgery Journal - online**
- Discounted fee to ISAPS events
- E-magazine 12x per year
- Free access to webinars
- Free access to video library
- ISAPS News - online
- Listed on ISAPS website
- Use of logo on your website and marketing materials

**\$ 1200 per year**

\$75 application fee

## ASSOCIATE FIRST

### BENEFITS

- **Annual free registration to ISAPS World Congress or international conference**
- **Free access to ISAPS MedOne (value \$750)**
- **Aesthetic Plastic Surgery Journal - hard copy**
- Aesthetic Plastic Surgery Journal - online
- Discounted fee to ISAPS events
- E-magazine 12x per year
- Free access to webinars
- Free access to video library
- ISAPS News - online
- Listed on ISAPS website
- Use of logo on your website and marketing materials

**\$ 1300 per year**

\$75 application fee



## BENEFITS

- *Aesthetic Plastic Surgery Journal* - online
- Discounted fee to ISAPS events
- E-magazine 12x per year
- Free access to webinars
- Free access to video library
- Attend business meetings
- Board eligible
- Committee eligible
- Insurance eligible
- *ISAPS News* - online
- Listed on ISAPS website
- Sponsor new members
- Use of logo on your website and marketing materials

**\$ 350 per year or**

**\$ 950 for 3 years**

\$100 application fee

## BENEFITS

- ***Aesthetic Plastic Surgery Journal* - hard copy**
- *Aesthetic Plastic Surgery Journal* - online
- Discounted fee to ISAPS events
- Free access to webinars
- Free access to video library
- E-magazine 12x per year
- *ISAPS News* - online
- Attend business meetings
- Board eligible
- Committee eligible
- Insurance eligible
- Listed on ISAPS website
- Sponsor new members
- Use of logo on your website and marketing materials

**\$ 500 per year or**

**\$ 1,350 for 3 years**

\$100 application fee

ACTIVE ECO

ACTIVE ECO+

## ACTIVE BUSINESS

### BENEFITS

- **Free access to ISAPS MedOne E-Learning (value 750\$)**
- ***Aesthetic Plastic Surgery Journal* - hard copy**
- *Aesthetic Plastic Surgery Journal* - online
- Discounted fee to ISAPS events
- Free access to webinars
- Free access to video library
- Attend business meetings
- Board eligible
- Committee eligible
- E-Magazine 12x per year
- *ISAPS News* - online
- Insurance eligible
- Listed on ISAPS website
- Sponsor new members
- Use of logo on your website and marketing materials

**\$ 900 per year or**

**\$ 1,650 for 2 years**

\$100 application fee

## ACTIVE UPPER

### BENEFITS

- **Annual free registration to ISAPS World Congress or international conference**
- **Free access to ISAPS MedOne E-Learning (value 750\$)**
- *Aesthetic Plastic Surgery Journal* - online
- Discounted fee to ISAPS events
- E-Magazine 12x per year
- Free access to webinars
- Free access to video library
- *ISAPS News* - online

- Attend business meetings
- Board eligible
- Committee eligible
- Insurance eligible
- VIP benefits at ISAPS world congress
- Listed on ISAPS website
- Sponsor new members
- Use of logo

**\$ 1,350 per year or**

**\$ 2,550 for 2 years**

\$100 application fee

## ACTIVE FIRST

### BENEFITS

- **Annual free registration to ISAPS World Congress or international conference**
- **Free access to ISAPS MedOne E-Learning (value 750\$)**
- ***Aesthetic Plastic Surgery Journal* - hard copy**
- *Aesthetic Plastic Surgery Journal* - online
- Discounted fee to ISAPS events
- Free access to webinars
- E-Magazine 12x per year
- Free access to video library
- *ISAPS News* - online
- Attend business meetings
- Board eligible
- Committee eligible
- Insurance eligible
- VIP benefits at ISAPS world congress
- Listed on ISAPS website
- Sponsor new members
- Use of logo on your website and marketing materials

**\$ 1,500 per year or**

**\$ 2,700 for 2 years**

\$100 application fee

# ISAPS MEMBER BENEFITS

ACTIVE

**When you are board certified in plastic surgery and a member of your national society.**





“ISAPS membership helps make your surgical practice more competitive. Being part of a community of so many experts in the field of aesthetic plastic surgery actually improves your knowledge, through sharing and discussing ideas with friends and members alike. This exchange of knowledge, I believe, is of great importance for the improvement and maintenance of expertise in aesthetic surgery.”

*Andre Cervantes  
MD, ISAPS Membership Chair, Brazil*



“ISAPS is the biggest aesthetic plastic surgery organization in the world. As a member of the ISAPS family, you will learn all about today’s plastic surgery trends and will make friends all over the world. Remember, humans are all about connections. ISAPS provides connections in Aesthetic Plastic Surgery Worldwide.”

*Lina Triana  
MD, ISAPS President, Colombia*

# ISAPS

board of directors

## BOARD MEMBERS

PRESIDENT	Lina TRIANA, MD - Colombia
PRESIDENT ELECT	Arturo RAMÍREZ-MONTAÑANA, MD - Mexico
SECRETARY	Vakis KONTOES, MD, PhD - Greece
TREASURER	Kai SCHLAUDRAFF, MD, FEBOPRAS, FMH - Switzerland
PAST PRESIDENT	Nazim CERKES, MD, PhD - Turkey
MEMBERSHIP CHAIR	Andre CERVANTES, MD - Brazil
MEMBER-AT-LARGE	Fabian CORTIÑAS, MD - Argentina
MEMBER-AT-LARGE	Montserrat FONTBONA, MD - Chile
MEMBER-AT-LARGE	Tim PAPADOPOULOS, MD - Australia
MEMBER-AT-LARGE	Ivar VAN HEIJNINGEN, MD - Belgium
NATIONAL SECRETARIES CHAIR	Bertha TORRES GOMEZ, MD - Mexico
EDUCATION COUNCIL CHAIR	Ozan SOZER, MD - United States
TRUSTEE	Kai KAYE, MD, PhD - Spain
PARLIAMENTARIAN	Sanguan KUNAPORN, MD - Thailand
EDUCATION COUNCIL VICE CHAIR	Francisco BRAVO, MD, PhD - Spain
EXECUTIVE DIRECTOR	Sarah JOHNSON, (Ex officio) - United Kingdom



**The ISAPS World Congress is a must for every plastic surgeon.**

**Why? Because the latest techniques are presented from all over the world!**

It is also the ideal place to cultivate international friendships and collegial exchange. The next World Congress in 2024 Congress in Cartagena, Colombia. Learn and celebrate with us and discover beautiful Cartagena and its surroundings!

[www.isapscartagena2024.com](http://www.isapscartagena2024.com)



ISAPS EXECUTIVE OFFICE  
[memberservices@isaps.org](mailto:memberservices@isaps.org)

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AND MOST PRESTIGIOUS INTERNATIONAL  
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# MEMBERSHIP BENEFITS & PRIVILEGES 2024