NONPROFIT STANDARDS

A BENCHMARKING SURVEY

Nonprofit Industry Overview



IBDO

- 03 THE JOURNEY AHEAD
- 64 FOCUSING ON FINANCIAL HEALTH:

 PERSEVERING THROUGH ECONOMIC VOLATILITY
- 11 SUPPORTING STAFF: PRIORITIZING
 THE PEOPLE AT THE HEART OF THE MISSION
- 16 CHAMPIONING FLEXIBILITY: ADAPTING TO MEET EVOLVING NEEDS
- 23 LAUNCHING YOUR MISSION INTO THE FUTURE
- **24** METHODOLOGY AND RESPONDENTS
- **26** MORE INFORMATION

About the BDO *Nonprofit Standards* Benchmarking Survey

Nonprofit Standards is an annual national nonprofit benchmarking survey of organizations across a variety of subsectors, including health and human services, higher education, grantmakers and public charities. This survey is intended to provide a valuable baseline analysis for organizations of different sizes and types, and it does not capture the variety and diversity of the entire nonprofit sector.

This overarching view of nonprofit organizations includes analyses by annual revenue so readers have access to data from a narrower peer group. For the purposes of this survey, nonprofits are categorized in three groups based on their annual revenue:

- Midrange Organizations: Annual revenues under \$25 million.
- ▶ **Upper-Midrange Organizations**: Annual revenues between \$25 million and \$75 million.
- Large Organizations: Annual revenues of more than \$76 million.

For more information, visit the <u>BDO Institute</u> <u>for Nonprofit Excellence SMResource Center</u>.

The Journey Ahead

While disparate in mission, nonprofits are united in purpose: enriching, protecting and inspiring our world. Whether it is health and human services (HHS) organizations providing critical care and resources or education institutions uplifting the next generation, nonprofits across the sector are working tirelessly to meet constituent needs.

During their most recent fiscal year, many nonprofits achieved revenue growth, allowing them to expand their impact — and, for a select group, even expand the scope of their mission. But new economic headwinds may thwart continued success, and nonprofits should take stock of their financial and operational health to rechart the journey forward.

Inflation and the anticipated economic downturn pose a threat at the organization-wide level. Operating costs for many nonprofits are heightened, and donors and funders have tighter purse strings. In an intensely competitive employment landscape, compensation for passionate, hard-working employees does not stretch as far as it previously did, and salary bumps — among other tactics — may be necessary to retain talent.

BDO's sixth annual *Nonprofit Standards* survey explores how nonprofits are approaching these challenges. In addition to this sector overview, reports specific to health and human services organizations, colleges and universities, grantmakers, public charities and midrange organizations (those with under \$25M in revenue) offer additional insights to help leaders make data-backed decisions that will further their organization's mission.



Nonprofits are the lifeline of our society, and they have to take care of themselves in order to take care of others. Now is the time for nonprofits to look inward, reflect on what is working well and consider the strategic pivots needed to continue their essential work.

ANDREA ESPINOLA WILSON Partner and National Co-Leader, Nonprofit & Education Practice

Our mission is to enable yours. At this critical juncture, we hope our report offers you the insights and data needed to make mission-critical decisions that will propel your organization forward.

ADAM COLE Partner and National Co-Leader, Nonprofit & Education Practice



NONPROFIT STANDARDS: A BENCHMARKING SURVEY

Focusing on Financial Health: Persevering Through **Economic Volatility**

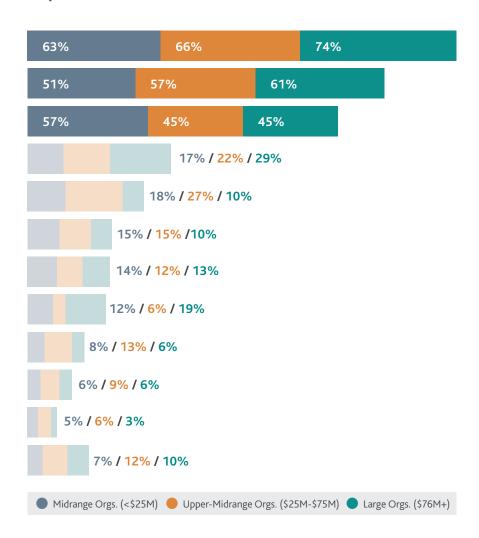
Mitigating the Impacts of Inflation

Organizations' financial strength is critical to their ability to not only survive but thrive. While three-quarters of organizations surveyed (76%) say their revenue increased during their most recent fiscal year, inflation and uncertainty around the economic environment present serious threats to nonprofits' financial health.

The good news: Nonprofits are taking action. Many are seeking ways to improve efficiencies, support staff and find new sources of revenue.

Which of the following actions, if any, is your organization taking to mitigate the impacts of inflation?

ALL ORGANIZATIONS Increase wages/salaries 65% Pursue operational efficiencies 54% Increase fundraising **52%** Expand program areas 19% Change staffing model (e.g., outsourcing, consolidating positions) 19% Reduce operating reserves 15% Increase funds in interest-earning accounts 14% Eliminate or pause infrastructure improvements 11% Eliminate or pause program offerings 9% Reduce workforce size 7% Reduce real estate footprint 5% None of the above 8%



In an inflationary environment, it is especially important for nonprofits to better understand and communicate their true operating costs. For many nonprofits, funder ceilings on indirect cost recovery present a significant challenge. This is most pronounced for upper-midrange organizations, who are most vulnerable to the starvation cycle — a phenomenon in which pressure from funders and donors to maintain low overhead costs discourages organizations from investing in their infrastructure.

BDO offers tools to help nonprofits calculate their true indirect cost rate, so they can more effectively communicate it to donors and funders.

Discover our indirect cost rate guide and template here.

Which one of the following is your biggest challenge with recovering administration/overhead or indirect costs?

21% -

Funder ceilings on indirect cost recovery

- 18% -

Truly understanding what your own indirect costs and cost rate are

12% —

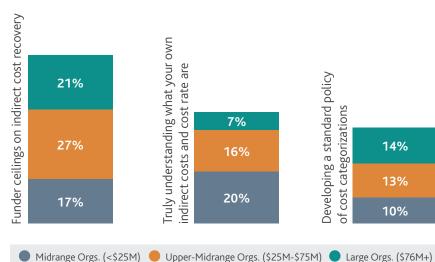
Developing a standard policy of cost categorizations (which costs are considered direct vs. indirect costs)

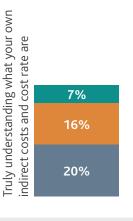
Negotiating your indirect cost rates with your donors

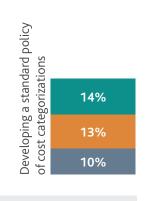
Our donors/funders generally accept our indirect costs

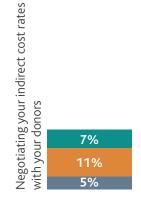
24% -

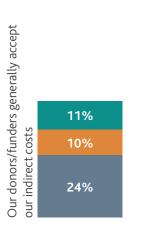
None of the above

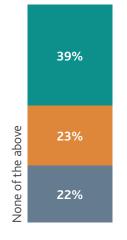








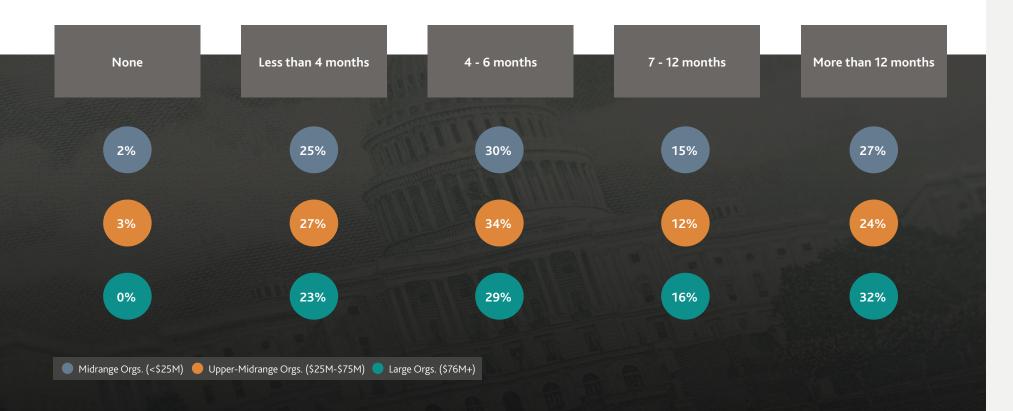




NONPROFIT INDUSTRY OVERVIEW

NONPROFIT STANDARDS: A BENCHMARKING SURVEY



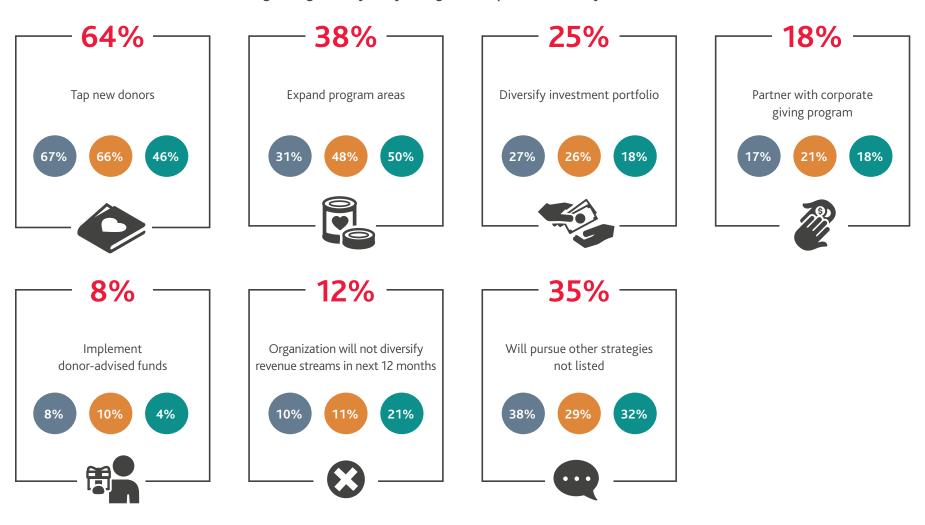


While there is no one-size-fits-all approach, nonprofits should diversify their revenue streams to better protect themselves amid economic uncertainty.

Tapping new donors and expanding program areas are popular methods for diversification. Midrange and upper-midrange organizations tend to prefer the former. Large organizations, however, are more likely to leverage their resources to expand program areas, increasing their eligibility for different types of funding.

In the next 12 months, which of the following strategies, if any, will your organization pursue to diversify revenue streams?

Midrange Orgs. (<\$25M) Upper-Midrange Orgs. (\$25M-\$75M) Large Orgs. (\$76M+)



During the past 12 months, about what percentage of your organization's funding came from each of the following sources? (Mean percentages)



Fee for Service	Mean
All organizations	22.16%
Health and Human Services	25.43%
Colleges and Universities	9.64%
Grantmakers	14.49%
Public Charities	26.89%
Midrange Organizations (<\$25M)	21.11%
Upper-Midrange Orgs (\$25M-\$75M)	22.45%
Large Organizations (\$76M+)	27.48%



Government Contracts	Mean
All organizations	14.35%
Health and Human Services	24.09%
Colleges and Universities	3.51%
Grantmakers	2.68%
Public Charities	21.00%
Midrange Organizations (<\$25M)	13.51%
Upper-Midrange Orgs (\$25M-\$75M)	15.15%
Large Organizations (\$76M+)	17.35%



Individual Contributions	Mean
All organizations	18.56%
Health and Human Services	16.71%
Colleges and Universities	11.01%
Grantmakers	38.33%
Public Charities	19.18%
Midrange Organizations (<\$25M)	22.41%
Upper-Midrange Orgs (\$25M-\$75M)	13.10%
Large Organizations (\$76M+)	8.65%



Fundraising/Special events	Mean
All organizations	10.22%
Health and Human Services	8.53%
Colleges and Universities	5.49%
Grantmakers	22.26%
Public Charities	8.95%
Midrange Organizations (<\$25M)	11.80%
Upper-Midrange Orgs (\$25M-\$75M)	8.27%
Large Organizations (\$76M+)	5.53%



Government Grants	Mean
All organizations	16.76%
Health and Human Services	25.19%
Colleges and Universities	8.29%
Grantmakers	4.23%
Public Charities	23.78%
Midrange Organizations (<\$25M)	16.25%
Upper-Midrange Orgs (\$25M-\$75M)	20.93%
Large Organizations (\$76M+)	10.66%



Foundation Grants	Mean
All organizations	8.77%
Health and Human Services	11.35%
Colleges and Universities	4.67%
Grantmakers	9.05%
Public Charities	10.73%
Midrange Organizations (<\$25M)	9.37%
Upper-Midrange Orgs (\$25M-\$75M)	8.34%
Large Organizations (\$76M+)	6.27%





Investments	Mean
All organizations	7.30%
Health and Human Services	3.82%
Colleges and Universities	8.97%
Grantmakers	18.85%
Public Charities	4.74%
Midrange Organizations (<\$25M)	6.17%
Upper-Midrange Orgs (\$25M-\$75M)	8.91%
Large Organizations (\$76M+)	10.19%



Conferences/Meetings	Mean
All organizations	1.60%
Health and Human Services	0.60%
Colleges and Universities	1.52%
Grantmakers	0.86%
Public Charities	1.12%
Midrange Organizations (<\$25M)	1.69%
Upper-Midrange Orgs (\$25M-\$75M)	1.65%
Large Organizations (\$76M+)	1.03%



Tuition	Mean
All colleges and universities	59.53%
Midrange Colleges and Universities	56.17%
Upper-Midrange Colleges and Universities	56.02%
Large Colleges and Universities	70.86%



Corporate Contributions	Mean
All organizations	6.84%
Health and Human Services	8.26%
Colleges and Universities	5.43%
Grantmakers	6.14%
Public Charities	6.59%
Midrange Organizations (<\$25M)	7.69%
Upper-Midrange Orgs (\$25M-\$75M)	5.70%
Large Organizations (\$76M+)	4.52%



Publications	Mean
All organizations	1.00%
Health and Human Services	0.52%
Colleges and Universities	0.62%
Grantmakers	0.80%
Public Charities	0.34%
Midrange Organizations (<\$25M)	0.93%
Upper-Midrange Orgs (\$25M-\$75M)	1.50%
Large Organizations (\$76M+)	0.32%



Auxiliary Revenue	Mean
All colleges and universities	16.71%
Midrange Colleges and Universities	14.58%
Upper-Midrange Colleges and Universities	18.77%
Large Colleges and Universities	14.55%



Membership Dues	Mean
All organizations	3.23%
Health and Human Services	1.62%
Colleges and Universities	2.37%
Grantmakers	1.24%
Public Charities	2.30%
Midrange Organizations (<\$25M)	3.80%
Upper-Midrange Orgs (\$25M-\$75M)	3.13%
Large Organizations (\$76M+)	0.24%



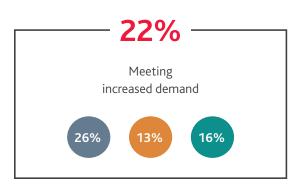
Other	Mean
All organizations	7.22%
Health and Human Services	6.02%
Colleges and Universities	0.54%
Grantmakers	13.25%
Public Charities	5.06%
Midrange Organizations (<\$25M)	7.61%
Upper-Midrange Orgs (\$25M-\$75M)	5.74%
Large Organizations (\$76M+)	7.85%

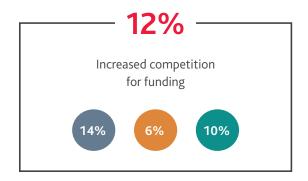


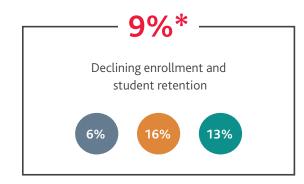


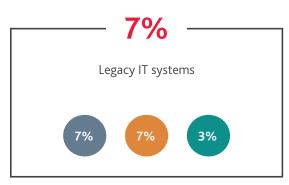
Aside from budget constraints, which one of the following is your organization's biggest challenge?

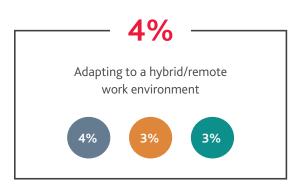




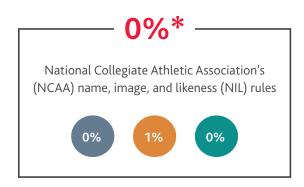


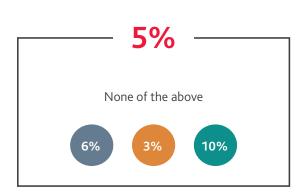












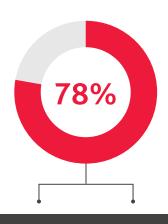
Midrange Orgs. (<\$25M) Upper-Midrange Orgs. (\$25M-\$75M) Large Orgs. (\$76M+)

■ Midrange Orgs. (<\$25M) ■ Upper-Midrange Orgs. (\$25M-\$75M) ■ Large Orgs. (\$76M+)



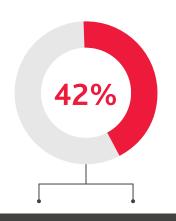
Seek new sources of revenue/funding			74%	79%	61%	71%
Improve staff retention and recruitment		60%		52%	70%	87%
Expand program areas	38%			41%	30%	35%
Measure impact	28%			30%	30%	16%
Increase board or staff diversity	25%			27%	22%	16%
Update or develop succession plan	24%			26%	19%	19%
Digital transformation	18%			13%	28%	26%
Enhance board expertise	18%			23%	9%	6%
Improve student retention and enrollment*	14%			7%	28%	23%
Increase student body diversity*	1%			1%	1%	0%

^{*&}quot;Declining enrollment and student retention" and "National Collegiate Athletic Association's (NCAA) name, image and likeness (NIL) rules" reflect responses from colleges and universities only.



Midrange Orgs.	73%
Upper-Midrange Orgs.	84%
Large Orgs.	94%

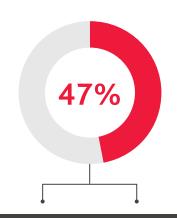
Increasing compensation



Midrange Orgs.	35%
Upper-Midrange Orgs.	51%
Large Orgs.	61%

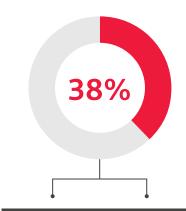
Updating/introducing

remote work policy



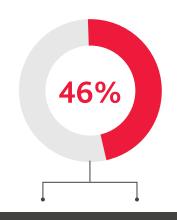
Adding/updating employee benefits

Midrange Orgs.	48%
Upper-Midrange Orgs.	48%
Large Orgs.	42%



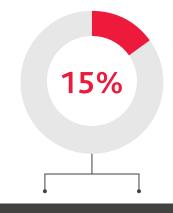
Reinforcing actions and policies around diversity, equity and inclusion (DEI)

Midrange Orgs.	29%
Upper-Midrange Orgs.	49%
Large Orgs.	65%



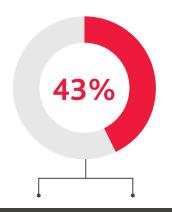
Updating/introducing employee training/development programs

Midrange Orgs.	46%
Upper-Midrange Orgs.	45%
Large Orgs.	48%



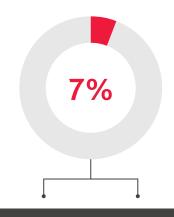
Developing/updating promotion philosophy

Midrange Orgs.	13%
Upper-Midrange Orgs.	18%
Large Orgs.	19%



Updating/introducing flexible work hours

Midrange Orgs.	38%
Upper-Midrange Orgs.	51%
Large Orgs.	55%



None of the above

Midrange Orgs.	9%
Upper-Midrange Orgs.	4%
Large Orgs.	3%



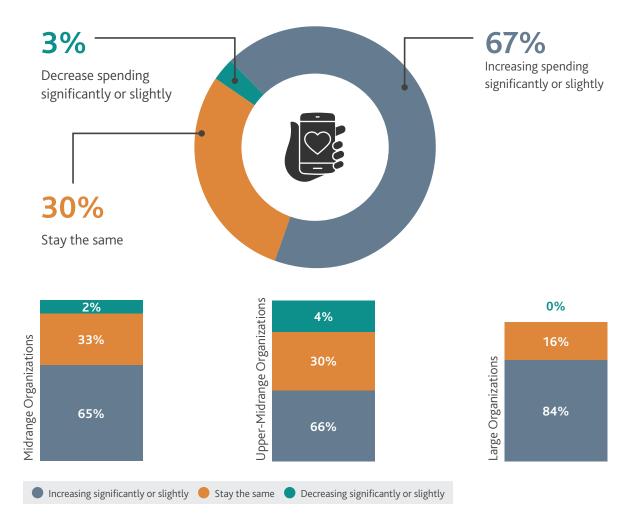
Championing Flexibility: Adapting to Meet Evolving Needs

Technology

Whether communicating with donors, tracking impact or delivering services, nonprofits are able to stretch their technology investment dollars further than ever before. Large organizations, in particular, are increasing their investments, but digital transformation should be an essential element of every organization's strategic outlook.

Nonprofits should make sure they scale their reliance on technology sustainably and with proper cybersecurity measures in place to avoid exposing themselves to undue risk.

How are you currently adjusting spending on technology?





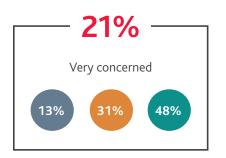
		All Organizations	Midrange Orgs	Upper-Midrange Orgs	Large Orgs
	Improve operational efficiency	47%	51%	48%	26%
	Improve delivery of programs and services	19%	16%	21%	35%
B	Mitigate or prevent cyber risk	11%	9%	12%	23%
(S)	Gain a better understanding of the impact of your programs	5%	6%	3%	3%
	Transparency in reporting	4%	2%	7%	6%
%	Reduce overhead costs	3%	2%	4%	0%
\$	Reduce Fraud	0%	0%	1%	0%
©	Have a primary goal for technology investments that is not listed above	2%	2%	1%	6%
8	Not investing in technology in the next 12 months	8%	13%	1%	0%

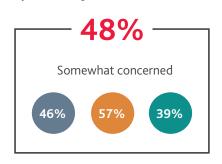
SPOTLIGHT ON CYBER

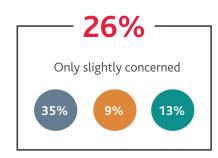
Cybersecurity threats are only becoming more frequent and severe, and nonprofits should do everything in their power to protect themselves. While more large organizations express concern about their cyber vulnerabilities, organizations of all sizes are at risk and should take steps to safeguard themselves as much as possible. A breach of security could have widespread consequences — beyond financial loss, it could also cause reputational harm and result in a breach of donor, funder or constituent data.

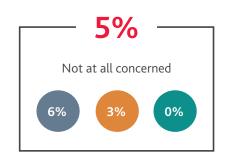
Some nonprofits may have vulnerable systems, and closing such gaps is critical. In addition to protecting their technology — such as requiring regular password changes and introducing multi-factor authentication (MFA) — organizations should make sure that employee education is a priority. Many are already doing so, as nonprofits recognize that the people at the heart of their mission can also be their biggest cybersecurity risk. As with for-profit businesses, workers are a common target and entry point into the broader organization. Regular trainings that help employees understand their role in protecting the organization — from identifying common cyberattack techniques to using risk prevention tactics they implement on their own — can shield them and the organization from bad actors.

How concerned is your organization about potential cyberattacks?











Meeting New Needs

Nonprofits are responding to emergent needs among the populations they serve and in the broader, shifting sociopolitical climate. More than half of organizations surveyed (56%) meaningfully expanded the scope of their mission in the last year. Grantmakers were more inclined to broaden their mission to reach new constituents compared to the other subsectors analyzed. This is likely to meet the funding needs of nascent organizations founded in response to evolving sociopolitical movements.

Nonprofits are also extending their values beyond their mission. Many check to see if the parties they work with (e.g., vendors, partners, funders) have values and business practices that align with their mission, evaluating their diversity, equity and inclusion (DEI) policies, environmental, social and governance (ESG) strategies and more.

In the past 12 months, did your organization meaningfully expand or shift the scope of its mission for any of the following reasons?

	All Organizations	HHS Organizations	Colleges & Universities	Grantmakers	Public Charities	Midrange Organizations	Upper- Midrange Organizations	Large Organizations
Meet new needs of the population we serve	38%	41%	32%	50%	39%	37%	31%	58%
Reach new constituents	31%	28%	30%	45%	32%	33%	28%	26%
Meet the needs of evolving geopolitical, environmental and/or social climate	16%	18%	15%	18%	14%	14%	18%	23%
Respond to pressure from board members	10%	4%	17%	13%	9%	7%	13%	13%
Respond to pressure from funders	6%	8%	6%	5%	5%	5%	6%	13%
Have expanded or shifted the scope of our mission for other reasons	12%	11%	9%	10%	19%	11%	9%	19%
My organization did not meaningfully expand the scope of its mission in the past 12 months	44%	46%	51%	33%	39%	45%	46%	35%

Implement policies that prohibit working with parties whose values and business practices conflict with your mission







- 32% ----- 28% ----

Evaluate parties' diversity, equity and inclusion (DEI) policies and actions (e.g., diversity at the board and leadership levels)







- 16% ———

Evaluate parties' environmental, social and governance (ESG) policies and actions







- 29% -

Take other actions not listed







32% ——

Organization does not take any actions to ensure that parties it works with (e.g., vendors, partners, funders) have values and business practices that align with its mission







Midrange Orgs. (<\$25M) Upper-Midrange Orgs. (\$25M-\$75M) Large Orgs. (\$76M+)

7



Communicating Impact

Organizations face heightened pressure to demonstrate the impact of their programs and services. It is important that they take advantage of opportunities to showcase their work beyond traditional impact reports.

For example, organizations can leverage their Form 990 as more than just a tool for the IRS. The Form 990 can also be used as a storytelling device, detailing their scope and depth of work — within the confines of the form — to government regulators, media, charity watchdog groups and donors.

That said, nonprofit leaders should make sure they are not relying on the Form 990 too heavily. While it is a helpful tool, it does not communicate an organization's full story. Organizations should use the Form 990 to their advantage but still equip leadership and board members to convey the bigger picture. In conversation with donors, funders and constituents, they should be able to fill in the gaps that the organization's public reporting does not cover, putting impact metrics into the context of the overarching mission, the organization's growth stage, external factors at play and more.

In which of the following areas of your organization's operations did funders or donors request more information in the past 12 months compared to previously?

		All Orgs	Midrange Orgs	Upper-Midrange Orgs	Large Orgs
S	Other financial information (e.g., financial statements, spending policy)	49%	49%	50%	46%
2	Board or staff demographics	38%	41%	29%	39%
6	Past performance (e.g., has your organization done this work before?)	36%	40%	35%	21%
	Conflict of interest policies and procedures	20%	18%	19%	32%
	Indirect cost rate	12%	10%	11%	21%
11/7	Environmental impact	5%	4%	10%	0%
8	None of the above	25%	22%	32%	25%

- 58% ----

Program or service impact data (e.g., number of constituents reached, number of initiatives, etc.)



39% —

Qualitative information about impact (e.g., testimonials or case studies showcasing impact)

– **21**% ———

Fundraising outcomes data

— 19% -

Capabilities of team

- 18% -----

Social impact data

— **24**% —

None of the above









As they help constituents navigate financial uncertainty, nonprofits should make their own wellbeing a priority. By strengthening their infrastructure, nonprofits will be better positioned to support others today, tomorrow and long into the future.



Our goal is to help you power and empower your communities.
We hope this report allows you to balance a nonprofit heart with a business mindset, so you can continue your essential work and adapt to evolving environmental, organizational and constituent needs.

LAURIE DE ARMOND

Executive Director, BDO Institute for Nonprofit ExcellenceSM

2)

Methodology and Respondents

This year's Nonprofit Standards Benchmarking Survey was fielded by Market Measurement, a market research consulting firm, in the summer of 2022. The data includes responses from 273 organizations spanning a variety of subsectors.

HEALTH AND HUMAN SERVICES 31%

(e.g., Community Food Services, Community Housing Services, Emergency and Relief Services, Vocational Rehabilitation Services, Child Day Care Services, Social Advocacy Organizations)

PUBLIC CHARITIES

SUBSECTORS

(e.g., Residential Intellectual and Developmental Disability Facilities; Child and Youth Services; Services for the Elderly and People with Disabilities; Individual and Family Services; Environment, Conservation, and Wildlife Organizations; Theater Companies and Dinner Theaters; Dance Companies; Musical Groups and Artists; Museums; Historical Sites; etc.)

EDUCATION SERVICES

(e.g., Elementary and Secondary Schools, Technical and Trade Schools, **Educational Support Services**)

GRANTMAKERS

MEMBERSHIP & TRADE ASSOCIATIONS

Regulatory Associations and Property Owner Associations)

REVENUE ANNUAL

21%

Less than \$5M	40%
\$5M - \$10M	11%
\$11M - \$24M	14%
\$25M - \$50M	16%
\$51M - \$75M	9%
\$76M - \$99M	2%
\$100M - \$200M	5%
\$200M or more	4%

OF WORK COPE

Local	59%
Regional	43%
National	23%
International	18%

COLLEGES AND UNIVERSITIES

15%

12%

(e.g., Grantmaking Foundations, Health and Disease Research Fundraising Organizations)

(e.g., Professional Associations, Sports

ASSETS

Less than \$5M 30% \$5M - \$10M 9% \$11M - \$24M 17% \$25M - \$50M 10% \$51M - \$75M 4% \$76M - \$99M 7% \$100M - \$200M 10% \$200M or more 13%

POSITION OR TTLE

CEO (Chief Executive Officer)	329
Executive Director	31 %
CFO (Chief Financial Officer)	239
COO (Chief Operating Officer)	2%
Controller	2%
Director of Finance	1%
Report directly to one of the executives outlined above	2%
Other	5%

24

BDO NONPROFIT & EDUCATION PRACTICE

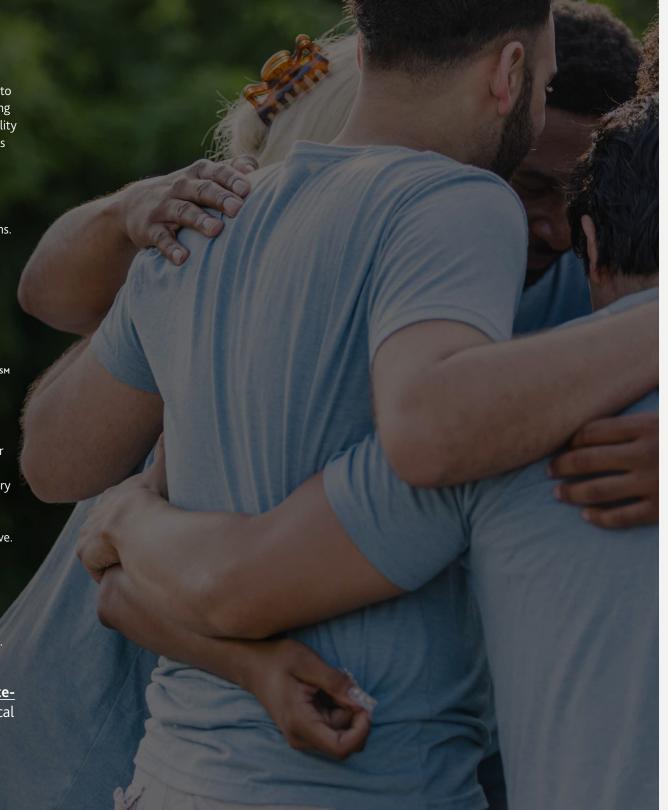
For more than 100 years, BDO has provided services to the nonprofit community. Through decades of working in this sector, we have developed a significant capability and fluency in the general and specific business issues that may face these organizations. With more than 2,800 clients in the nonprofit sector, BDO's team of professionals offers the hands-on experience and technical skill to serve the distinctive needs of our nonprofit clients — and help them fulfill their missions. We supplement our technical approach by analyzing and advising our clients on the many elements of running a successful nonprofit organization.

Please see <u>www.bdo.com/industries/nonprofiteducation/overview</u> for more information.

BDO INSTITUTE FOR NONPROFIT EXCELLENCESM

BDO's Institute for Nonprofit ExcellenceSM (the Institute) has the skills and knowledge to provide high-quality services and address the needs of the nation's nonprofit sector. Based in our Greater Washington, DC Metro office, the Institute supports and collaborates with BDO offices around the country and the BDO International network to develop innovative and practical accounting and operational strategies for the tax-exempt organizations they serve. The Institute also serves as a resource, studying and disseminating information pertaining to nonprofit accounting and business management. The Institute offers both live and local seminars, as well as webinars, on a variety of topics of interest to nonprofit organizations and educational institutions.

Please check BDO's website at www.bdo.com/resource-centers/institute-for-nonprofit-excellence for upcoming local events and webinars.



CONTACT

For more information on BDO USA's service offerings to this industry, please contact one of the following practice leaders.



ADAM COLE

Partner and National Nonprofit & Education Practice Co-Leader acole@bdo.com



ANDREA ESPINOLA WILSON
Partner and National Nonprofit & Education Practice Co-Leader
aewilson@bdo.com

Nonprofit Institute Contacts

MARC BERGER



LAURIE DE ARMONDExecutive Director, BDO Institute for Nonprofit ExcellenceSM ldearmond@bdo.com



Nonprofit Tax Services Director, BDO Institute for Nonprofit Excellence $^{\text{SM}}$ mberger@bdo.com



LEE KLUMPPNational Assurance Partner, BDO Institute for Nonprofit ExcellenceSM lklumpp@bdo.com



HILDA POLANCO
Partner, Nonprofit Advisory Services,
BDO Institute for Nonprofit ExcellenceSM
hpolanco@bdo.com



TAMMY RICCIARDELLA

National Nonprofit Assurance Practice Director,
BDO Institute for Nonprofit ExcellenceSM

tricciardella@bdo.com

About BDO USA

At BDO, our purpose is helping people thrive, every day. Together, we are focused on delivering exceptional and sustainable outcomes — for our people, our clients and our communities. Across the U.S., and in over 160 countries through our global organization, BDO professionals provide assurance, tax and advisory services for a diverse range of clients.

BDO is the brand name for the BDO network and for each of the BDO Member Firms. BDO USA, LLP, a Delaware limited liability partnership, is the U.S. member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms. www.bdo.com

Material discussed in this publication is meant to provide general information and should not be acted on without professional advice tailored to your needs.

© 2022 BDO USA, LLP. All rights reserved.