Above & Beyond
I received care at the San Bernardino Planned Parenthood. They went above & beyond to provide me exemplary care in one of the most difficult times of my life. I felt safe, supported & valued as I made a decision that I knew was best for me & my family. They saved my life, honestly. I have such a deep admiration, respect & gratitude for the work that happens at Planned Parenthood & I tear up a little bit when I reflect on how much I was supported & cared for.

— Haley
CONTENTS

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It’s been nearly two years since the U.S. Supreme Court took away our right to control our own bodies and lives by overturning Roe v. Wade. Since then, more than 20 states have banned some or all abortions. Before that, the COVID-19 pandemic upended our health care system and ended far too many lives. For the health care providers and staff at Planned Parenthood’s nearly 600 health centers across the country, these have been the most trying of times.

And yet, each day, they open their doors. They welcome patients from down the street, and patients from two, or three, or five states over. They listen. They educate. They hold hands. They find the referrals, the resources, the energy, the extra minute a patient needs.

Planned Parenthood is proud to be the nation’s largest sex educator, an advocate at the forefront of the fight to protect and expand reproductive freedom, and a leader in research to make sexual and reproductive health care better for all people. We do all this work because we believe every person should have the right to control their own bodies, and the information and resources they need to make the best decisions about their health care.

When we asked Planned Parenthood’s 19 million supporters to write notes thanking providers for the care they or their loved ones got at Planned Parenthood health centers, the response was overwhelming. Just a few of those notes appear in the pages of this report, and illustrate that for every single number we report here, there are lives that have been changed and saved. You can read more of these messages at p.ppfa.org/say-thanks. This report is our love note to the doctors, nurses, clinicians, educators, and staff who spend their days fulfilling the promise to care, no matter what.

For all that you, our supporters, do to sustain their work and ensure their doors stay open – thank you.
I’m so grateful to Planned Parenthood. When I needed them the most, the staff were so caring and nice. When I lived in a state where there was no PP, I drove five hours to the nearest one out of state to get birth control; it’s the only place I’m comfortable getting it. They actually listen to me and have given me valuable knowledge back. Planned Parenthood needs to be protected at all costs.

– Grace
2.05 million patients

9.13 million services

410,272 Pap tests & breast exams

2.25 million birth control services

4.63 million STI tests & treatments

392,715 abortions

As a trans woman, the services provided to me saved my life. I am so grateful for the services you provide to ALL women. I’ll always stand by my sisters in solidarity for our rights. I feel Planned Parenthood has led the battle for justice and equality in health care. I thank everyone involved!

— Ruka
Planned Parenthood affiliate providers go above & beyond each day to expand what services are available to patients, and how they can get the care they need.

- Planned Parenthood affiliates offered gender-affirming hormone therapy in 2022: 35 affiliates
- Affiliates offered depression screening in 2022: 49 affiliates
- Affiliates offer telehealth services: 123,855 telehealth appointments in 2022
- Appointments booked online: 1.7 million
Since the Supreme Court’s decision to take away the federal constitutional right to abortion, **more than 20 states have banned some or all abortions.** For Planned Parenthood health center staff, this was a year of moving mountains: finding appointments in other states and the resources to get patients there, building as much capacity as possible for abortion appointments, fulfilling increased demand in some places for birth control, and much more.
HEALTH CARE

Demand at Planned Parenthood health centers in states where abortion is protected has soared by up to 700%.

In 19 states, Planned Parenthood affiliates provided care directly to patients through telehealth, and in 20 states affiliates provided site-to-site telehealth.

In the year after the decision, 90 patient navigators across 41 Planned Parenthood affiliates helped more than 33,000 people get the transportation and travel support, financial assistance, and referrals they needed to get abortion care.

Planned Parenthood organizations expanded direct financial support to help patients cover the expense of abortion care and travel.

- More than 15,000 people received assistance to help cover travel costs
- More than 50,000 people received support to cover the costs of their abortion

Planned Parenthood was there when I needed an abortion & everyone was kind & empathetic. They were there when I needed affordable birth control. They were there when I needed affordable gyn care. Thank you for always being there.

— Hope
While supporting affiliates in this massive effort, Planned Parenthood Federation of America (PPFA) also worked to make sure patients across the country got the information they needed, wherever they were.

863,000 users accessed abortionfinder.org — an authoritative source for abortion information from Planned Parenthood and independent clinics — from Planned Parenthood’s websites between July 2022 – June 2023.

PPFA’s patient navigation campaign used online search ads to make sure that patients searching for abortion care got what they were looking for, instead of ads from crisis pregnancy centers and anti-abortion rights sources.
Planned Parenthood uses research to drive innovation, improve standards of medical care, and break down barriers to increase access to sexual and reproductive health care services.

Last year, 34 Planned Parenthood affiliates participated in 47 studies on topics including:

- abortion care
- new tests and treatments for sexually transmitted infections
- impact of policies on health
- new methods or new ways to use existing methods of contraception
- telehealth

PPFA and affiliate researchers authored 47 peer-reviewed publications that shared new findings with the whole field of sexual and reproductive health.
I have a chronic autoimmune disease.

After living with it and years of complications, Planned Parenthood doctors were the only ones who explained to me that this disease affects women differently, explained the how and why, and gave me the proper resources I needed to manage my disease as a woman.

They were a godsend.

— Shay

In 2023, PPFA, in partnership with two affiliates, launched a study examining patients’ experiences traveling out of state for abortion care since the Supreme Court overturned Roe v. Wade. This study focuses on the potential logistical, financial, and other burdens of travel faced by patients who are forced to travel for their care. The findings will help meet patient needs before, during, and after travel and help devise solutions to protect access.
Thank you for being a safe, non judgmental space for many folks. I’m grateful for the education and services I received.

— Xochitl

1.2 million people reached through education programming, outreach, and training.

3 million views of educational videos

653,000 sessions with Planned Parenthood’s decision-making quizzes

156,000 conversations on Chat/Text and Chatea/Textea

604,000 sessions with Planned Parenthood’s Roo chatbot

185 million visits to PlannedParenthood.org
The Sexo Sin-vergüenza blog, Planned Parenthood’s first digital education project featuring original content and resources in Spanish, won a Gold Anthem Award.

PPFA’s Education & Training team provided grants to six affiliates to prepare for and respond to the abortion access crisis in their community-based education work. Affiliates used this funding to scale up existing abortion education work, adapt existing abortion education resources for specific audiences, and pilot new programming focusing on abortion access.
Leveraging well-established partnerships spanning **80 organizations** across nine focus countries, Planned Parenthood Global harnesses extensive technical expertise and flexible funding to incubate, convene, and defend brave individuals, organizations, coalitions, and movements for sexual and reproductive health and rights globally.

In 2023:

- **90% of focus countries** have abortion laws that are restrictive or highly restrictive.
- **60% of partners work** with communities that face significant barriers to accessing sexual and reproductive health care.
- **28,000 people received training** in sexual and reproductive health and rights
- **112 policy wins in 8 countries**
- **24 events** throughout Africa and Latin America to inspire and connect
- **500,000 sexual and reproductive health services** provided by partners

Planned Parenthood Global funding launched or expanded **35 pathways** to care through innovative models and platforms, including community-based access to misoprostol, missed period pills, telehealth, chatbots, and provider networks.
Planned Parenthood Global has supported litigation strategy across Mexican states, in which defendants seek legal protection against incarceration for exercising their right to control their own bodies. The cases submitted and won by our partners have pressured the executive and legislative powers to reform local penal codes, resulting in the legalization of abortion in Quintana Roo up to 12 weeks – a decision affecting 470,000 women of reproductive age in the state.

In 2023, PP Global launched the Brave Fund – low-barrier, flexible funding for organizations responding to various crises, including targeted attacks by anti-sexual and reproductive health forces.
FOR A BETTER FUTURE

PP has done more for my reproductive freedom than I could ever repay in a lifetime! Thank you for continuing to do all that you do. My daughter’s future is worth fighting for!

– Yamirelis
Planned Parenthood lawyers have approximately **30 open cases** challenging restrictive policies in 16 states, as well as federal policies put in place by the previous administration. In almost two-thirds of these cases, the challenged law or policy has been blocked, allowing people to access the care they need.

One year after the Supreme Court’s *Dobbs* decision ended the constitutional right to abortion, Planned Parenthood litigators and coalition partners had filed lawsuits against abortions bans in a total of 20 states. Planned Parenthood affiliates, represented by Litigation & Law attorneys, participated as plaintiffs challenging abortions bans and other restrictions in 13 states. By July 2023, Planned Parenthood lawyers had obtained court orders blocking restrictions in seven of those states. While some of these bans have since gone into effect, the delay Planned Parenthood fought for meant that more people could get the care they needed, when they needed it.
FOR A BETTER FUTURE

SHIFTING CULTURE

Ensuring people have access to sexual and reproductive health care starts with building support for that care across our culture – by engaging in new and deeper conversations with companies across industries, by elevating storytellers who can change hearts, and by reminding the world who Planned Parenthood is.

PPFA hosted a convening of leading tech companies to discuss how to improve corporate accountability and address health care misinformation around sexual and reproductive health, as well as user data privacy.

We collaborated with a group of 28 social media influencers to expand PPFA’s digital presence and reach their combined 34.7 million followers. This influencer collective produced 648 posts on TikTok, Instagram, and YouTube about sexual and reproductive health and rights.

While nearly one in four women has had an abortion, not everyone talks about it. We know personal stories are the key to destigmatizing abortion and starting conversations. PPFA launched a national campaign across platforms to destigmatize abortion, featuring patient storytellers sharing their own stories.

In the wake of the Supreme Court’s Dobbs decision and the wave of abortion bans in several states, patients were confused about where they could go for what kind of care. PPFA launched a Patient Reassurance Campaign across digital channels to reach audiences in specific states and markets, in English and Spanish.
Some of the kindest, best care I have received in any medical setting. Thank you for everything you do every day, and for being a reliable source of compassionate care of so many kinds. I don’t make very much money but PP remains and will remain on my monthly donation list! Thank you!!

– Sylvia
It takes courage & commitment to do what you do everyday. Thanks for being the helping hands, listening ears & a shoulder to cry on/help lift the burdens. You are the best!

– Betsy
HEALTH SERVICE DATA

**AFFILIATE MEDICAL SERVICES**
by percentage

- STI Testing and Treatment: 12
- Contraception: 5
- Other Reproductive Health Services: 4
- Cancer Screenings and Prevention: 4
- Abortion Services: 24
- Other Services: 24

**CONTRACEPTIVE SERVICES**
by percentage

- Oral Pill: 29
- Other: 24
- Long-Acting Methods (IUD & Implants): 14
- Progestin-Only Injectables: 2
- Combined Hormone Ring: 2
- Combined Hormone Patch: 2
## Breakdown of Affiliate Medical Services

<table>
<thead>
<tr>
<th>Service</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STI Testing &amp; Treatment</strong></td>
<td>4,633,499</td>
</tr>
<tr>
<td>STI Tests</td>
<td>3,866,541</td>
</tr>
<tr>
<td>HIV Tests</td>
<td>738,262</td>
</tr>
<tr>
<td>Genital Warts (HPV) Treatments</td>
<td>14,035</td>
</tr>
<tr>
<td>Other STI Prevention &amp; Treatments</td>
<td>14,661</td>
</tr>
<tr>
<td><strong>Contraceptive Services</strong></td>
<td>2,250,913</td>
</tr>
<tr>
<td>Reversible Contraception Clients¹</td>
<td>1,548,022</td>
</tr>
<tr>
<td>Emergency Contraception Kits</td>
<td>552,721</td>
</tr>
<tr>
<td>Female Sterilization Procedures</td>
<td>44</td>
</tr>
<tr>
<td>Vasectomy Clients</td>
<td>4,083</td>
</tr>
<tr>
<td>Other Contraceptive Services</td>
<td>146,043</td>
</tr>
<tr>
<td><strong>Cancer Screenings &amp; Prevention</strong></td>
<td>464,021</td>
</tr>
<tr>
<td>Breast Care</td>
<td>212,655</td>
</tr>
<tr>
<td>Pap Tests</td>
<td>197,617</td>
</tr>
<tr>
<td>HPV Vaccinations</td>
<td>33,755</td>
</tr>
<tr>
<td>Colposcopy Procedures²</td>
<td>12,748</td>
</tr>
<tr>
<td>LEEP Procedures³</td>
<td>1,341</td>
</tr>
<tr>
<td>Cryotherapy Procedures⁴</td>
<td>34</td>
</tr>
<tr>
<td>Other Diagnostic Procedures⁵</td>
<td>5,851</td>
</tr>
<tr>
<td><strong>Other Reproductive Health Services</strong></td>
<td>1,065,041</td>
</tr>
<tr>
<td>Preventive Care Visits</td>
<td>129,216</td>
</tr>
<tr>
<td>Pregnancy Tests</td>
<td>925,905</td>
</tr>
<tr>
<td>Prenatal Services</td>
<td>6,316</td>
</tr>
<tr>
<td>Miscarriage Care</td>
<td>3,604</td>
</tr>
<tr>
<td><strong>Abortion Services</strong></td>
<td>392,715</td>
</tr>
<tr>
<td>Abortion Procedures</td>
<td>392,715</td>
</tr>
<tr>
<td><strong>Other Services</strong></td>
<td>325,786</td>
</tr>
<tr>
<td>Primary Care Visits⁶</td>
<td>70,945</td>
</tr>
<tr>
<td>Adoption Referrals</td>
<td>1,721</td>
</tr>
<tr>
<td>Urinary Tract Infections Treatments</td>
<td>75,833</td>
</tr>
<tr>
<td>Other Procedures⁷</td>
<td>177,237</td>
</tr>
<tr>
<td><strong>Total Services</strong></td>
<td>9,131,975</td>
</tr>
</tbody>
</table>

¹ Contraception clients are those who received contraceptive counseling and care at a Planned Parenthood health center at least once between October 1, 2021 - September 30, 2022.

² A colposcopy examination aids in the diagnosis and treatment of abnormal growth cells in the cervix.

³ LEEP is a treatment for abnormal growth cells in the cervix.

⁴ Cryotherapy is a treatment for abnormal growth cells in the cervix.

⁵ Includes biopsies, samplings, ablations, and other gynecological surgeries.

⁶ Primary Care Visits: Some affiliate health centers offer primary care services, which may include treatment of acute and chronic disease, minor office procedures, evaluations for referral to specialists, authorization for hospital care, health assessments, and well-person/well-child preventive maintenance. Other affiliate health centers provide limited Family Practice Services, which may include assessment and management of uncomplicated conditions related to the skin (e.g., acne, contact dermatitis, tinea corporis, etc.); the gastrointestinal system (e.g., diarrhea, gastroenteritis, irritable bowel syndrome, etc.); ear, eye, nose, throat, and respiratory system (e.g., bronchitis, conjunctivitis, sinusitis, etc.); medication management of previously evaluated controlled hypertension; and medication management of previously evaluated hypothyroidism.

⁷ Some examples in this category include WIC services (a federally funded nutrition program for low-income women, infants, and children up to the age of five), pediatric care, transgender services, other adult preventive care, and high complexity visits, including infertility services.

⁸ A service is a discrete clinical interaction, such as the administration of a physical exam or STI test or the provision of a birth control method. In 2022, Planned Parenthood health centers saw 2.05 million patients, collectively delivering more than 9.13 million services.
## COMBINED BALANCE SHEET

501(c)(3) PPFA/Planned Parenthood Global & Affiliates  
June 30, 2023  [All Amount in Millions]

<table>
<thead>
<tr>
<th></th>
<th>Affiliates</th>
<th>PPFA+PPG</th>
<th>Eliminations [b]</th>
<th>Total[a]</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td>$ 2,512.5</td>
<td>$ 461.0</td>
<td>$(34.8)</td>
<td>$ 2,938.7</td>
</tr>
<tr>
<td>Current Assets</td>
<td>1,436.6</td>
<td>282.0</td>
<td>(34.8)</td>
<td>1,683.8</td>
</tr>
<tr>
<td>Property, Equipment, Endowment, Other</td>
<td>1,084.2</td>
<td>179.0</td>
<td></td>
<td>1,263.2</td>
</tr>
<tr>
<td>LESS: assets eliminated as part of consolidated audit</td>
<td>(8.3)</td>
<td></td>
<td></td>
<td>(8.3)</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td>$ 333.0</td>
<td>$ 123.3</td>
<td>$(34.8)</td>
<td>$ 421.5</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>205.7</td>
<td>67.8</td>
<td>(34.8)</td>
<td>238.7</td>
</tr>
<tr>
<td>Mortgages, Notes Payable, Other</td>
<td>138.3</td>
<td>55.5</td>
<td></td>
<td>193.8</td>
</tr>
<tr>
<td>LESS: liabilities eliminated as part of consolidated audit</td>
<td>(11.0)</td>
<td></td>
<td></td>
<td>(11.0)</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td>$ 2,179.5</td>
<td>$ 337.7</td>
<td></td>
<td>$ 2,517.2</td>
</tr>
<tr>
<td>Without donor restrictions</td>
<td>991.3</td>
<td>188.0</td>
<td></td>
<td>1,179.3</td>
</tr>
<tr>
<td>Property &amp; Equipment, Net</td>
<td>757.7</td>
<td>7.7</td>
<td></td>
<td>765.4</td>
</tr>
<tr>
<td>With donor restrictions</td>
<td>431.4</td>
<td>142.0</td>
<td></td>
<td>573.4</td>
</tr>
<tr>
<td>LESS: net assets eliminated as part of consolidated audit</td>
<td>(0.9)</td>
<td></td>
<td></td>
<td>(0.9)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Total Liabilities &amp; Net Assets</strong></th>
<th>$ 2,512.5</th>
<th>$ 461.0</th>
<th>$(34.8)</th>
<th>$ 2,938.7</th>
</tr>
</thead>
</table>
COMBINED REVENUE AND EXPENSES BY PERCENTAGE

**REVENUE**
by percentage

- Government Health Services Reimbursements & Grants: 47%
- Non-Government Health Services Revenue: 18%
- Private Contributions & Bequests: 1%
- Other: 34%

**EXPENSES**
by percentage

- Medical Services: 60%
- Non-Medical Program Services: 17%
- Management & General Support: 16%
- Fundraising: 6%
- Other: 1%
## REVENUE

For the year ended June 30, 2023
Operating & Other Funds
[All Amount in Millions]

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Affiliates</th>
<th>PPFA+PPG</th>
<th>Eliminations [b]</th>
<th>Total [a]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$ 1,800.5</td>
<td>$ 397.6</td>
<td>$(143.8)</td>
<td>$ 2,054.3</td>
</tr>
<tr>
<td>Government Health Services Reimbursements &amp; Grants</td>
<td>699.3</td>
<td></td>
<td></td>
<td>699.3 [c]</td>
</tr>
<tr>
<td>Non-Government Health Services Revenue</td>
<td>372.0</td>
<td></td>
<td></td>
<td>372.0</td>
</tr>
<tr>
<td>Private Contributions &amp; Bequests</td>
<td>754.1</td>
<td>362.7</td>
<td>(139.3)</td>
<td>997.5 [d]</td>
</tr>
<tr>
<td>Support from Affiliates</td>
<td>4.5</td>
<td></td>
<td>(4.5)</td>
<td>(0.0)</td>
</tr>
<tr>
<td>Other Operating Revenue</td>
<td>(12.8)</td>
<td>30.4</td>
<td></td>
<td>17.6</td>
</tr>
<tr>
<td>LESS: Intercompany Elimination Expenses</td>
<td>12.1</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## EXPENSES

For the year ended June 30, 2023  
Operating & Other Funds  
[All Amount in Millions]

<table>
<thead>
<tr>
<th></th>
<th>Affiliates</th>
<th>PPFA+PPG</th>
<th>Eliminations [b]</th>
<th>Total [a]</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expenses</strong></td>
<td>$ 1,570.2</td>
<td>$ 499.3</td>
<td>$ (143.8)</td>
<td>$ 1,875.7</td>
</tr>
<tr>
<td>Programs</td>
<td>1,256.1</td>
<td>322.0</td>
<td>(139.3)</td>
<td>1,438.8 [e]</td>
</tr>
<tr>
<td>Medical Services</td>
<td>1,144.5</td>
<td></td>
<td></td>
<td>1,444.5</td>
</tr>
<tr>
<td>Sex Education</td>
<td>50.1</td>
<td>4.7</td>
<td>(0.9)</td>
<td>53.9</td>
</tr>
<tr>
<td>Public Policy</td>
<td>46.7</td>
<td></td>
<td></td>
<td>46.7</td>
</tr>
<tr>
<td>Engage Communities</td>
<td>14.8</td>
<td></td>
<td></td>
<td>14.8</td>
</tr>
<tr>
<td>Health Care Support</td>
<td></td>
<td>200.4</td>
<td>(102.1)</td>
<td>98.3</td>
</tr>
<tr>
<td>Advocacy</td>
<td>113.0</td>
<td></td>
<td>(35.3)</td>
<td>77.7</td>
</tr>
<tr>
<td>Research</td>
<td>3.9</td>
<td></td>
<td>(1.0)</td>
<td>2.9</td>
</tr>
<tr>
<td><strong>Supporting Services</strong></td>
<td>315.8</td>
<td>127.3</td>
<td></td>
<td>443.1</td>
</tr>
<tr>
<td>Management &amp; General</td>
<td>251.9</td>
<td>66.9</td>
<td></td>
<td>318.8</td>
</tr>
<tr>
<td>Fundraising</td>
<td>63.9</td>
<td>60.4</td>
<td></td>
<td>124.3</td>
</tr>
<tr>
<td><strong>Other Expenses</strong></td>
<td>15.7</td>
<td></td>
<td>(4.5)</td>
<td>11.2</td>
</tr>
<tr>
<td>Payments to Related Organizations</td>
<td>11.9</td>
<td>(4.5)</td>
<td></td>
<td>7.4</td>
</tr>
<tr>
<td>Non-Program Related</td>
<td>3.8</td>
<td></td>
<td></td>
<td>3.8</td>
</tr>
<tr>
<td><strong>LESS: Intercompany Elimination Expenses</strong></td>
<td>17.4</td>
<td></td>
<td></td>
<td>17.4</td>
</tr>
</tbody>
</table>

[Notes:  
(a) Includes adjustments for intercompany eliminations.  
(b) Eliminations for PPFA+PPG and Affiliates.]
Our broad base of committed donors provide approximately 91% of the national organizations’ revenue and 42% of affiliate revenue – evidence of our robust grassroots support.

Planned Parenthood Federation of America, Inc. (PPFA), is a tax-exempt corporation under Internal Revenue Code section 501(c)(3) and is not a private foundation (Tax ID #13-1644147). Contributions are tax deductible to the fullest extent available under the law. Planned Parenthood affiliates have the same 501(c)(3) tax status.

Planned Parenthood Global, Inc., is a tax-exempt supporting organization under Internal Revenue Code sections 501(c)(3) and 509(a)(3) that oversees the global programs of PPFA.

A list of all organizations that received contributions from PPFA during the year that ended June 30, 2023, may be obtained by writing to PPFA, 123 William Street, New York, NY 10038. Audited financial statements are available on the PPFA website.

- [a] National organization figures reflect operations of Planned Parenthood Federation of America, Inc. and Planned Parenthood Global, Inc. for the year ended June 30, 2023. Affiliate figures reflect the operations of 49 Planned Parenthood affiliates and are based on amounts reported in affiliate audited financial statements for fiscal years ended during 2022. One affiliate – Planned Parenthood Great Northwest, Hawai’i, Alaska, Indiana, Kentucky – has submitted draft financial statements as they complete audits for FY22.
- [b] Payments and receipts between affiliates and the national organization have been eliminated. These include dues and contribution-sharing arrangements and other grants. Related adjustments have been made to the balance sheet.
- [c] The report groups revenue by source (either government or non-government) rather than the manner of disbursement (income versus grants and contracts). Payments from Medicaid managed care plans are listed as “Government Health Services Reimbursements & Grants” to reflect the ultimate source of the funds.
- [d] Includes foundation grants, corporate contributions, and support from nearly 576,000 active individual contributors. This also includes more than $35 million of bequests.
- [e] Expenses do not include capitalized expenditures for property, plant, and equipment and repayment of related loans, but do include depreciation and amortization of such property, plant, and equipment and interest expense on such loans.
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Sherrese Clarke-Soares
Sue Dunlap
Kulleni Gebreyes
Jassum Gloster
Gilda Gonzales
Maneesh Goyal
Alexandra Guevara
Chelly Hegan
Deborah Hopson
Raffi Krikorian
Wanda McClain
Laura Meyers
Neil Patel
Hector Sanchez-Barba
Deborah Simon
Amanda Skinner
Meghan Stabler
Sita Symonette
Jenna Tosh
Zuhairah Scott Washington

**EXECUTIVE LEADERSHIP TEAM**

**Alexis McGill Johnson**
President and CEO

**Jacqueline Ayers**
Senior Vice President for Policy, Advocacy and Campaigns

**Susan Baker Manning**
General Counsel

**Vickie Barrow-Klein**
Executive Vice President and Chief Operating Officer

**Diana Contreras**
Chief Health Care Officer

**Kim Custer**
Executive Vice President and Chief Federation Engagement & Impact Officer

**Ilana Esterrich**
Chief Financial Officer

**Rachel Fishman**
Interim Chief Development Officer

**Dawn Laguens**
Senior Advisor to the President

**Steve Manley**
Chief People & Culture Officer

**Melanie Roussell Newman**
Senior Vice President of Communications and Culture

**Kristen Tilley**
Chief of Staff

**George Walker**
Chief Equity Officer
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