

Inclusion & Diversity

2024 ANNUAL REPORT



Moss Adams team members in our Pasadena office.



FROM OUR CEO



The long-term success of Moss Adams hinges on the growth of the people we work with every day. To be most effective, we must all feel comfortable showing up to work exactly as we are.

It's no secret that inclusion is intricately linked to the well-being of our people. Moss Adams evolves when team members across our footprint are actively engaged in cultivating our inclusive culture. Our 2024 Inclusion and Diversity (I&D) Annual Report provides details regarding our efforts to retain and advance the best and brightest professionals of all backgrounds at Moss Adams alongside stories from our talented team members.

Since 2008, I&D has been part of our firm's identity. Making this decision was easy—not only does the strategy align with our values of respect and integrity, but it truly is the right thing to do. There have always been challenges along the way, but we remain steadfast in our efforts. It's who we are.

As CEO, I'm proud to stand behind our efforts to make Moss Adams a place where everyone can bring their authentic selves to work. I'm excited to see where the future takes us.

The work we're doing is important—we don't intend to stop now.

Eric Miles

he/him
CEO

OUR 2025 STRATEGY

We're committed to our mission of fostering an inclusive and diverse culture where everyone feels like they belong. To accomplish this, we need to take meaningful and deliberate action by living our values.

OUR GOALS



ATTRACT

Recruit individuals with diverse backgrounds, experiences, values, and perspectives.



RETAIN

Support a culture where everyone feels connected, respected, and valued.



DEVELOP

Provide learning and growth opportunities to develop inclusive leaders at all levels.



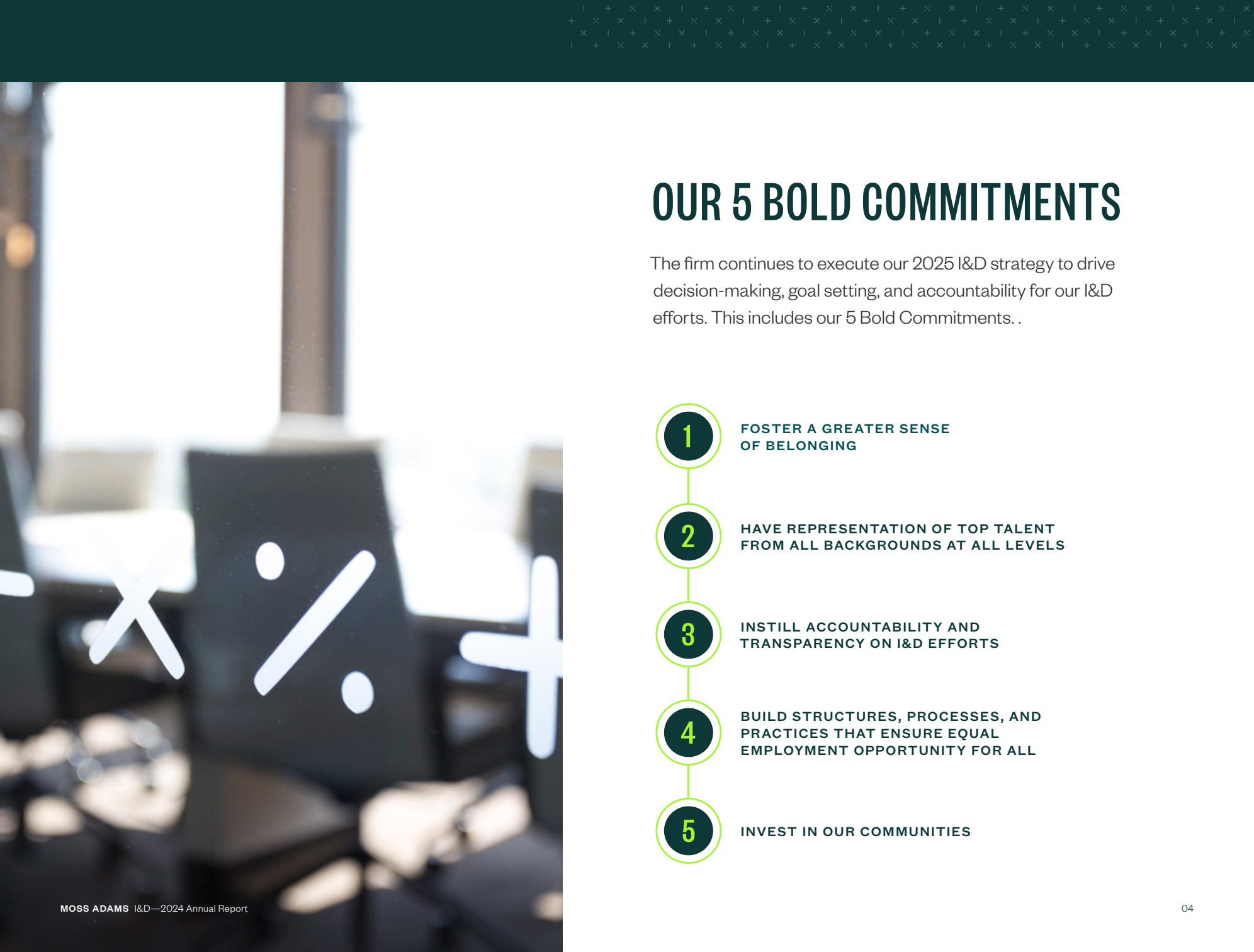
ADVANCE

Be the best place to build a career for everyone.

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All numbers represented in this report reflect our US-based employee population.



OUR 5 BOLD COMMITMENTS

The firm continues to execute our 2025 I&D strategy to drive decision-making, goal setting, and accountability for our I&D efforts. This includes our 5 Bold Commitments. .

1

**FOSTER A GREATER SENSE
OF BELONGING**

2

**HAVE REPRESENTATION OF TOP TALENT
FROM ALL BACKGROUNDS AT ALL LEVELS**

3

**INSTILL ACCOUNTABILITY AND
TRANSPARENCY ON I&D EFFORTS**

4

**BUILD STRUCTURES, PROCESSES, AND
PRACTICES THAT ENSURE EQUAL
EMPLOYMENT OPPORTUNITY FOR ALL**

5

INVEST IN OUR COMMUNITIES

Moss Adams team members in our Pasadena office.



I&D FRAMEWORK

To fulfill our 5 Bold Commitments, we must build on a solid foundation. The I&D board, the Inclusion & Social Responsibility Team (ISR), and our Business Transformation Office worked together to refine our firmwide I&D structure with a framework launched in 2022.

Our goal is to simplify our processes, define clear roles to deliver on our work, and ensure access to the resources required for each person to contribute to our efforts to achieve a more inclusive culture.

Our I&D Framework includes six teams that each play an important role in delivering on our I&D strategy.

I&D BOARD

Leads the firm's I&D strategy in alignment with our firm's vision and strategic priorities.

REGIONAL I&D LEADERSHIP

Delivers on regional I&D strategy in cooperation with the I&D board and regional business resource group (BRG) chapters.

INDUSTRY GROUP I&D LEADERSHIP

Implements growth opportunities in client work aligned with our I&D strategy, with focus on sponsorship and mentoring.

NATIONAL BRG LEADERSHIP

Drives firmwide BRG strategy, which influences regional BRG strategy.

REGIONAL BRG LEADERSHIP

Drives the BRGs regional strategy in alignment with firmwide strategy set by the national BRG leadership.

ISR TEAM

Consults firm leadership and I&D board on developing and executing the firm's I&D and social responsibility strategies.



1

Foster a Greater Sense of Belonging

We are dedicated to fostering an environment where everyone feels included, valued, and empowered to bring their authentic selves to work.

This commitment includes continuous learning opportunities through initiatives organized by the firm and our BRGs, which are open to all team members. Our people make Moss Adams great and lead our progress toward an inclusive culture.



Moss Adams team members attended the 2024 Association of Latino Professionals For America convention.



338 BRG
LEADERS



29 BRG
CHAPTERS



7 FIRMWIDE **LEARNING
SESSIONS** HOSTED IN 2024

“Inclusion and diversity are essential to our people experience and integral to the fabric of our firm. I&D fosters a sense of belonging and drives innovation by connecting diverse perspectives within our community. It strategically addresses business challenges, enhancing our engagement with external communities and enriching our firm’s culture.”

Jen Wyne, she/her, chief talent officer, I&D Board member, Seattle



BUSINESS RESOURCE GROUPS

BRGs are vital to building community and promoting a sense of belonging at Moss Adams. BRG membership and initiatives are open to everyone to join, participate, and lead.

BRG members and leadership teams organize events for the firm that educate, celebrate, and cultivate community, and foster a sense of belonging. We are deeply grateful for their passion to advance opportunities for camaraderie and connection firmwide.

OUR BRGs INCLUDE:

- Asian BRG
- Black BRG
- Disability BRG
- Forum for Women (Forum W)
- LatinX BRG
- Pride BRG
- Veterans BRG

HOMEGROWN LEADERS

BRG leadership positions provide team members with valuable opportunities for professional development in areas like strategic thinking, collaboration, and change management—positioning them as future leaders within the firm. All interested team members are encouraged to pursue BRG leadership positions.



BRG leaders across the firm attended the 2024 BRG leadership summit.

BRG LEADERSHIP PROGRAM

The inaugural BRG Leadership Summit, hosted by the I&D board, provided two days of inspiration, leadership development, and connection for BRG leaders and executive sponsors. Outside facilitators offered insight on aligning BRG and firm strategy, balancing passion with impact, and reducing burnout.

After the summit, ongoing sessions supported attendees to continue learning and explore leadership development courses to advance their professional growth.

BRGs AT THE SUMMER INTERN PROGRAM

More than 400 client service and Guide Pilot Steer (GPS) interns attended the first BRG panel integrated into our Summer Internship Program (SIP). In this session, they learned about the firm's 5 Bold Commitments and BRG contributions to our culture.

BRGs engaged all interns during the SIP and hosted an event for GPS interns to learn more about BRG programming. GPS interns also participated in a speed networking event with BRG leaders to discuss their I&D goals and learn more about the BRGs' impact.

Moss Adams team members attended the 2024 National Association of Black Accountants National Convention & Expo.



“BRG leadership is an accelerator program. Leaders are tracking budgets, setting tactics that align with firm strategy, and navigating a matrix organization with varying power structures to organize a community. When we shift our frame of reference to see what we’ve built, it’s clear that people can learn to be leaders at the firm by leading BRGs.”

Rob McGhee, he/him, partner, Sacramento, I&D Board member and national Black BRG executive sponsor

CELEBRATING OUR PEOPLE

We take pride in the diversity of our team. Our BRGs lead our efforts to honor and provide education about the many communities within our firm through special projects, including learning sessions with external speakers, informative newsletters, in-person events, and more.

Each year, BRGs invite everyone to participate in voluntary celebration campaign that honors a holiday or global event the BRG has identified as significant to the communities they represent.

As part of these campaigns, BRGs collaborate with the firm to profile BRG members who share their personal experiences related to identity and their community.

I&D AND BRG BRANDING PROJECT

Our BRGs collaborated with our marketing department to enhance the unique visual representation of each BRG. As part of this project, BRGs participated in focus groups with the firm’s graphic designers and an external consultant.

Our goal with the branding project is to develop imagery that authentically represents each BRG and the communities they represent. The outcomes, including new BRG assets, are anticipated to become available in 2025.





“It’s fantastic seeing the in-person events from the BRGs. People are super passionate. I like to see that showcased at the firm.”

◀ Cheryl Teeter-Balin, she/her, partner, Pasadena, Forum W

ONGOING LEARNING

There’s always more to learn. From internship to leadership, professionals at Moss Adams are introduced to a culture of lifetime learning that strengthens their career development.

In alignment with our values, we introduced new touchpoints at every level to center inclusivity into our curriculum.

I&D ONBOARDING

We evolved our new hire onboarding processes to include an I&D session for all new recent college graduates, which introduces the 5 Bold Commitments, stresses the importance of creating a respectful and supportive workplace for all employees, highlights I&D programming and BRG initiatives, and offers resources for getting involved to those who are interested.

More than 325 recent college graduates attended in 2024.

INCLUSIVE LEADERSHIP FOR NEW MANAGERS AND SENIOR MANAGERS

We enhanced our new manager and senior manager development programs to promote more effective leadership of inclusive teams. These sessions were offered as standalone courses or a progressive series, allowing team members to develop inclusive leadership strategies at a pace and style that works best for their learning.

Through these trainings, team members learned strategies for creating a respectful and supportive work environment that will allow all team members to grow, thrive, and succeed.



2

Have Representation of Top Talent from All Backgrounds at All Levels

Moss Adams is dedicated to fostering an inclusive workplace.

Through our partnerships and professional development programming, we invest in scholarships, internships, and work-study programs to help prepare the next generation of accountants for a bright future in the industry.



“We have an incredible team-oriented culture that cultivates success in every individual without taking away from the success of their peers. That collaborative culture is one of our greatest strengths.”

▲ **Matt Graham**, he/him, senior manager, Tacoma, Veterans BRG

CONNECTING WITH STUDENTS

We’re invested in the future of the accounting profession, and that means connecting with students locally and nationwide to help them succeed. We demonstrate that investment through our participation in programs that offer industry exposure, and the early development of skills required for the next generation of professionals to own their careers.

GUIDE PILOT STEER (GPS) OPERATIONAL INTERNSHIP

GPS interns are students who have two years remaining in their education before seeking full-time employment and have demonstrated a commitment to fostering a culture of belonging. We welcomed 67 interns to the six-week program—our largest class to date. The GPS internship is a precursor of our traditional accounting and consulting internship, with an early look at the firm’s operational functions. Our interns enjoy close collaboration with firm leaders and other team members who provide a firsthand look at what it’s like to work at Moss Adams.

ACCOUNTING CAREER AWARENESS PROGRAM

The Accounting Career Awareness Program offers accounting-focused college and career prep programs and mentorship to high school students. Moss Adams sponsors chapters in Seattle,

the Bay Area, and Dallas, including presentations and office visits during the annual Residency Week programs. Moss Adams annually contributes up to \$6,000 per chapter.

HBCU AND COLLEGE OUTREACH

We host a series of virtual sessions for faculty and students at schools across the nation, including historically black colleges and universities (HBCUs), titled Tuesdays with Moss Adams. The sessions include panel discussions with our professionals that address topics relevant to successful careers, such as business practices or navigating the interview process. We also share quarterly faculty newsletters to provide updates on our recruiting process, campus programming, and more.



INTERNSHIP PARTNERS

Our participation in the Script and Seed internship programs allows us to reach populations of students who may not have considered a career in public accounting or at Moss Adams.

- **THE SCRIPT**

Connects college students and recent graduates across the greater Portland area with paid summer internships.

- **SEED INTERNSHIPS**

Connects college students with employers in Seattle and the greater Puget Sound region.

JUNIOR COLLEGE PROGRAM

We developed and launched a junior college outreach pilot in Northern California in 2024, which contributed to organic growth of the firm's reputation in the region and two junior college students receiving 2024 Ignite Scholarships.

Based on the success of the pilot, we developed a rollout plan for outreach to additional junior colleges across the firm's national footprint. This expansion, which includes outreach to at least two junior colleges per region, will begin in January 2025.

CORPORATE WORK STUDY PROGRAMS

We're proud to partner with two schools to provide students with college prep and tangible work experience. We hope that our participation demonstrates our support of the local community and creates new opportunities for up-and-coming talent in the public accounting industry.

- **CRISTO REY SAN JOSÉ JESUIT**

Since 2018, we've partnered with Cristo Rey San Jose High School in San Jose to sponsor two students per school year. Selected students receive college prep and develop work experience in Silicon Valley.

- **DE LA SALLE NORTH CATHOLIC**

Our partnership with De La Salle North Catholic High School provides students with college prep and entry-level work experience in the greater Portland area. Students working during the school year earn approximately 50% of their tuition at De La Salle.

“I’ve been given opportunities to lead and see others like me in leadership positions.”

◀ **Joleen Lawson**, she/her, consulting senior, Seattle, Disability BRG



“I believe investing in helping professionals find community will play a big role in our firm’s focus on retention. Many of us have experienced similar issues in a different flavor, and we must build bridges instead of burning them.”

▲ Yousef Alhani, he/him, IT compliance senior, El Segundo, Asian BRG

DEVELOP AND RETAIN TALENT

We strive to cultivate a community for the talent we attract by supporting a culture where everyone feels connected, respected, and valued.

PROFESSIONAL ORGANIZATIONS

Moss Adams expanded our sponsorship of professional organizations by adding Disability:IN, which supports individuals with disabilities. In addition to Disability:IN, we sponsor:

- **The Association of Latino Professionals for America (ALPFA)**
- **Ascend** (Pan Asian professional organization)
- **National Association of Black Accountants (NABA)**
- **Out & Equal** (LGBTQ+ professional organization)

In 2024, more than 140 of our team members established community with peers at the following conventions:

- **ALPFA Convention**
- **Ascend Convention**
- **Disability:IN Global Conference and Expo**
- **NABA National Convention**
- **Out & Equal Workplace Summit**
- **Service Academy Career Conference (SACC)**

We’re proud of CEO Eric Miles for participating in an allyship panel during Ascend, and our LatinX BRG for hosting a workshop focused on career development during the ALPFA conference. We also celebrate our Asian BRG for accepting the 2024 ERG Impact award.

GETTING REAL: BUILDING YOUR CAREER AND INVESTING IN YOUR FUTURE

In 2024, we re-launched Getting Real—a flexible program to prevent professionals from making premature career decisions to overcome challenges they assume might emerge as their personal and professional lives evolve. The program content combats “future tripping” by offering professional development insight to team members early in their careers.

Forum W chapters hosted regional Getting Real events where participants connected with successful women in local BRG chapters to better understand how to navigate the gender expectations often experienced in professional services industries.



At Moss Adams, we all share the responsibility for developing a culture of inclusion and belonging for all.



“It’s been great to see our firm be more outspoken about I&D. It’s a moving target so it may not happen quickly, but we’re continuing to create change. That’s the important thing.”

▲ Kristi Moore, she/her, senior executive assistant, Everett, Pride BRG

ENGAGEMENT SURVEY

Our firm is at its best when our people are happy, and inclusion plays a large role in our team members’ well-being. We use our employee engagement survey to check in with our people to better understand how we can improve their experience and our workplace culture.

Here’s a look at what we learned in 2024.

Belonging

“I feel a sense of belonging at Moss Adams”



Care

“I’m cared about at work”



Psychological Safety

“Moss Adams fosters an environment where everyone can be themselves”



**We compare our pulse survey results against our survey provider Glint’s national external benchmark. The benchmark includes the results of US-based companies from a broad range of industries, which contextualizes our results and identifies opportunities for improvement.*



“I’ve seen how important the firm’s I&D work is for our team members and our communities, and that motivated me to dedicate my time and energy as co-chair of the I&D board. The board strategizes and monitors our I&D initiatives. I want to directly influence how we can bring everyone together to build a more inclusive culture.”

▲ Kinman Tong, he/him, I&D Board co-chair, partner, San Francisco

I&D LEADERSHIP AWARDS

The I&D Leadership Awards recognize team members and partners for outstanding dedication and commitment to fostering a culture of belonging.

- **Partner:** Rob McGhee, regional tax leader, Sacramento
- **Employee:** Rose Martinez, regional campus recruiting senior manager, San Francisco
- **BRG Leader:** Jennie Ly, assurance innovation senior manager, Sacramento

By celebrating these leaders, we highlight their invaluable contributions and encourage a firmwide commitment to champion inclusivity and effect positive change in our firm’s culture.

CAREER DEVELOPMENT FRAMEWORK

Our Career Development Framework (CDF) serves as a performance roadmap for each level of our team members’ career paths. This comprehensive guide aligns the firm’s objectives with the skills and behaviors encouraged among team members at every level to meet expectations and succeed in their careers.

The CDF enables our team members to contribute to the firm’s inclusive culture.



4

Build Structures, Processes, and Practices That Ensure Equal Employment Opportunity For All

Cultivating a supportive environment is essential to empowering every individual across the firm regardless of their background or identity.

Our approach to recruitment and performance reviews are modeled around practices to ensure all team members have access to the resources, opportunities, and support necessary to thrive at work and in their personal lives.

Moss Adams team member attended the Disability:IN conference.



CANDIDATE DEBRIEFS

To find the best talent, we need multiple perspectives at the table. We conduct group candidate debriefs with all interviewers for each candidate to ensure a fair and objective recruiting process. Collaborative debriefs help challenge individual biases.

TALENT REVIEW MEETINGS

One-dimensional performance reviews may introduce bias and restrict professional development opportunities. We've aligned our performance management processes to mitigate this. Talent review meetings introduce multiple perspectives to promote transparency and fairness for everyone in our performance evaluation process.

We also leverage our CDF, a performance roadmap for each level of our team members' career architecture, to encourage consistency and objectivity in talent evaluation.

INCREASING ACCESSIBILITY

In 2024, we completed a major website rebuild. This project launched new features and functionality that enhance mossadams.com and ensure our online presence is more accessible for all users.

ACCOUNTING MOVE PROJECT

As a founding sponsor of the Accounting MOVE Project since 2010, we're uncovering strategies to support women in public accounting. This national study provides insight by measuring four factors essential to women's advancement—money, opportunity, vital work-life resources, and entrepreneurship.

View the project's [2024 Report](#).



BENEFITS SUPPORTING A DIVERSE WORKFORCE

We support our diverse workforce by recognizing everyone’s unique needs and enhancing our benefits offerings so our people can bring their whole selves to work.

LGBTQ+ BENEFITS GUIDE

We introduced our LGBTQ+ Benefits Guide, an internal resource designed to highlight the benefits and programs available to support our LGBTQ+ professionals.



INCLUSIVE HEALTH CARE

Gender-affirming surgery benefits are available through our medical insurance provider, Aetna.



PARENTAL LEAVE

Gender-neutral paid parental leave offers 10 weeks of paid time off to new parents in the first 12 months following birth, adoption, or new placement of a foster child.



BACKUP CARE

Parents can receive 20 subsidized backup care days for use in the child’s first year through Bright Horizons. Backup care benefits can also be repurposed to support pets or elders.



SPRING HEALTH

Employees and their families receive up to 10 free therapy and 10 free coaching sessions.



HINGE HEALTH

Aetna members have access to Hinge Health, a virtual exercise therapy program with one-on-one support to reduce back and joint pain.



NEW PARENT SUPPORT PROGRAM

The Maven program provides 24/7 on-demand support for new or expecting parents, including breast milk shipping and travel kits.



TRAVEL REIMBURSEMENT

Reimbursement of up to \$4,000 annually is available for eligible travel expenses necessary to obtain any covered medical service currently unavailable within a 50 or 100-mile radius from an individual’s home.



“Sitting in a room with other folks like me helps me feel more open about who I am. We share our experiences together. I can’t wait to do more of it.”

◀ **Makaiya Simmons**, she/her, resource management specialist, Everett, Black BRG

WORKING TOWARD INCLUSION

We participated for the first time in the Human Rights Campaign’s Corporate Equality Index, and the Disability Equality Index developed by Disability:IN, to assess our inclusion efforts for the LGBTQ+ and disability communities.

Our participation helped us check our progress in ensuring our policies, benefits, practices, and culture are making our firm more inclusive and accessible to all of our employees.



Moss Adams team members in our Pasadena office.

5

Invest in Our Communities

We're proud of our firm's collaboration with the Moss Adams Foundation to effect change within the accounting industry and beyond.

Each year, we contribute to our communities through giving campaigns, volunteer events, and investing in opportunities to advance all qualified talent.



Moss Adams team members attended the Disability:IN conference.

MEANINGFUL INVESTMENTS

The Moss Adams Foundation supports charities, disaster relief, education initiatives, and more. The Moss Adams Foundation is systems-focused, supporting the future of the industry by creating access to opportunities for all. Here’s how the foundation collaborates with Moss Adams for partnerships that influence a meaningful impact in the industry.

GIVING TUESDAY

The annual Giving Tuesday campaign brings together Moss Adams teammates, BRGs, and the Moss Adams Foundation to fundraise on behalf of not-for-profits focused on equity and inclusion.

In 2024 alone, a total of \$94,520—between dollars raised by BRGs, teammates, and the foundation’s matching funds—went to support organizations dedicated to mental health, disability rights, gender awareness and inclusivity, and more. To incentivize engagement, every full-time employee is offered \$25 to put toward a not-for-profit they’re passionate about with a special 2:1 match for the BRG-aligned organizations.

LIST OF BRG NONPROFITS

Asian BRG: Nunchi Health	\$7,281
Black BRG: EasterSeal’s Black Child Fund	\$9,436
Disability BRG: Disability Rights Fund	\$10,284
Forum W BRG: Rapha International	\$21,218
LatinX BRG: Hispanic Alliance for Career Enhancement	\$6,949
Pride BRG: GenderCool	\$11,657
Veterans BRG: K9s for Warriors	\$27,689

**All totals represent dollars raised or dedicated by Moss Adams teammates and the Moss Adams Foundation matching funds.*



“Having a more inclusive culture helps people forge new bonds and brings new ideas to the firm. Different people approach things in different ways.”

◀ **Manuel Arroyo**, he/him, assurance senior, Spokane, LatinX BRG

CENTER FOR AUDIT QUALITY, ACCOUNTING+

Moss Adams and the Moss Adams Foundation partner with the Center for Audit Quality’s (CAQ) Accounting+ program. Accounting+ helps students discover the vast opportunities in the accounting field.

IGNITE AND TAKEOFF!

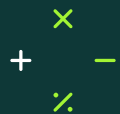
A grand total of \$75,000 was awarded by the foundation to support college freshmen and sophomores who are committed to fostering inclusion. These students are pursuing a bachelor’s degree in accounting or similar fields.

In 2024, 30 recipients received a \$2,500 Ignite scholarship, a Moss Adams mentor, and an invitation to attend TakeOff!—the Moss Adams leadership program to cultivate talent committed to fostering inclusion.

THE PHD PROJECT

The PhD Project works to expand the pool of workplace talent by developing business school faculty who inspire, mentor, and support tomorrow’s leaders. Their work vision aligns with the Moss Adams Foundation’s commitment to creating a broader pipeline of business leaders.

This year’s \$25,000 grant from the Moss Adams Foundation assisted the PhD Project in its mission to develop the next generation of leaders, contributing essential resources to support their efforts.



2024 I&D BOARD MEMBERS

BOARD MEMBERS

Alan Hartmann, he/him, partner, Dallas

Aparna Venkateswaran, she/her, partner, Orange County

Ashley Osten, she/her, partner, Portland

Eric Miles, he/him, I&D Board chair, chairman and CEO, Seattle

Lu Zhang, she/her, partner, Silicon Valley

Lillian Chen, she/her, partner, San Francisco

Kinman Tong, he/him, I&D Board co-chair, partner, San Francisco

Rob McGhee, he/him, partner, Sacramento

Steve Fineberg, he/him, partner, Portland

STANDING MEMBERS

Jana Peterock, she/her, senior manager, Seattle

Jen Wyne, she/her, chief talent officer, Seattle

Phoebe Harirchi, she/her, senior, Seattle

Silke Olsen, she/her, director, Seattle

Tricia Bencich, she/her, associate director, Seattle





Moss Adams team member in our Pasadena office.

Appendix

**All numbers represented in this report reflect our US-based employee population*

It is the policy of Moss Adams LLP when recruiting, hiring, training, compensating, promoting, and terminating employees to comply with federal and state laws prohibiting discrimination as to race, color, religion, religious creed, age, national origin, ancestry, sex, pregnancy, childbirth, or related medical conditions, genetic information, medical information, marital status (including domestic partnership), sexual orientation, gender identity, protected veteran status or mental or physical disability, unless it is shown such disability prevents performance of the work involved.

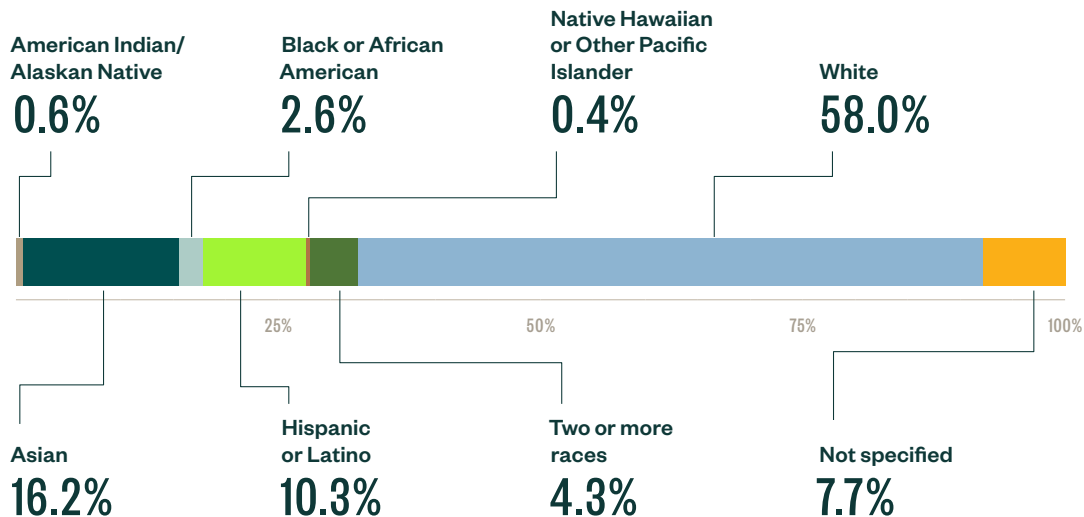
Moss Adams LLP is an Equal Opportunity Employer. As an Equal Opportunity Employer, we are committed to:

- Recruiting, hiring, training, and promoting for all job classifications without regard to any basis protected by federal, state or local laws.
- Basing decisions on employment so as to further the principles of equal employment opportunity.
- Ensuring promotion decisions are in accordance with the principles of equal employment opportunity.
- Ensuring all other personnel actions, such as compensation, benefits, transfers, terminations, Company-sponsored training, education tuition assistance, and social and recreational programs will be administered in a manner free of discrimination.
- Providing equal employment opportunities to qualified persons with a disability.
- Providing equal employment opportunities to those who are covered veterans.

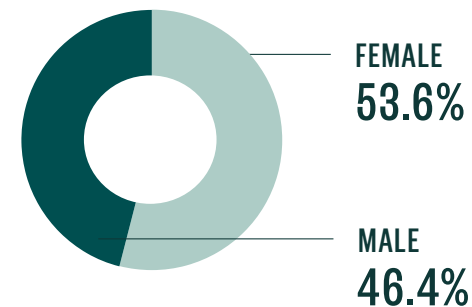
Moss Adams LLP, in compliance with Americans with Disabilities Act, as amended, the Rehabilitation Act of 1973, as amended, and the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, maintains written Affirmative Action Plans. The Affirmative Action Plans are available for inspection upon request. Information relevant to these plans is available through the HR Field or HR Operations teams during established business hours. Moss Adams LLP will take all necessary steps to ensure no person intimidates, threatens, coerces, or discriminates against any individual for the purpose of interfering with the filing of a complaint, furnishing information, or assisting or participating in any manner in an investigation, compliance review, hearing, or other activity related to the administration of all relevant Acts.

OUR PEOPLE

RACE OR ETHNICITY



GENDER



INDIVIDUALS WITH DISABILITIES

3.3% of our people self-identified as living with a disability

VETERANS

1.5% of our people self-identified as US military veterans

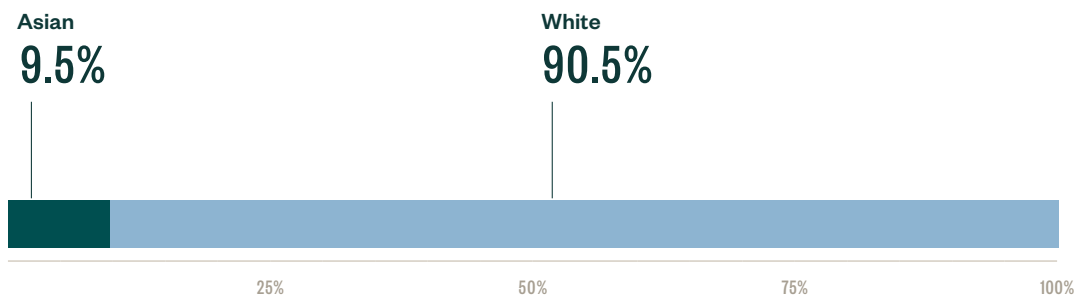
LGBTQ+

4.3% of our people self-identified as a member of the LGBTQ+ community

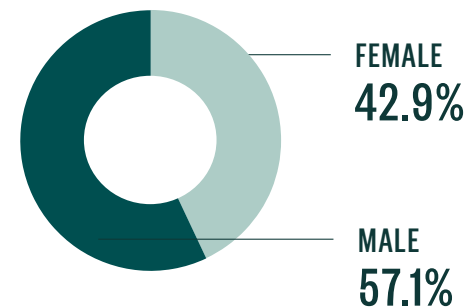
OUR PEOPLE | Firm Leadership

FIRM LEADERSHIP

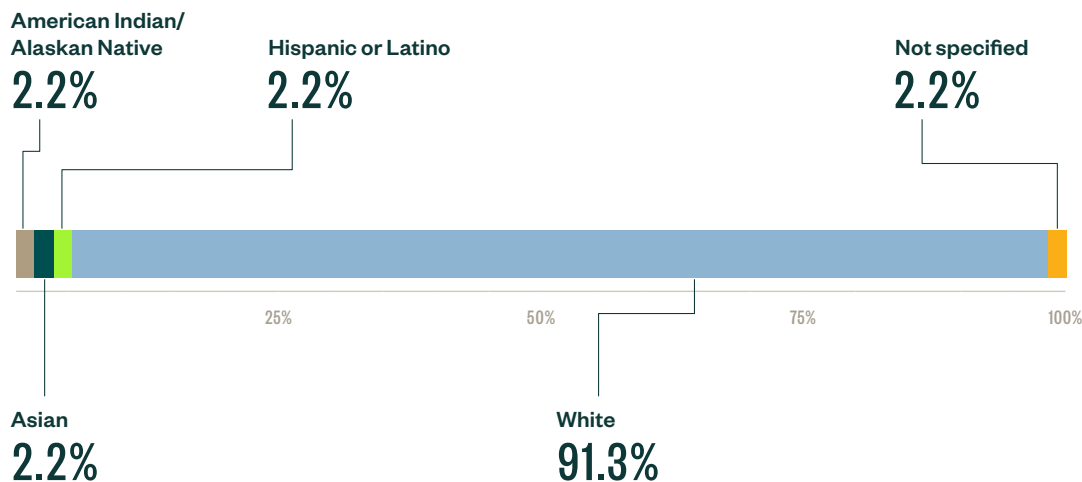
Firm leadership includes C-suite, executive committee, and national office department leaders.



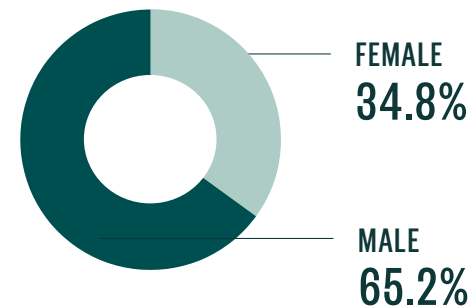
GENDER



INDUSTRY GROUP LEADERS & NATIONAL PRACTICE LEADERS

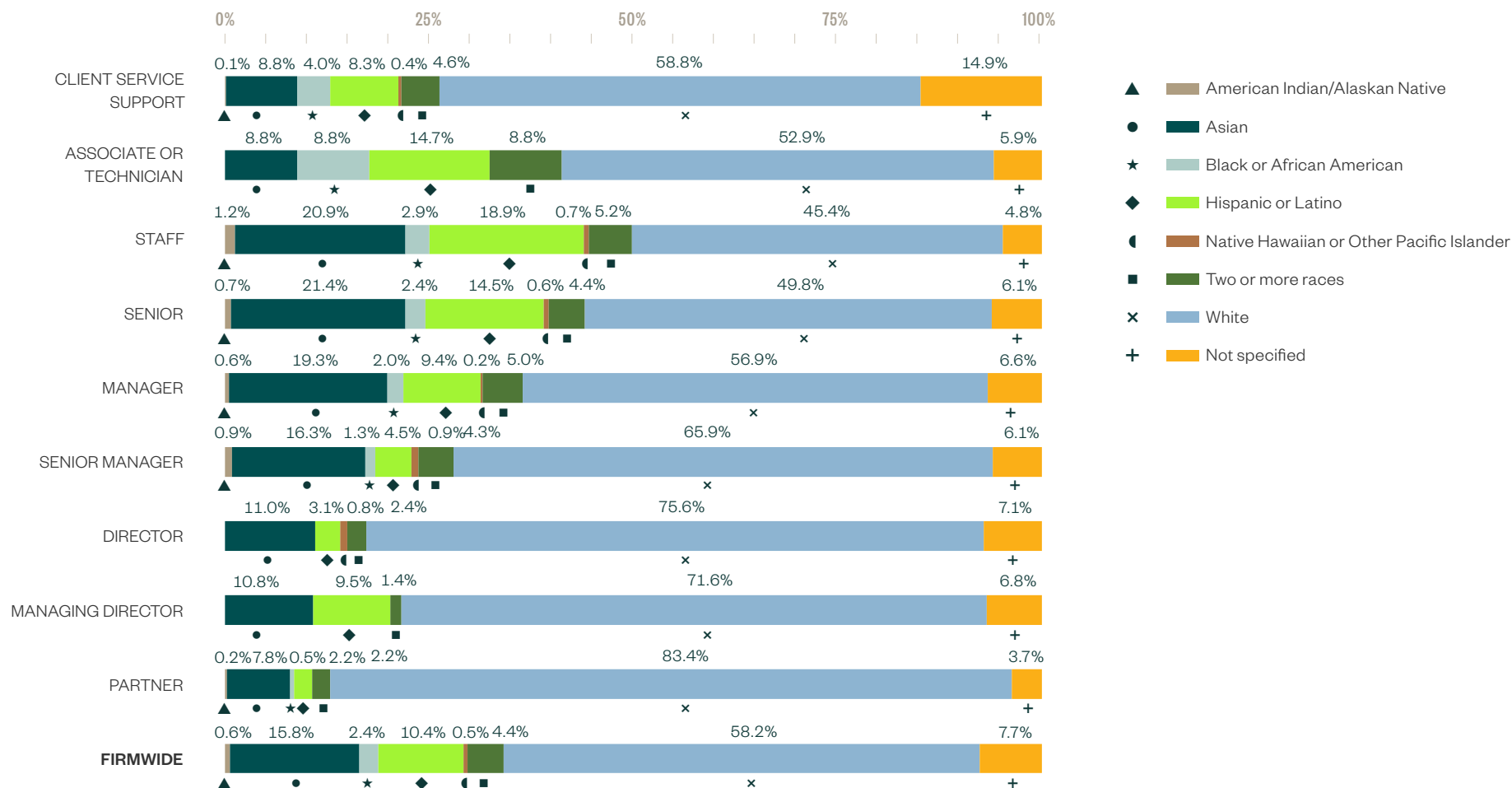


GENDER



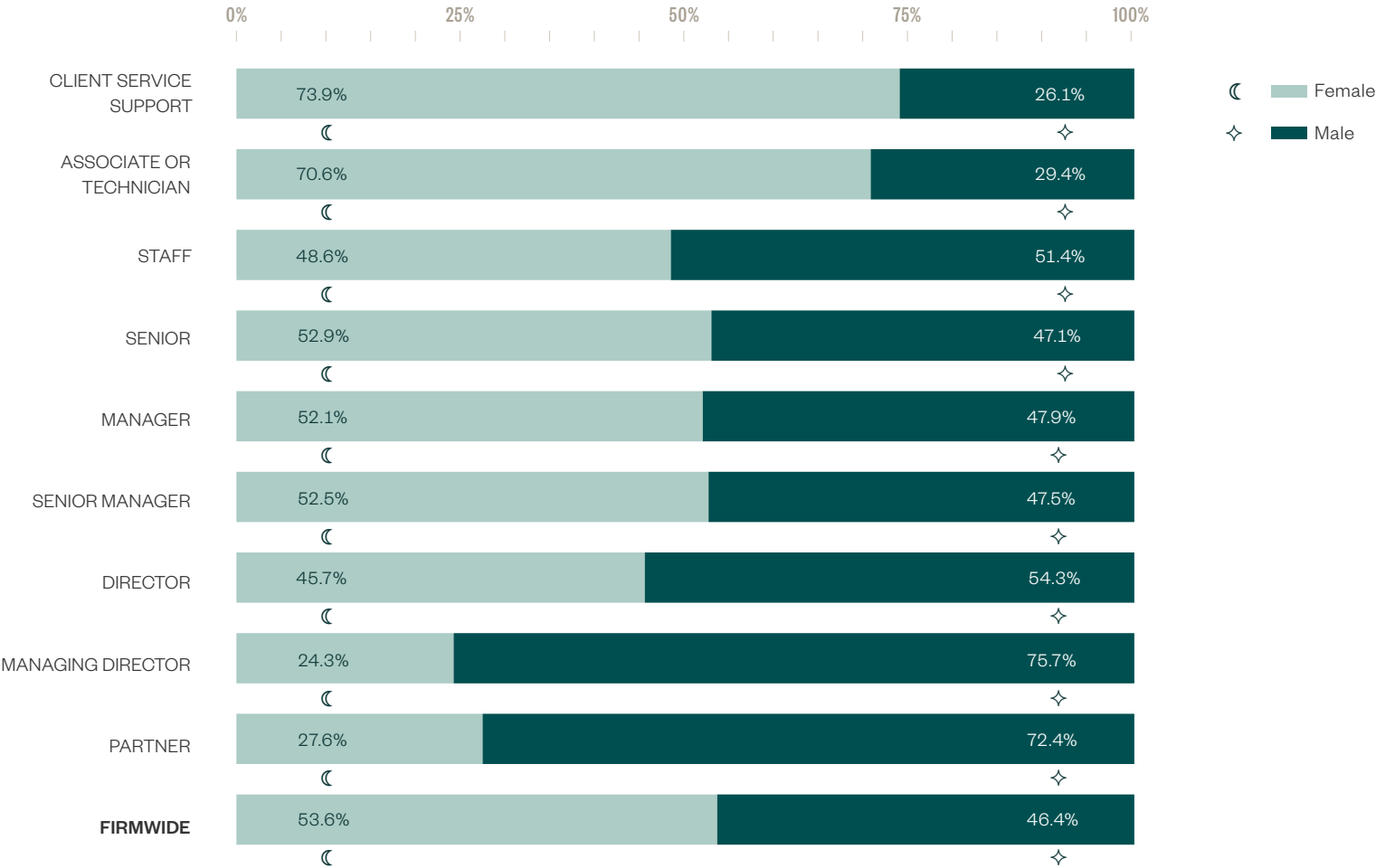
OUR PEOPLE | Race or Ethnicity by Position

	American Indian/ Alaskan Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or Other Pacific Islander	Two or more races	White	Not specified
2024 FIRMWIDE RATE	0.6%	15.8%	2.4%	10.4%	0.5%	4.4%	58.2%	7.7%



OUR PEOPLE | Gender by Position

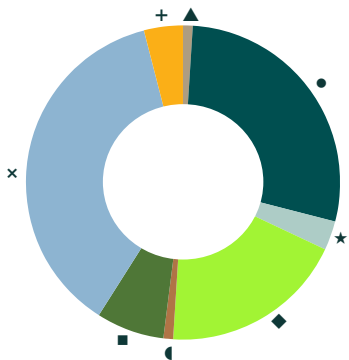
	Female	Male
2024 FIRMWIDE RATE	53.6%	46.4%



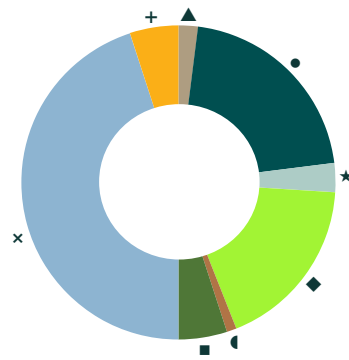
ATTRACTING TALENT | Race or Ethnicity by Position

	INTERN	FIRST-YEAR STAFF	EXPERIENCED
RACE OR ETHNICITY	2024 FIRMWIDE RATE	2024 FIRMWIDE RATE	2024 FIRMWIDE RATE
▲ American Indian/Alaskan Native	0.4%	0.8%	1.0%
● Asian	27.9%	24.2%	19.6%
★ Black or African American	3.7%	1.6%	5.1%
◆ Hispanic or Latino	19.6%	18.5%	10.6%
◐ Native Hawaiian or Other Pacific Islander	0.2%	1.1%	1.0%
■ Two or more races	7.0%	4.9%	6.7%
× White	37.4%	44.8%	42.9%
+ Not specified	3.9%	4.1%	13.1%

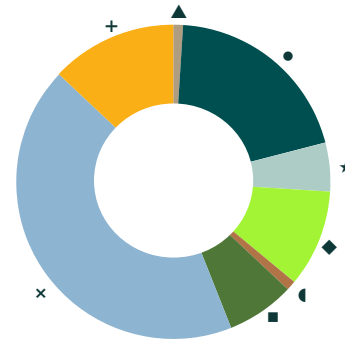
INTERN



FIRST-YEAR STAFF



EXPERIENCED



ATTRACTING TALENT

| Gender by Position

		INTERN	FIRST-YEAR STAFF	EXPERIENCED
GENDER		2024 FIRMWIDE RATE	2024 FIRMWIDE RATE	2024 FIRMWIDE RATE
♀	Female	48.3%	48.6%	50.0%
♂	Male	51.7%	51.4%	50.0%

INTERN



FIRST-YEAR STAFF



EXPERIENCED



PROMOTION & TURNOVER RATE

		PROMOTION	TURNOVER
GENDER		2024 FIRMWIDE RATE	2024 FIRMWIDE RATE
☾	Female	14.6%	13.6%
♂	Male	16.1%	18.2%
ADDITIONAL DEMOGRAPHICS		2024 FIRMWIDE RATE	2024 FIRMWIDE RATE
🇺🇸	Veteran	14.0%	26.5%
♿	Individuals with disabilities	6.1%	26.9%
🏳️‍🌈	*LGBTQ+	7.8%	13.4%
RACE OR ETHNICITY		2024 FIRMWIDE RATE	2024 FIRMWIDE RATE
👤	American Indian/Alaskan Native	26.4%	18.9%
👤	Asian	14.0%	21.2%
★	Black or African American	13.6%	22.6%
👤	Hispanic or Latino	14.0%	16.9%
👤	Native Hawaiian or Other Pacific Islander	10.0%	5.0%
■	Two or more races	11.6%	17.9%
×	White	16.4%	13.0%
+	Not specified	14.1%	16.9%

**New reporting year for LGBTQ+*

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