# Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Summary</td>
<td>2</td>
</tr>
<tr>
<td>Programs &amp; Results</td>
<td>4</td>
</tr>
<tr>
<td>Financial Review</td>
<td>8</td>
</tr>
<tr>
<td>Operations &amp; Leadership</td>
<td>10</td>
</tr>
</tbody>
</table>

## Appendix

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Documents</td>
<td>24</td>
</tr>
<tr>
<td>Charity Check Report</td>
<td>25</td>
</tr>
</tbody>
</table>
IPAS

aka Ipas
Chapel Hill, NC
www.ipas.org
(800)334-8446

MISSION
We believe in a world where every woman and girl has the right and ability to determine her own sexuality and reproductive health. We work globally to ensure that women and girls have improved access to and use of safe abortion and contraceptive care.

EIN
56-1071085

RULING YEAR
1974

IRS SUBSECTION
501(c)(3) Public Charity

FOUNDING YEAR
1973

MAIN ADDRESS
PO Box 9990
Chapel Hill, NC 27515

AFFILIATION TYPE
Independent Organization

CONTACT
Kelly Fuller
fullerk@ipas.org

PRESIDENT & CEO
Anu Kumar

BOARD CHAIR
Ishita Chaudhry

SUBJECT AREA
Reproductive health care
Family planning
Human rights
Reproductive rights
Women's rights

NTEE Code
Reproductive Rights (R61)
Women's Rights (R24)
International Human Rights (Q70)
PROGRAMS

1. Abortion Care
   Population(s) served: Women and girls

POPULATIONS SERVED

1. Women and girls
2. Low-income people

COMPLIANCE

- IRS Pub 78 Verified as of November 2023
- IRS BMF 509(a) (1) as of November 13, 2023
- A-133 Audit Required/Performed?
- Conflict of Interest Policy
- Written whistleblower policy

Section 509(a)(1) organization as referred to in Section 170(b)(1)(A)(vi)

TRANSPARENCY MEASURES

- Board Practices Reported?
- Diversity Data Reported?
- 13 Number of Independent Board Members
Programs & Results

PROGRAMS

Source: Self-Reported by Organization, July 2023

Abortion Care

Population(s) Served:
Females

IPAS works globally to advance reproductive justice by expanding access to abortion and contraception, using a comprehensive approach that addresses health, legal and social systems. We believe every person should have the right to bodily autonomy and be able to determine their own future. Across Africa, Asia, and the Americas, we work with partners to ensure that reproductive health services, including abortion and contraception, are available and accessible to all.
RESULTS

Total number of Access Points

<table>
<thead>
<tr>
<th>TOTALS BY YEAR</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access Points</td>
<td>1,429</td>
<td>7,836</td>
<td>7,421</td>
<td>7,427</td>
<td>6,888</td>
<td>5,384</td>
</tr>
</tbody>
</table>

Population(s) Served: No target populations selected

Related program:

Notes: Total Access Points includes total intervention sites and Abortion Self-Care (ASC) access points

Number of health workers who received clinical training or orientation

<table>
<thead>
<tr>
<th>TOTALS BY YEAR</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training</td>
<td>13,251</td>
<td>10,934</td>
<td>0</td>
<td>3,856</td>
<td>6,019</td>
<td>5,176</td>
</tr>
</tbody>
</table>

Population(s) Served: No target populations selected

Related program:

Notes: Number of health workers trained or oriented by Ipas to provide CAC/PAC/FP

Number of contraceptive services

<table>
<thead>
<tr>
<th>TOTALS BY YEAR</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services</td>
<td>2,100,000</td>
<td>2,707,290</td>
<td>2,273,289</td>
<td>2,314,900</td>
<td>2,597,488</td>
<td>2,009,900</td>
</tr>
</tbody>
</table>

Population(s) Served: No target populations selected

Related program:

Notes: Total number of contraceptive services includes postabortion family planning services and services provided through stand-alone contraceptive interventions.

Number of people who received safe abortion care or postabortion care at Ipas-intervention sites

<table>
<thead>
<tr>
<th>TOTALS BY YEAR</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Care Received</td>
<td>450,736</td>
<td>467,589</td>
<td>0</td>
<td>612,352</td>
<td>731,261</td>
<td>624,633</td>
</tr>
</tbody>
</table>

Population(s) Served: No target populations selected

Related program:
CHARTING IMPACT

What is the organization aiming to accomplish?

Recognizing that many factors influence an individual’s ability to access abortion, we work with partners across systems, institutions and communities to design, implement and assess sustainable abortion care. In a sustainable abortion ecosystem, local stakeholders are accountable and committed to abortion rights and responsive to everyone’s abortion needs. People have the information they need to make decisions about abortion and reproduction, there is community and political support for human rights and abortion access, there are strong health systems and a trained workforce, and there are laws and policies that support comprehensive abortion care, sexual and reproductive health, and bodily autonomy.

Our approach to building these ecosystems is rooted in the understanding that there are four main “drivers” integral to achieving sustainability: human rights and equity, partnerships and collaboration, local expertise, and ownership and accountability.

What are the organization’s key strategies for making this happen?

To advance our mission, Ipas uses a comprehensive, multi-faceted approach, incorporating work in the health, social, and legal sectors. We work in areas of the world with the most need, in health systems and with governments, with partners and communities, to ensure people who can become pregnant get what they need. And we know that access to abortion care can only be a reality if society supports their needs and desires through laws that uphold their rights, systems that meet their needs, and families and communities that value their wishes and respect their decisions. To that end, Ipas partners with advocacy groups, donors, and health organizations to help bring about a world where every person who can become pregnant has the right and ability to determine their own sexuality and reproductive health.

What are the organization’s capabilities for doing this?

For nearly five decades, Ipas has put abortion front and center in all we do. Ipas is the only international organization solely focused on expanding access to abortion and contraception. Ipas has offices in 18 countries, and we support programs in more than 20 additional countries. Ipas country offices are staffed with multi-disciplinary teams of local experts, and our US office supports the work of our country programs and leads global advocacy efforts.

We know the right to an abortion is not a standalone right. It depends upon people also having other human rights: to health, to equality, to live free from violence and discrimination. That’s why Ipas works with diverse local, regional and international partners toward the goal of reproductive justice: a world where all human rights are respected, protected and fulfilled. We strive to integrate abortion rights into the broader movements for health-care access, gender equality and social justice.

What have and haven't they accomplished so far?

Since our founding in 1973, Ipas's comprehensive efforts have improved women's health, increased access to safe abortion, and protected women’s rights to make their own reproductive health decisions. In the last decade, Ipas and our partners have made tremendous progress.

In addition to many other accomplishments, Ipas has:
- Designed, manufactured and distributed the Ipas manual vacuum aspirator (MVA) instrument in 1974 for early safe abortion and treatment of complications from unsafe abortion. The MVA is reusable, non-electric, and portable, making it ideal for use worldwide—from U.S. emergency rooms and Planned Parenthood clinics to remote villages in developing countries.
- Working with the governments and partners, Ipas advocated for legalization of abortion in Nepal in 2004. Supported expansion of reproductive health-care training in Nepal starting in 2004, resulting in access to skilled providers in every district in the country. Then, in 2015, we partnered with the Ministry of Health and Population to successfully advocate for free abortion
services for all public health clinic patients in Nepal.
- Advocated with policymakers and motivated public support for the successfully liberalized abortion law in Ethiopia (2006). Similar advocacy efforts are ongoing in other countries around the world.
- Drafted the original World Health Organization (WHO) Clinical and Technical Guidance on Treatment of Abortion Complications and Clinical and Technical Guidance on Safe Abortion in partnership with the WHO.

Ipas will continue to train abortion providers, support health systems, and work with partners to ensure high-quality safe abortion services are available, accessible and meet women's needs. We will also work to find innovative ways to connect women and girls with the health information they need, and advocate around the world for safe, legal abortion.
Financials

FISCAL YEAR START: 07/01
FISCAL YEAR END: 06/30

Financials audited by an independent accountant

Financial Trends Analysis

Business Model Indicators

<table>
<thead>
<tr>
<th>Profitability</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted surplus (deficit) before depreciation</td>
<td>$5,677,757</td>
<td>$3,399,444</td>
<td>$8,859,881</td>
<td>$16,195,784</td>
<td>$952,129</td>
</tr>
<tr>
<td>As a % of expenses</td>
<td>8.9%</td>
<td>5.0%</td>
<td>13.2%</td>
<td>33.0%</td>
<td>1.8%</td>
</tr>
<tr>
<td>Unrestricted surplus (deficit) after depreciation</td>
<td>$5,383,175</td>
<td>$3,093,124</td>
<td>$8,531,796</td>
<td>$15,999,915</td>
<td>$892,136</td>
</tr>
<tr>
<td>As a % of expenses</td>
<td>8.4%</td>
<td>4.5%</td>
<td>12.7%</td>
<td>32.4%</td>
<td>1.7%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenue Composition</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total revenue (unrestricted &amp; restricted)</td>
<td>$97,741,132</td>
<td>$87,963,593</td>
<td>$44,922,385</td>
<td>$64,441,260</td>
<td>$66,162,811</td>
</tr>
<tr>
<td>Total revenue, % change over prior year</td>
<td>102.4%</td>
<td>-10.0%</td>
<td>-48.9%</td>
<td>43.5%</td>
<td>2.7%</td>
</tr>
<tr>
<td>Program services revenue</td>
<td>8.7%</td>
<td>4.6%</td>
<td>10.7%</td>
<td>5.0%</td>
<td>3.7%</td>
</tr>
<tr>
<td>Membership dues</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Investment income</td>
<td>0.3%</td>
<td>0.8%</td>
<td>1.3%</td>
<td>0.5%</td>
<td>1.0%</td>
</tr>
<tr>
<td>Government grants</td>
<td>21.3%</td>
<td>35.9%</td>
<td>13.2%</td>
<td>72.3%</td>
<td>41.6%</td>
</tr>
<tr>
<td>All other grants and contributions</td>
<td>69.6%</td>
<td>58.2%</td>
<td>70.8%</td>
<td>25.8%</td>
<td>53.6%</td>
</tr>
<tr>
<td>Other revenue</td>
<td>0.0%</td>
<td>0.5%</td>
<td>3.9%</td>
<td>-3.5%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expense Composition</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total expenses before depreciation</td>
<td>$64,049,146</td>
<td>$68,032,620</td>
<td>$67,033,523</td>
<td>$49,137,186</td>
<td>$51,593,735</td>
</tr>
<tr>
<td>Total expenses, % change over prior year</td>
<td>1.5%</td>
<td>6.2%</td>
<td>-1.5%</td>
<td>-26.7%</td>
<td>5.0%</td>
</tr>
<tr>
<td>Personnel</td>
<td>46.3%</td>
<td>45.8%</td>
<td>51.6%</td>
<td>48.1%</td>
<td>45.0%</td>
</tr>
<tr>
<td>Professional Fees</td>
<td>16.2%</td>
<td>14.8%</td>
<td>13.7%</td>
<td>14.9%</td>
<td>13.1%</td>
</tr>
<tr>
<td>Occupancy</td>
<td>3.2%</td>
<td>3.1%</td>
<td>3.3%</td>
<td>2.9%</td>
<td>2.7%</td>
</tr>
<tr>
<td>Interest</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Pass-Through</td>
<td>3.4%</td>
<td>7.0%</td>
<td>6.6%</td>
<td>10.1%</td>
<td>10.9%</td>
</tr>
<tr>
<td>All other expenses</td>
<td>30.8%</td>
<td>29.3%</td>
<td>24.7%</td>
<td>23.9%</td>
<td>28.2%</td>
</tr>
</tbody>
</table>
Financial Trends Analysis, continued

Moving Toward Full Cost Coverage

<table>
<thead>
<tr>
<th>Full Cost Components (estimated)</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Expenses (after depreciation)</td>
<td>$64,343,728</td>
<td>$68,338,940</td>
<td>$67,361,608</td>
<td>$49,333,055</td>
<td>$51,653,728</td>
</tr>
<tr>
<td>One Month of Savings</td>
<td>$5,337,429</td>
<td>$5,669,385</td>
<td>$5,586,127</td>
<td>$4,094,766</td>
<td>$4,299,478</td>
</tr>
<tr>
<td>Debt Principal Repayment</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Fixed Asset Additions</td>
<td>$596,319</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Total Full Costs (estimated)</td>
<td>$70,277,476</td>
<td>$74,008,325</td>
<td>$72,947,735</td>
<td>$53,427,821</td>
<td>$55,953,206</td>
</tr>
</tbody>
</table>

Capital Structure Indicators

<table>
<thead>
<tr>
<th>Liquidity</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Months of cash</td>
<td>6.3</td>
<td>9.0</td>
<td>11.6</td>
<td>13.8</td>
<td>16.8</td>
</tr>
<tr>
<td>Months of cash and investments</td>
<td>8.3</td>
<td>11.2</td>
<td>13.2</td>
<td>17.9</td>
<td>20.1</td>
</tr>
<tr>
<td>Months of estimated liquid unrestricted net assets</td>
<td>4.0</td>
<td>4.4</td>
<td>6.0</td>
<td>12.2</td>
<td>11.9</td>
</tr>
</tbody>
</table>

Balance Sheet Composition

| Cash                                      | $33,509,511 | $51,030,663 | $64,976,802 | $56,370,941 | $72,164,867 |
| Investments                               | $10,857,156 | $12,405,428 | $8,826,580  | $16,760,106 | $14,149,228 |
| Receivables                               | $85,729,398 | $84,454,256 | $48,560,587 | $60,381,679 | $53,455,569 |
| Gross land, buildings, and equipment (LBE) | $2,287,277  | $2,285,689  | $2,272,392  | $870,459   | $892,841    |
| Accumulated depreciation (% of LBE)       | 46.8%        | 57.8%        | 60.5%       | 68.7%      | 71.3%       |
| Liabilities (as % of assets)              | 5.3%         | 4.4%         | 5.8%        | 3.6%       | 3.8%        |
| Unrestricted net assets                   | $22,806,156 | $25,899,280 | $34,431,076 | $50,430,991 | $51,323,127 |
| Temporarily restricted net assets         | $102,407,784 | $117,360,353 | N/A        | N/A        | N/A         |
| Permanently restricted net assets         | $0           | $0           | N/A        | N/A        | N/A         |
| Total restricted net assets               | $102,407,784 | $117,360,353 | $82,664,507 | $79,297,712 | $84,191,327 |
| Total net assets                          | $125,213,940 | $143,259,633 | $117,095,583 | $129,728,703 | $135,514,454 |

Key Data Checks

<table>
<thead>
<tr>
<th>Material Data Errors</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
</tbody>
</table>

Note: This issue is relevant to a small number of organizations: The nonprofit subject(s) of this report may have affiliates. The Form 990 data may not include information about any or all potential affiliates. If an organization does have affiliates and these affiliates have substantial financial activity, the financial data in this report may not present a comprehensive picture of the nonprofit's financial condition. Please consult the 990s of any potentially related affiliates for additional information.

- Formulas for key metrics
- Key Revenue & Expense Data from Form 990
- Key Balance Sheet Data from Form 990
Operations

Source: Self-Reported by Organization, July 2023

PRESIDENT & CEO

Dr. Anu Kumar

Dr. Kumar joined Ipas in 2002 as Executive Vice President. In that role, she had oversight of Ipas's fundraising and communications efforts, started a new technical area working with communities and pioneered work on abortion stigma. In 2016, she became Ipas's first Chief Strategy and Development Officer and lead the organizational strategic planning process, along with fundraising, partnership development and technical innovation. She currently serves on the Board of Directors of Planned Parenthood South Atlantic. Prior to joining Ipas, Dr. Kumar served for seven years as senior program officer in the Population and Reproductive Health program of the John D. and Catherine T. MacArthur Foundation. Dr. Kumar has a master's degree and a PhD in anthropology and a master's degree in public health from the University of North Carolina at Chapel Hill.

NUMBER OF EMPLOYEES

Source: IRS Form 990

BOARD CHAIR

Ishita Chaudhry

BOARD MEMBERS

Lilian Abracinskas
Mujer Y Salud

Yirgu Gebrehiwot
Addis Ababa University

Piper Orton
Wellesley College

Sandeep Prasad
Action Canada for Sexual Health and Rights

Manju Badlani

Laurie Campbell
Bank of America Merrill Lynch

Linda DeNicola
ASIS International

Ishita Chaudhry

Trish Karlin
Elizabeth Glaser Pediatric AIDS Foundation

Hans Linde
RFSU

Hayford Mensah
Kids in Need of Defense (KIND)

Monica Oguttu
Kisumu Medical and Education Trust (KMET)

Mario Pecheny
National Council of Scientific and Technical Research, Argentina

Carlos Plazas
Planned Parenthood of Maryland

John Stanback
FHI360

Louise Winstanly
The University of North Carolina
## OFFICERS, DIRECTORS, TRUSTEES, AND KEY EMPLOYEES
### FISCAL YEAR 2022

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Compensation</th>
<th>Other</th>
<th>Related</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anuradha Kumar PhD</td>
<td>PRESIDENT &amp; CHIEF EXECUTIVE OFFICER</td>
<td>$333,393</td>
<td>$43,985</td>
<td>$0</td>
</tr>
<tr>
<td>Lisa Simutami</td>
<td>EVP &amp; CHIEF OPERATING OFFICER</td>
<td>$250,835</td>
<td>$42,136</td>
<td>$0</td>
</tr>
<tr>
<td>Kathryn Andersen</td>
<td>EVP &amp; CHIEF SCIENTIFIC &amp; TECH OFF.</td>
<td>$228,690</td>
<td>$31,314</td>
<td>$0</td>
</tr>
<tr>
<td>Samuel Kimball</td>
<td>EVP &amp; CHIEF FINANCIAL OFFICER</td>
<td>$197,821</td>
<td>$35,805</td>
<td>$0</td>
</tr>
<tr>
<td>Muadi Mukenge</td>
<td>EVP &amp; CHIEF FINANCIAL OFFICER</td>
<td>$195,491</td>
<td>$23,163</td>
<td>$0</td>
</tr>
<tr>
<td>Ishita Chaudhry</td>
<td>DIRECTOR AND CHAIR</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Hans Linde</td>
<td>DIRECTOR AND VICE CHAIR</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Trish Devine Karlin MBA</td>
<td>DIRECTOR AND TREASURER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Carlos Plazas MA</td>
<td>DIRECTOR AND SECRETARY</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Lilian Abracinskas</td>
<td>DIRECTOR</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Manjushree Badlani MA</td>
<td>DIRECTOR</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Laurie Campbell MBA</td>
<td>DIRECTOR</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Linda Denicola MBA</td>
<td>DIRECTOR</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Yirgu Gebrehiwot Md Msc</td>
<td>DIRECTOR (THRU DEC 2021)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Hayford Mensah CPA MBA MS</td>
<td>DIRECTOR</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Monica Oguttu PhD</td>
<td>DIRECTOR</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Piper Orton MBA</td>
<td>DIRECTOR (THRU DEC 2021)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Mario Martin Pecheny PhD</td>
<td>DIRECTOR</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Sandeep Prasad Lib</td>
<td>DIRECTOR (THRU DEC 2021)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Rubina Sohail MD</td>
<td>DIRECTOR (THRU JUNE 2022)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>John Stanback PhD</td>
<td>DIRECTOR</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Louise Winstanly Lib</td>
<td>DIRECTOR</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>
# OFFICERS, DIRECTORS, TRUSTEES, AND KEY EMPLOYEES

## FISCAL YEAR 2021

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Compensation</th>
<th>Other</th>
<th>Related</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anuradha Kumar PhD</td>
<td>PRESIDENT &amp; CHIEF EXECUTIVE OFFICER</td>
<td>$318,908</td>
<td>$34,785</td>
<td>$0</td>
</tr>
<tr>
<td>Lisa Simutami</td>
<td>EVP &amp; CHIEF OPERATING OFFICER</td>
<td>$232,340</td>
<td>$32,089</td>
<td>$0</td>
</tr>
<tr>
<td>Kathryn Andersen</td>
<td>EVP &amp; CHIEF SCIENTIFIC &amp; TECH OFF.</td>
<td>$210,334</td>
<td>$26,546</td>
<td>$0</td>
</tr>
<tr>
<td>Samuel Kimball</td>
<td>EVP &amp; CHIEF FINANCIAL OFFICER</td>
<td>$191,885</td>
<td>$21,957</td>
<td>$0</td>
</tr>
<tr>
<td>Muadi Mukenge</td>
<td>EVP &amp; CHIEF OF DEV &amp; EXT RELATIONS</td>
<td>$179,201</td>
<td>$21,087</td>
<td>$0</td>
</tr>
<tr>
<td>John Berar</td>
<td>CHIEF INFORMATION OFFICER THRU 7/20</td>
<td>$150,468</td>
<td>$12,219</td>
<td>$0</td>
</tr>
<tr>
<td>Pamela Barnes</td>
<td>BOARD MEMBER AND CHAIR</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Sandeep Prasad Lib</td>
<td>BOARD MEMBER AND CHAIR</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Monica Oguttu PhD</td>
<td>BOARD MEMBER AND VICE CHAIR</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Mario Martin Pecheny PhD</td>
<td>BOARD MEMBER AND VICE CHAIR</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Trish Devine Karlin MBA</td>
<td>BOARD MEMBER AND TREASURER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>John Stanback PhD</td>
<td>BOARD MEMBER AND SECRETARY</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Lillian Abracinskas</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Manjushree Badlani MA</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Laurie Campbell MBA</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Ishita Chaudry</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Linda Denicola MBA</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Yirgu Gebrehiwot Md Msc</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Hans Linde</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Hayford Mensah Cpa Mbs MS</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Piper Orton MBA</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Carlos Plazas MA</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Rubina Sohail MD</td>
<td>BOARD MEMBER THRU 6/21</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Louise Winstanly Lib</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>
# OFFICERS, DIRECTORS, TRUSTEES, AND KEY EMPLOYEES

## FISCAL YEAR 2020

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Compensation</th>
<th>Other</th>
<th>Related</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anu Kumar PhD</td>
<td>PRESIDENT AND CHIEF EXECUTIVE OFFICER</td>
<td>$367,215</td>
<td>$35,313</td>
<td>$0</td>
</tr>
<tr>
<td>Lisa Simutami</td>
<td>EVP &amp; CHIEF OPERATING OFFICER</td>
<td>$245,829</td>
<td>$33,564</td>
<td>$0</td>
</tr>
<tr>
<td>Kathryn Andersen</td>
<td>EVP AND CHIEF SCIENTIFIC AND TECHNICAL OFFICER</td>
<td>$219,548</td>
<td>$26,405</td>
<td>$0</td>
</tr>
<tr>
<td>Muadi Mukenge</td>
<td>EVP &amp; CHIEF OF DEV AND EXTERNAL RELATIONS</td>
<td>$183,829</td>
<td>$12,312</td>
<td>$0</td>
</tr>
<tr>
<td>Samuel Kimball</td>
<td>EVP &amp; CHIEF FINANCIAL OFFICER</td>
<td>$172,573</td>
<td>$20,149</td>
<td>$0</td>
</tr>
<tr>
<td>John Berar</td>
<td>CHIEF INFORMATION OFFICER</td>
<td>$170,806</td>
<td>$20,526</td>
<td>$0</td>
</tr>
<tr>
<td>Pamela Barnes</td>
<td>CHAIR</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Mario Martin Pecheny PhD</td>
<td>VICE CHAIR</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Piper Orton MBA</td>
<td>TREASURER TO MEMBER (TRANS. 01/20)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Trish Devine Karlin MBA</td>
<td>MEMBER TO TREASURER (TRANS. 01/20)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>John Stanback PhD</td>
<td>SECRETARY</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Lillian Abracinskas</td>
<td>BOARD MEMBER (FROM 01/20)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Manjushree Badiani MA</td>
<td>BOARD MEMBER (FROM 01/20)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Laurie Campbell MBA</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Ishita Chaudry</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Linda Denicola MBA</td>
<td>BOARD MEMBER (FROM 01/20)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Yirgu Gebrehiwot Md Msc</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Hans Linde</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Hayford Mensah Cpa Mbs MS</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Monica Oguttu PhD</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Carlos Plazas MA</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Sandeep Prasad Lib</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Rubina Sohail MD</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Louise Winstanly Lib</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>
## OFFICERS, DIRECTORS, TRUSTEES, AND KEY EMPLOYEES
### FISCAL YEAR 2019

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Compensation</th>
<th>Other</th>
<th>Related</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anu Kumar</td>
<td>PRESIDENT AND CEO</td>
<td>$328,257</td>
<td>$35,879</td>
<td>$0</td>
</tr>
<tr>
<td>Lisa Simutami</td>
<td>COO</td>
<td>$253,859</td>
<td>$35,141</td>
<td>$0</td>
</tr>
<tr>
<td>Kathryn Andersen</td>
<td>EVP CHIEF SCIEN. AND TECHNI. OFFICER</td>
<td>$226,752</td>
<td>$27,559</td>
<td>$0</td>
</tr>
<tr>
<td>John Berar</td>
<td>CHIEF INFORMATION OFFICER</td>
<td>$165,235</td>
<td>$23,741</td>
<td>$0</td>
</tr>
<tr>
<td>Samuel Kimball</td>
<td>DIRECTOR, FINANCE &amp; ACCOUNTING</td>
<td>$144,892</td>
<td>$17,283</td>
<td>$0</td>
</tr>
<tr>
<td>Muadi Mukenge-Chief Of</td>
<td>DEV. &amp; EXT. RELAT. (FROM 10/2018)</td>
<td>$40,263</td>
<td>$3,005</td>
<td>$0</td>
</tr>
<tr>
<td>Pamela Barnes MBA</td>
<td>CHAIR</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Mario Martin Pecheny PhD</td>
<td>VICE CHAIR</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Piper Orton MBA</td>
<td>TREASURER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>John Stanback PhD</td>
<td>SECRETARY</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Lilian Abraciniskas</td>
<td>BOARD MEMBER (UNTIL 12/2018)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Jenny Black</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Laurie Campbell MBA</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Ishita Chaudhry</td>
<td>BOARD MEMBER (FROM 01/2019)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Lida Coleman CPA</td>
<td>BOARD MEMBER (UNTIL 12/2018)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Arzu Rana Deuba PhD</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Nicki Nichols Gamble Edd Edm Mat</td>
<td>BOARD MEMBER (UNTIL 12/2018)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Yirgu Gebrehiwot Md Mse</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Trish Devine Karlin MBA</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Hans Linde</td>
<td>BOARD MEMBER (FROM 01/2019)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Monica Oguttu PhD</td>
<td>BOARD MEMBER (FROM 01/2019)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Carlos Plazas</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Sandeep Prasad Lib</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Nozer Sheriar Md Dnbe Ficog</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Louise Winstanly Lib</td>
<td>BOARD MEMBER (FROM 01/2019)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>
## OFFICERS, DIRECTORS, TRUSTEES, AND KEY EMPLOYEES
### FISCAL YEAR 2018

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Compensation</th>
<th>Other</th>
<th>Related</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Hetherington</td>
<td>PRESIDENT &amp; CEO (END 11/17)</td>
<td>$295,325</td>
<td>$23,559</td>
<td>$0</td>
</tr>
<tr>
<td>Lisa Simutami</td>
<td>CHIEF OPERATING OFFICER AND EVP</td>
<td>$246,700</td>
<td>$32,441</td>
<td>$0</td>
</tr>
<tr>
<td>Anuradha Kumar</td>
<td>CDO (END 10/17) THEN PRES. &amp; CEO</td>
<td>$241,963</td>
<td>$33,025</td>
<td>$0</td>
</tr>
<tr>
<td>John Berar</td>
<td>CHIEF INFORMATION OFFICER</td>
<td>$163,428</td>
<td>$21,613</td>
<td>$0</td>
</tr>
<tr>
<td>Kathryn Andersen</td>
<td>SR DIR. TECH (END 11/17) THEN EVP/CS</td>
<td>$141,409</td>
<td>$21,286</td>
<td>$0</td>
</tr>
<tr>
<td>Samuel Kimball</td>
<td>CONTROLLER, FINANCE (EFF. 09/17)</td>
<td>$127,822</td>
<td>$10,023</td>
<td>$0</td>
</tr>
<tr>
<td>Gina Reynolds</td>
<td>DIR. FIN., HDQT &amp; CFO (END 07/17)</td>
<td>$103,843</td>
<td>$4,899</td>
<td>$0</td>
</tr>
<tr>
<td>Lana Jenkins</td>
<td>ACTING CFO (05/17-09/17)</td>
<td>$76,422</td>
<td>$2,684</td>
<td>$0</td>
</tr>
<tr>
<td>Lida Coleman CPA Chair</td>
<td>(END 12/17) BOARD MEMBER (FROM 1/18)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Pamela Barnes MBA</td>
<td>CHAIR (BEG. 01/18)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Nozer Sheriar Md Vice-Chair</td>
<td>(END 12/17) BOARD MEMBER (FROM 1/18)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Mario Martin Pecheny PhD</td>
<td>VICE-CHAIR (BEG. 01/18)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Piper Orton MBA</td>
<td>TREASURER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Nicki Nichols Gamble Edd Sec</td>
<td>(END 12/17) BOARD MEMBER (FROM 1/18)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>John Stanback PhD</td>
<td>SECRETARY (BEG. 01/18)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Lilian Abracinskas</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Jenny Black</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Arzu Rana Deuba PhD</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Yirgu Gebrehiwot Md Msc</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Sandeep Prasad Lib</td>
<td>BOARD MEMBER</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Kathy Vizas</td>
<td>BOARD MEMBER (END 11/17)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>
# HIGHEST PAID EMPLOYEES

## FISCAL YEAR 2022

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Compensation</th>
<th>Other</th>
<th>Related</th>
</tr>
</thead>
<tbody>
<tr>
<td>William Powell</td>
<td>SENIOR MEDICAL SCIENTIST</td>
<td>$190,229</td>
<td>$23,318</td>
<td>$0</td>
</tr>
<tr>
<td>Laurie Parker</td>
<td>SENIOR PROGRAM DIRECTOR</td>
<td>$169,268</td>
<td>$31,662</td>
<td>$0</td>
</tr>
<tr>
<td>Rasha Dabash</td>
<td>DIRECTOR TECHNICAL EXCELLENCE</td>
<td>$167,813</td>
<td>$27,597</td>
<td>$0</td>
</tr>
<tr>
<td>Guillermo Ortiz-Avendano</td>
<td>SENIOR MEDICAL ADVISOR</td>
<td>$167,263</td>
<td>$32,903</td>
<td>$0</td>
</tr>
<tr>
<td>Maria Antonieta Alcalde Castro</td>
<td>COUNTRY DIRECTOR, MEXICO</td>
<td>$152,119</td>
<td>$11,163</td>
<td>$0</td>
</tr>
</tbody>
</table>

## FISCAL YEAR 2021

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Compensation</th>
<th>Other</th>
<th>Related</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nathalie Kapp</td>
<td>ASSOCIATE MEDICAL DIRECTOR</td>
<td>$226,555</td>
<td>$26,944</td>
<td>$0</td>
</tr>
<tr>
<td>William Powell</td>
<td>SENIOR MEDICAL SCIENTIST</td>
<td>$178,040</td>
<td>$23,591</td>
<td>$0</td>
</tr>
<tr>
<td>Rasha Dabash</td>
<td>DIRECTOR, TECHNICAL EXCELLENCE</td>
<td>$165,868</td>
<td>$14,406</td>
<td>$0</td>
</tr>
<tr>
<td>Laurie Parker</td>
<td>SENIOR REGIONAL PROGRAM DIRECTOR</td>
<td>$157,468</td>
<td>$26,966</td>
<td>$0</td>
</tr>
</tbody>
</table>

## FISCAL YEAR 2020

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Compensation</th>
<th>Other</th>
<th>Related</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nathalie Kapp</td>
<td>ASSOCIATE MEDICAL DIRECTOR</td>
<td>$203,029</td>
<td>$22,213</td>
<td>$0</td>
</tr>
<tr>
<td>William Powell</td>
<td>SENIOR MEDICAL SCIENTIST</td>
<td>$178,764</td>
<td>$24,092</td>
<td>$0</td>
</tr>
<tr>
<td>Laure Castlemen</td>
<td>MEDICAL DIRECTOR (UNTIL 01/20)</td>
<td>$178,189</td>
<td>$9,622</td>
<td>$0</td>
</tr>
<tr>
<td>Emily Jackson</td>
<td>SENIOR MEDICAL ADVISOR</td>
<td>$175,552</td>
<td>$21,201</td>
<td>$0</td>
</tr>
<tr>
<td>Laurie Parker</td>
<td>SENIOR REGIONAL PROGRAM DIRECTOR</td>
<td>$158,348</td>
<td>$27,794</td>
<td>$0</td>
</tr>
</tbody>
</table>
### HIGHEST PAID EMPLOYEES

**FISCAL YEAR 2019**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Compensation</th>
<th>Other</th>
<th>Related</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nathalie Kapp</td>
<td>ASSOCIATE MEDICAL DIRECTOR</td>
<td>$199,931</td>
<td>$22,559</td>
<td>$0</td>
</tr>
<tr>
<td>Youssef Tawfik</td>
<td>ASSOCIATE DIRECTOR, QUALITY OF CARE</td>
<td>$197,575</td>
<td>$20,307</td>
<td>$0</td>
</tr>
<tr>
<td>William Powell</td>
<td>SENIOR MEDICAL SCIENTIST</td>
<td>$173,378</td>
<td>$24,393</td>
<td>$0</td>
</tr>
<tr>
<td>Laurie Parker</td>
<td>SENIOR REGIONAL PROGRAM DIRECTOR</td>
<td>$159,293</td>
<td>$29,105</td>
<td>$0</td>
</tr>
<tr>
<td>Laure Castlemen</td>
<td>MEDICAL DIRECTOR</td>
<td>$153,736</td>
<td>$9,224</td>
<td>$0</td>
</tr>
</tbody>
</table>

### HIGHEST PAID EMPLOYEES

**FISCAL YEAR 2018**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Compensation</th>
<th>Other</th>
<th>Related</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natalie Kapp</td>
<td>SENIOR MEDICAL SCIENTIST</td>
<td>$192,027</td>
<td>$19,757</td>
<td>$0</td>
</tr>
<tr>
<td>William Powell</td>
<td>SENIOR MEDICAL SCIENTIST</td>
<td>$168,029</td>
<td>$23,354</td>
<td>$0</td>
</tr>
<tr>
<td>Dalia Brahmi</td>
<td>DIR., CLIN. AFF., HDQT (END 07/17)</td>
<td>$157,902</td>
<td>$17,538</td>
<td>$0</td>
</tr>
<tr>
<td>Laura Castleman</td>
<td>MEDICAL DIR., CLINICAL AFF., HDQT</td>
<td>$155,727</td>
<td>$9,589</td>
<td>$0</td>
</tr>
<tr>
<td>Laurie Parker</td>
<td>SENIOR REGIONAL PROGRAM DIRECTOR</td>
<td>$155,055</td>
<td>$28,436</td>
<td>$0</td>
</tr>
</tbody>
</table>
### Contractors

**FISCAL YEAR 2022**

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Type of Service</th>
<th>Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creo</td>
<td>4601 CREEKSTONE DRIVE SUITE 124, DURHAM 27703</td>
<td>OUTSOURCED IT FUNCTION</td>
<td>$841,888</td>
</tr>
<tr>
<td>Egroup Holding Company</td>
<td>482 WANDO PARK BLVD, MOUNT PLEASANT 29464</td>
<td>IT SERVICES AND SOFTWARE SUBSCRIPTIONS</td>
<td>$221,041</td>
</tr>
<tr>
<td>Invisors Llc</td>
<td>122 OLYMPUS WAY, JUPITER 33477</td>
<td>IT ERP PROFESSIONAL FEES</td>
<td>$190,238</td>
</tr>
<tr>
<td>Big Duck Studio INC</td>
<td>123 7TH AVE PO BOX 223, BROOKLYN 11215</td>
<td>BRANDING COMPANY</td>
<td>$105,000</td>
</tr>
<tr>
<td>Knowbrist Corp Dba Three Link Solutions</td>
<td>409 MAJESTIC COURT, KELLER 76248</td>
<td>WORKDAY SUPPORT</td>
<td>$103,086</td>
</tr>
</tbody>
</table>

### Contractors

**FISCAL YEAR 2021**

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Type of Service</th>
<th>Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creo</td>
<td>4601 CREEKSTONE DRIVE SUITE 124, DURHAM 27703</td>
<td>OUTSOURCED IT FUNCTION</td>
<td>$556,106</td>
</tr>
<tr>
<td>Egroup Holding Company</td>
<td>482 WANDO PARK BLVD, MOUNT PLEASANT 29464</td>
<td>IT SERVICES AND SOFTWARE SUBSCRIPTIONS</td>
<td>$383,276</td>
</tr>
<tr>
<td>Ogletree Deakins Nash Smoak</td>
<td>50 INTERNATIONAL DRIVE SUITE 200, GREENVILLE 29615</td>
<td>INTERNATIONAL LEGAL SUPPORT</td>
<td>$318,948</td>
</tr>
<tr>
<td>Invisors Llc</td>
<td>122 OLYMPUS WAY, JUPITER 33477</td>
<td>IT ERP PROFESSIONAL FEES</td>
<td>$222,453</td>
</tr>
<tr>
<td>Ettain Group INC</td>
<td>PO BOX 60070, CHARLOTTE 28260</td>
<td>IT PROFESSIONAL FEES</td>
<td>$171,309</td>
</tr>
</tbody>
</table>

### Contractors

**FISCAL YEAR 2020**

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Type of Service</th>
<th>Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>WORKDAY INC</td>
<td>PO BOX 396106, SAN FRANCISCO 94139</td>
<td>IT AND SUB. TO ERP SYSTEM</td>
<td>$1,048,434</td>
</tr>
<tr>
<td>Africa Hr Solutions</td>
<td>6TH FLOOR DIAS PIER BLDG, LE CAUDAN WATERFRONT</td>
<td>CONTRACT LABOR STAFFING.=</td>
<td>$551,187</td>
</tr>
<tr>
<td>Egroup Holding Company</td>
<td>482 WANDO PARK BLVD, MOUNT PLEASANT 29464</td>
<td>IT AND SOFTWARE SUBS.</td>
<td>$455,610</td>
</tr>
<tr>
<td>Arribatec Americas INC</td>
<td>19447 W 52ND DRIVE, GOLDEN 80403</td>
<td>IT CONSULTING</td>
<td>$226,300</td>
</tr>
<tr>
<td>Invisors Llc</td>
<td>122 OLYMPUS WAY, JUPITER 33477</td>
<td>IT CONSULTING</td>
<td>$192,202</td>
</tr>
</tbody>
</table>
# Paid Preparers

## FISCAL YEAR 2022

<table>
<thead>
<tr>
<th>Firm Name</th>
<th>Firm EIN</th>
<th>Firm Address</th>
<th>Firm Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLIFTONLARSONALLEN LLP</td>
<td>410746749</td>
<td>8390 EAST CRESCENT PARKWAY SUITE, GREENWOOD VILLAGE CO 80111</td>
<td>3037795710</td>
</tr>
</tbody>
</table>

## FISCAL YEAR 2021

<table>
<thead>
<tr>
<th>Firm Name</th>
<th>Firm EIN</th>
<th>Firm Address</th>
<th>Firm Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLIFTONLARSONALLEN LLP</td>
<td>410746749</td>
<td>8390 EAST CRESCENT PARKWAY SUITE, GREENWOOD VILLAGE CO 80111</td>
<td>3037795710</td>
</tr>
</tbody>
</table>

## FISCAL YEAR 2020

<table>
<thead>
<tr>
<th>Firm Name</th>
<th>Firm EIN</th>
<th>Firm Address</th>
<th>Firm Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>GELMAN ROSENBERG &amp; FREEDMAN</td>
<td>52-1392008</td>
<td>4550 MONTGOMERY AVE SUITE 800N, BETHESDA MD 208142930 USA</td>
<td>301-951-9090</td>
</tr>
</tbody>
</table>
## BOARD LEADERSHIP PRACTICES

GuideStar worked with BoardSource, the national leader in nonprofit board leadership and governance, to create this section, which enables organizations and donors to transparently share information about essential board leadership practices.

### BOARD ORIENTATION & EDUCATION

Does the board conduct a formal orientation for new board members and require all board members to sign a written agreement regarding their roles, responsibilities, and expectations?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
</tr>
</thead>
</table>

### CEO OVERSIGHT

Has the board conducted a formal, written assessment of the chief executive within the past year?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
</tr>
</thead>
</table>

### ETHICS & TRANSPARENCY

Have the board and senior staff reviewed the conflict-of-interest policy and completed and signed disclosure statements in the past year?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
</tr>
</thead>
</table>

### BOARD COMPOSITION

Does the board ensure an inclusive board member recruitment process that results in diversity of thought and leadership?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
</tr>
</thead>
</table>

### BOARD PERFORMANCE

Has the board conducted a formal, written self-assessment of its performance within the past three years?

<table>
<thead>
<tr>
<th></th>
<th>Not Applicable</th>
</tr>
</thead>
</table>
Organizational Demographics

Who works and leads organizations that serve our diverse communities? This organization has voluntarily shared information to answer this important question and to support sector-wide learning. GuideStar partnered on this section with CHANGE Philanthropy and Equity in the Center.

Leadership

The organization’s leader identifies as:

Race & Ethnicity  Asian/Asian American
Gender Identity  Female, Not transgender (cisgender)
Sexual Orientation  Heterosexual or Straight
Disability Status  Person without a disability

Race & Ethnicity

<table>
<thead>
<tr>
<th></th>
<th>Board Members</th>
<th>Staff</th>
<th>Senior Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian/Asian American</td>
<td>10%</td>
<td>10%</td>
<td>20%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>15%</td>
<td>12%</td>
<td>20%</td>
</tr>
<tr>
<td>Hispanic/Latino/Latinx</td>
<td>23%</td>
<td>5%</td>
<td>6%</td>
</tr>
<tr>
<td>Middle Eastern/North African</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Native American/American Indian/Alaska</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Native Hawaiian/Pacific Islander</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>White/Caucasian/European</td>
<td>46%</td>
<td>62%</td>
<td>60%</td>
</tr>
<tr>
<td>Multi-Racial/Multi-Ethnic (2+)</td>
<td>0%</td>
<td>1%</td>
<td>0%</td>
</tr>
<tr>
<td>People who prefer to identify with another race or ethnicity</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Unknown or decline to state</td>
<td>0%</td>
<td>6%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Gender Identity

<table>
<thead>
<tr>
<th></th>
<th>Board Members</th>
<th>Staff</th>
<th>Senior Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>62%</td>
<td>64%</td>
<td>60%</td>
</tr>
<tr>
<td>Male</td>
<td>36%</td>
<td>15%</td>
<td>20%</td>
</tr>
<tr>
<td>Non-binary</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Unknown or decline to state</td>
<td>0%</td>
<td>1%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Sexual Orientation

No data

Disability

No data.
Equity Strategies  Last Updated: 04/07/2022

Candid partnered with Equity in the Center - a project that works to shift mindsets, practices, and systems within the social sector to increase racial equity - to create this section. Learn More

Data

✓ We review compensation data across the organization (and by staff levels) to identify disparities by race.

✓ We employ non-traditional ways of gathering feedback on programs and trainings, which may include interviews, roundtables, and external reviews with/by community stakeholders.

Policies and processes

✓ We seek individuals from various race backgrounds for board and executive director/CEO positions within our organization.

✓ We help senior leadership understand how to be inclusive leaders with learning approaches that emphasize reflection, iteration, and adaptability.

✓ We measure and then disaggregate job satisfaction and retention data by race, function, level, and/or team.

✓ We engage everyone, from the board to staff levels of the organization, in race equity work and ensure that individuals understand their roles in creating culture such that one's race identity has no influence on how they fare within the organization.
# Appendix

## Key Documents

<table>
<thead>
<tr>
<th>IRS Forms 990</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2022 990</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2021 990</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020 990</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019 990</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018 990</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>IRS Forms 990T</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Available</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Audited Financial Statements</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2021 Audited Financial Statement</td>
<td></td>
</tr>
<tr>
<td>2019 Audited Financial Statement</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key Organization Documents</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2021 Annual Report</td>
<td></td>
</tr>
<tr>
<td>2010 Annual Report</td>
<td></td>
</tr>
<tr>
<td>2010 Annual Report</td>
<td></td>
</tr>
<tr>
<td>Key Revenue &amp; Expense Data from Form 990</td>
<td></td>
</tr>
<tr>
<td>Key Balance Sheet Data from Form 990</td>
<td></td>
</tr>
</tbody>
</table>
**IPAS**

Aka Ipas

PO Box 9990
Chapel Hill, NC 27515

- **Foundation Status Code:** PC*
- Public charity described in section 509(a)(1) or (2)

## IRS Publication 78 Details

<table>
<thead>
<tr>
<th>Organization name</th>
<th>Location</th>
<th>Most recent IRS Publication 78</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ipas</td>
<td>Chapel Hill, NC</td>
<td>November 2023</td>
</tr>
</tbody>
</table>

**Deductibility status description**
A public charity (50% deductibility limitation).

## IRS Business Master File Details

<table>
<thead>
<tr>
<th>Organization name</th>
<th>Most recent IRS BMF</th>
<th>Reason for Non-Private Foundation Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>IPAS</td>
<td>November 13 2023</td>
<td>Section 509(a)(1) organization as referred to in Section 170(b)(1)(A)(vi)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EIN</th>
<th>IRS subsection</th>
<th>Ruling date</th>
</tr>
</thead>
<tbody>
<tr>
<td>56-1071085</td>
<td>This organization is a 501(c)(3) Public Charity</td>
<td>05/1974</td>
</tr>
</tbody>
</table>

This organization was not included in the Office of Foreign Assets Control Specially Designated Nationals (SDN) list.

On September 8, 2011, the IRS issued regulations which eliminated the advance ruling process for a section 501(c)(3) organization. Learn more

* The Foundation Status Code is the code that foundations are required to provide for each grantee annually on part XV of Form 990PF. Note that this code cannot be derived in some cases (e.g., supporting organizations for which ‘type’ can’t be determined).

 IRS Revenue Procedure 2011-33 allows grantors to rely on third-party resources, such as GuideStar Charity Check, to obtain required Business Master File (BMF) data concerning a potential grantee’s public charity classification under section 509 (a) (1), (2) or (3).

## GuideStar Charity Check Data Sources

- GuideStar acquires all IRS data directly from the Internal Revenue Service.
- IRS Publication 78 (Cumulative List of Organizations) lists organizations that have been recognized by the Internal Revenue Service as eligible to receive tax-deductible contributions.
- IRS Internal Revenue Bulletin (IRB) lists changes in charitable status since the last Publication 78 release. Between the release of IRS Publication 78 and the subsequent IRS Internal Revenue Bulletin, the IRB date will reflect the most recent release date of IRS Publication 78.
- IRS Business Master File lists approximately 1.7 million nonprofits registered with the IRS as tax-exempt organizations.
- IRS Automatic Revocation of Exemption List contains organizations that have had their federal tax-exempt status automatically revoked for failing to file an annual return or notice with the IRS for three consecutive years.
- The Foundation Status Code is a value derived by mapping the codes found on the 990PF filing instructions to the corresponding codes in the IRS BMF. Note that not all codes are able to be mapped due to insufficient data.
- The Office of Foreign Assets Control (OFAC) Specially Designated Nationals (SDN) list organizations that are owned or controlled by targeted individuals, groups, and entities, such as terrorists or narcotics traffickers. Their assets are blocked and U.S. persons are generally prohibited from dealing with them.

© 2023 Candid. All rights reserved. Candid is a 501(c)(3) nonprofit organization, EIN 13-1837418. Donations are tax-deductible.