

Inclusion & Diversity

2022 ANNUAL REPORT

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



Tony Caldwell with his family

FROM OUR CEO



For decades, Moss Adams has understood the importance of taking concrete action to create a more inclusive workplace. As a business and personal advisory firm with more than 100 years of experience helping clients achieve success, we know that a diverse workforce can help us reach our business goals. But this isn't the real driver behind our actions. Our core values of respect and integrity shape our culture and underlie a simpler motivation. We work toward our goal of fostering an inclusive and diverse culture where everyone feels like they belong—because it's the right thing to do.

In 2020, we outlined a five-year strategy to move us closer to this goal, captured in our 5 Bold Commitments. This report highlights the progress we made in 2022, comparing our current state to our 2020 baseline numbers.

We're particularly proud of three areas this year:

- **Awareness**, or what we know. We introduced new options for team members to self-identify their gender or as a member of the LGBTQ+ community.
- **Action**, or what we do. We collaborated with our business resource groups (BRGs) on an incredible year of inclusion and diversity (I&D) programming.
- **Accountability**, or what we deliver. We launched our I&D governance framework across the firm, including our I&D dashboard.

I stepped into my role as CEO in spring 2022, inspired by the immense opportunity in front of us—to grow as a firm, to create a positive workplace, to work with clients who are shaping the future.

One year in, I'm even more certain of our opportunities. Guided by our strong strategy, we'll stay nimble and focused, leveraging our team's talent and passion and navigating changing social and economic conditions to build a more inclusive community.

A handwritten signature in black ink, appearing to read 'E Miles'.

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 to be an anti-racist firm.

OUR GOALS



ATTRACT

Recruit individuals with diverse backgrounds and experiences to reflect our communities and clients.



DEVELOP

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



RETAIN

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



ADVANCE

Be the best place to build a career for everyone by promoting equity, access, and opportunity.

CONTENTS

FROM OUR CEO	02
OUR 2025 STRATEGY	03
OUR 5 BOLD COMMITMENTS	04
I&D GOVERNANCE FRAMEWORK	05

Awareness 06

BY THE NUMBERS	07
BUILDING CULTURAL COMPETENCE	09
ACCOUNTING MOVE PROJECT	10

Action 11

BUSINESS RESOURCE GROUPS	12
ATTRACTING DIVERSE TALENT	13
CONNECTING WITH STUDENTS	14
OUR COMMITMENT TO EQUITY	16
GIVING BACK TO OUR COMMUNITIES	17
DEVELOP AND RETAIN TALENT	18
ADVANCING TALENT	20

Accountability 21

ACCOUNTABLE TO OUR PEOPLE	22
AWARDS	23
LEADING BY EXAMPLE	24
I&D BOARD	25

Appendix 26

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, which will help us accelerate our progress through 2025.



“I’m inspired by the energy and passion behind our bold goals. We want to make an impact in our communities and in the business world, and I’m proud to be part of this organization. This work is hard and complicated, but so important.”

Jen Wyne, she/her, executive director, HR, Seattle

FOSTER A GREATER SENSE OF BELONGING

We actively participated in cultural celebrations led by our business resource groups (BRG), attended professional conferences for underrepresented communities, and acknowledged our people for leading diversity at our firm.

HAVE REPRESENTATION OF DIVERSE TALENT AT ALL LEVELS

We continued our commitment to developing a diverse pipeline of students with scholarships, internships, and mentorship programs. 44% of our newly admitted partners are from underrepresented backgrounds.

INSTILL ACCOUNTABILITY AND TRANSPARENCY ON I&D EFFORTS

Implemented stronger I&D competencies for all team members and instituted the I&D dashboard for greater accountability.

BUILD EQUITABLE STRUCTURES, PROCESSES, AND PRACTICES

Introduced the I&D governance framework to accelerate our efforts in consistency across locations, business units, and BRGs.

INVEST IN OUR COMMUNITIES

Continued our collaboration with the Moss Adams Foundation to invest in organizations focused on social equity.

I&D GOVERNANCE FRAMEWORK

We can't accelerate our I&D progress on uneven ground. To deliver on our 5 Bold Commitments, we need to build a foundation for executing our goals. The I&D board, the Inclusion & Social Responsibility Team (ISR), and our Business Transformation Office collaborated on updating our firmwide I&D structure.

This was no small feat. We examined our I&D strategy carefully, anticipating future challenges and looking for solutions. We looked at restructuring the way I&D works at the firm. Our culture of belonging is important to our people, so we made sure we could maintain our progress.

Eighteen months later, we introduced the new I&D governance framework to the firm, delivering our I&D strategy. The 2022 I&D governance rollout included:

- **I&D Framework.** Provide role clarity to create a more consistent leadership and membership experience.
- **I&D Leader Ownership and Autonomy.** Develop stronger support and empowerment from leadership by removing silos.

- **Operational Framework.** Improve information sharing to make it easier to execute I&D events and programs.

The I&D governance framework simplified our processes and better defined the roles required for our work, and ensured the right people had access to the resources needed to deliver on their responsibilities. Additionally, we developed a consistent firmwide structure for all BRGs with room for customization at the regional level.



We have

SEVEN NATIONAL BRGs



We have over

300 PEOPLE INVOLVED

in I&D leadership across our new framework



“The I&D governance project is the catalyst to a meaningful improvement in the experiences of our people. I’m excited about the enthusiasm and engagement of our team members at all levels as they support our I&D work in 2023 and beyond.”

Tasha Repp, she/her, partner and I&D board co-chair, Bellingham

Our new **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 the Competitive Edge.

REGIONAL I&D LEADERSHIP

Coordinates with regional BRG chapters and the I&D Board to deliver on regional I&D strategy.

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 regional BRG strategy aligned with firmwide strategy.

ISR TEAM

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

Awareness

WHAT WE KNOW.

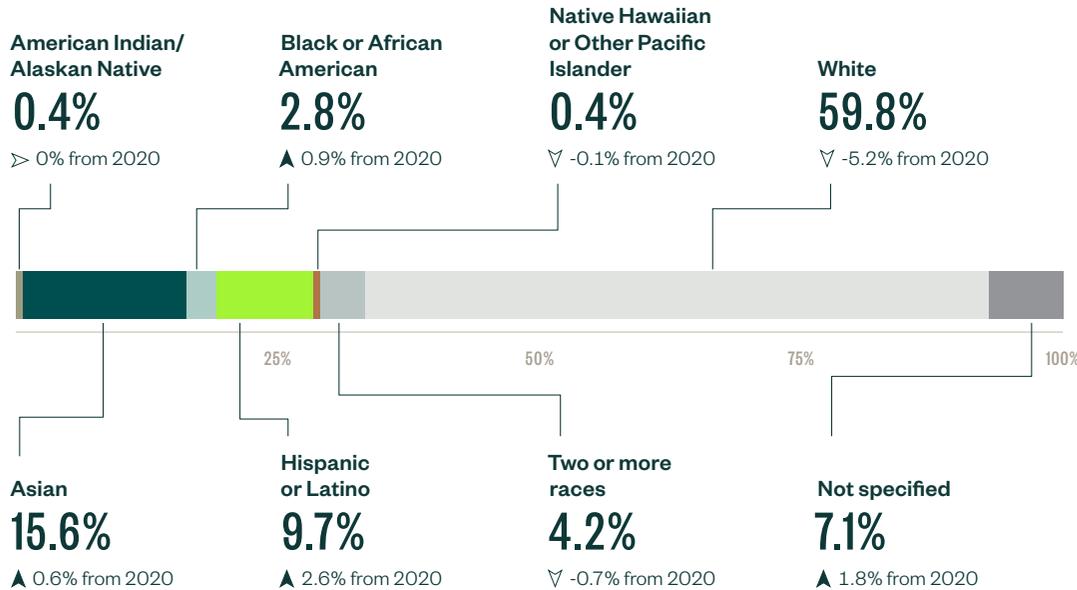
Being open to learning and growth is the foundation for an inclusive culture. Doing the work to build awareness individually and as a firm was a major focus in 2022, and it's an important step toward cultural change.

BY THE NUMBERS

Representation matters. In 2022, we continued to add team members to the firm from underrepresented groups. We must continue to increase representation at all levels to foster our culture of inclusion.

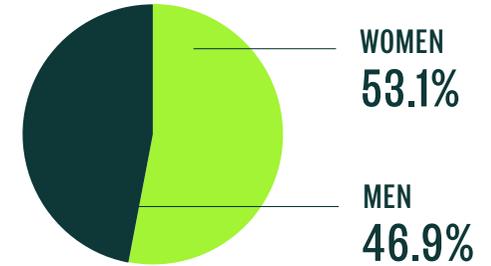
Our inclusive recruiting and retention efforts drove a **6.54% increase** in racially and ethnically diverse team members since our first I&D Annual Report in 2017.

RACE AND ETHNICITY



Please refer to the appendix for our full demographic data.

GENDER



INDIVIDUALS WITH DISABILITIES

3.5% of our people self-identified as living with a disability

VETERANS

2.3% of our people self-identified as US military veterans

LGBTQ+

2.2% of our people self-identified as part of the LGBTQ+ community

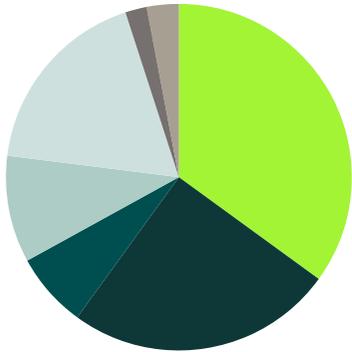
NEW: LGBTQ+ SELF-IDENTIFICATION

In 2022, we added two new descriptors for people to self-identify as part of the LGBTQ+ community. Collecting this demographic data, which now includes gender identity and sexual orientation, will better represent our LGBTQ+ team members in alignment with the way we present our data on race and ethnicity, veteran status, or those living with disabilities.

While this year's report presents gender as binary, we look forward to future reports that better represent the identities of our people.

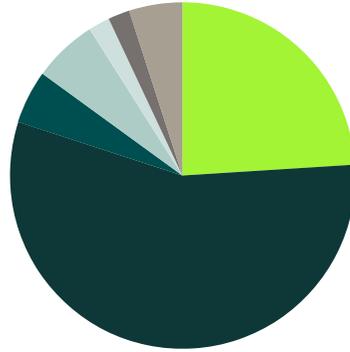
This spectrum of gender identities and sexual orientations **represents our employees who identified as a part of the LGBTQ+ community:**

SEXUAL ORIENTATIONS



- 35.1% ● Bisexual
- 24.5% ● Gay
- 7.4% ● Lesbian
- 9.6% ● Pansexual
- 18.1% ● Queer
- 2.1% ● Self-described
- 3.2% ● Not specified

GENDER IDENTITIES



- 24.4% ● Cisgender man
- 56.4% ● Cisgender woman
- 5.3% ● Genderqueer/non-confirming/fluid
- 6.4% ● Non-binary
- 1.1% ● Transgender man
- 1.1% ● Transgender non-binary
- 5.3% ● Not specified





Yesenia Velasquez in San Diego

“As a newbie at the firm, I was blown away because there’s so much communication and transparency over what’s being done. In my previous experience, organizations say they’re doing the work but I don’t see it. At Moss Adams, leaders within my group are part of BRGs and the I&D space.”

Yesenia Velasquez, she/they, tax senior, Seattle, Pride BRG



BUILDING CULTURAL COMPETENCE

INCLUSION SERIES

There’s always more to learn. We hosted four firmwide trainings to address actionable ways to foster an inclusive culture.

Available trainings:

- Creating a Culture of Belonging at Work
- #RepresentationMatters
- The Myth of the Nice Girl: Achieving a Career You Love Without Becoming a Person You Hate
- Becoming a Changemaker: Leading Positive Change at Any Level

Our seminars were facilitated by external experts Jodi-Ann Burey, Joseph Wahl, Fran Hauser, and Alex Budak respectively.

NEW: I&D ONBOARDING

We introduced a new I&D onboarding session hosted by the ISR team for new hires. These ongoing sessions feature a candid conversation with I&D Board members and BRG leadership to unpack our firm’s goal to be an anti-racist firm.

During the session, we discussed our 5 Bold Commitments and provided resources for new team members to get involved. We hosted five sessions in 2022 and more than 500 of our new team members attended.

RECRUITING TO EXPAND FIRM CULTURE

All recruiting team members attended a workshop to understand the importance of hiring for diverse perspectives and experiences.

The workshop, titled Culture Add vs. Culture Fit, explored real-life scenarios and sparked thoughtful dialogue to reroute difficult hiring conversations that may occur when looking to hire for fit.

MOSS ADAMS UNIVERSITY: LEADERSHIP DEVELOPMENT PROGRAMS

Leaders at every level at Moss Adams are expected to foster an environment where people feel psychologically safe coming to work as their authentic selves, celebrating their diversity, and creating a culture where everyone feels they belong.

In 2022, we integrated the following instructor-led training into our Moss Adams University programs, giving learners practice and experience in foundational I&D competencies, including:

- Use of Inclusive Language
- Reducing Bias in the Workplace
- Promoting an Environment of Psychological Safety
- Becoming an Ally, Mentor, or Sponsor
- Building and Leading Inclusive, High-Performing Teams

In addition to instructor-led training, a self-directed curriculum focused on I&D topics is available to all learners at every level.



ACCOUNTING MOVE PROJECT

As a founding sponsor of the Accounting MOVE Project since 2010, we're uncovering strategies to develop and advance 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 2022 REPORT](#)



“Moss Adams understands we're not just public accountants, we're humans. You can't separate these parts of us. Providing not just monetary support to underrepresented communities, but leadership opportunities within the BRGs, helps us do more.”

Ayde Alvarado, she/her, assurance manager, Portland, LatinX BRG

Action

WHAT WE DO.

Actions speak louder than words, so we're proud to share our strategic efforts to attract and retain talent from various backgrounds. In 2022, we evolved our partnerships and scholarship opportunities for students from diverse backgrounds, stood firm in our support for underrepresented communities, and enhanced our benefits to be more inclusive.



Kasey Woodard with her family

“The firm is doing a great job with I&D education. There are so many great speakers and the Moss Adams Voices profiles help me see the industry in a new light. Our inclusive work helps us be compassionate toward one another and make a difference.”

Kasey Woodard, she/her, tax manager, Phoenix, Veterans BRG

BUSINESS RESOURCE GROUPS

We thank our BRG leaders and change-makers, hundreds of people across the firm, for all the extensive work they have done this year. Their work is the heart and soul of the firm’s I&D mission and efforts.

Our BRGs are crucial to achieving our I&D mission and the firm’s business objectives. They strengthen our culture of inclusion and promote a sense of belonging by creating community, camaraderie, and connection. They provide an environment for their community and allies to support each other.

In 2022, the BRGs created firmwide resources and hosted events to deepen awareness around the issues facing underrepresented communities, drive connection, and educate our people.

THEY INCLUDE:

- Asian BRG
- Black BRG
- Disability BRG
- Forum W
- LatinX BRG
- Pride BRG
- Racial Equity BRG
- Veterans BRG

CELEBRATING OUR PEOPLE

We want to celebrate the diversity of the people in the firm. Each of our BRGs has a chance to lead a monthlong celebration at the firm that centers the communities they represent. Though most of the celebration is virtual, some BRGs host in-person events to invite their colleagues to join the fun.

During this time, we interview a member of their BRG for an internal profile in a series called Moss Adams Voices. These profiles highlight their personal stories and experiences, and many of these profiles will become externally available in 2023.



40 BRG CHAPTERS



70 BRG LEADERS



“With my previous employers, I didn’t feel comfortable discussing my disability in an honest and productive way. When I joined Moss Adams, I found the Disability BRG and I instantly wanted to be involved. I found a community of compassion and belonging in the BRG.”

Brent Hutchings, he/him, consulting manager, Denver, Disability BRG



ATTRACTING DIVERSE TALENT

We recognize reaching the right talent means cultivating the next generation. Here's how we're investing in our future by strengthening our pipeline of diverse talent.

BEFORE COLLEGE

Partnership with Junior Achievement USA

Our \$25,000 donation in 2021 helped Junior Achievement USA fund an annual license for Userlytics. This platform helped Junior Achievement gain insight from self-identified underrepresented people into financial access to education programs and career trajectory. The data collected in the studies will help Junior Achievement tailor programming and product development to the needs of underrepresented students.

In 2022, we donated another \$25,000 to fund a future project.

COLLEGE

Ignite and TakeOff!

Each year, this \$2,500 scholarship is awarded to 20 college freshmen and sophomores from diverse backgrounds pursuing a bachelor's degree in accounting or a related field. Five scholarships are earmarked for students at historically Black colleges and universities (HBCU).

Every scholarship recipient will receive a Moss Adams mentor and invitation to attend "TakeOff!"—our diversity leadership program.

Private Companies Practice Section (PCPS) Ethnically Diverse Student Scholarship and Internship

In 2021, we were selected as a cosponsor of the PCPS George Willie Ethnically Diverse Student Scholarship & Internship Program.

One student selected as the American Institute of Certified Public Accountants (AICPA) \$10,000 scholarship recipient interned at the firm in 2022 and will join as a full-time professional in 2023.

Guide Pilot Steer (GPS) Internship

This summer we welcomed 25 interns for our six-week program. Students selected are from underrepresented communities. This precursor to our traditional accounting and consulting internship is designed to provide an inside look at the firm's operational functions. It's available to students with two years of education remaining prior to being eligible for full-time employment, such as a sophomore or junior in a bachelor's degree program in accounting, information systems or a related field.

POST-GRAD & EXPERIENCED

The PhD Project

The PhD Project helps us reach people who have graduated and cultivated experience in the industry.

The PhD Project's mission is "to increase workforce diversity by increasing the diversity of business school faculty who encourage, mentor, support, and enhance the preparation of tomorrow's leaders." The mission aligns with our commitment to attract underrepresented professionals to our industry. The Moss Adams Foundation pledged to donate \$150,000 over six years, and maintains a presence on the PhD Project's Board.

CONNECTING WITH STUDENTS

We hope our participation in these programs provides students more exposure to careers in public accounting, demonstrates our support of our local community, and helps teach student workers new skills.



We continued hosting Tuesdays with Moss Adams, a series of virtual sessions for faculty and students at HBCUs to connect with our recruiters and team members.



We're proud sponsors of the Center for Audit Quality (CAQ) Accounting+ program, which offers resources for high school and college students from underrepresented minority groups, particularly Black and Latinx students, to discover the potential for a career in accounting.

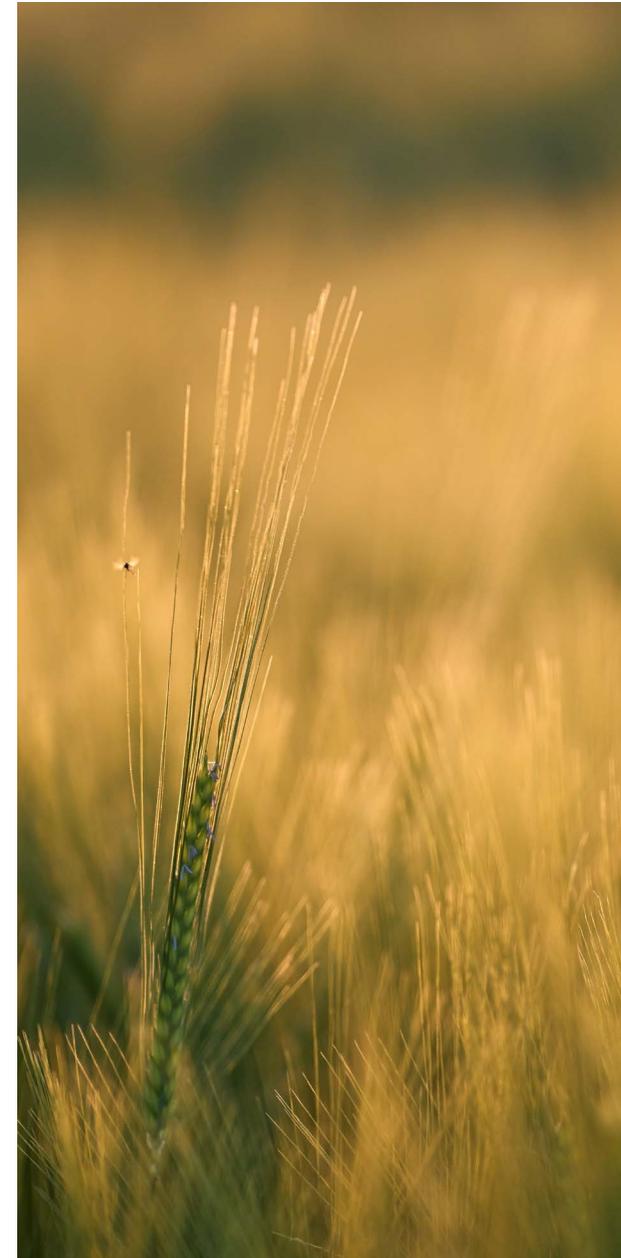


The Emerging Leaders Internship program connects college students of color across the greater Portland area with paid summer internships. Our partnership gives us an opportunity to reach a diverse population of students who may not have considered a career in public accounting or at Moss Adams.



We're proud to partner with two schools to provide college prep and real-world work experience to underrepresented students. We hope that our participation demonstrates our support of 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.





OUR RESULTS

In 2022, our recruiting efforts helped provide opportunities to underrepresented communities. Here are some* of our successes:

▲ 4.6%

increase in our

Women
EXPERIENCED
HIRES

▲ 4.7%

increase in our

Hispanic or Latino
EXPERIENCED
HIRES

▲ 9.6%

increase in our

Asian
FIRST-YEAR STAFF
HIRES

▲ 10.8%

increase in our

Asian
INTERN HIRES

**Full figures are available in the appendix at the end of the report*

“The Moss Adams website says ‘anti-racist,’ and including that word was huge for me. It told me there was work being done to oppose racism and promote racial equity in all aspects of the firm. I knew Moss Adams was serious about long-term goals.”

Tony Caldwell, he/him, assurance manager, Los Angeles, Black BRG



Tony Caldwell with his family



OUR COMMITMENT TO EQUITY

OPPOSING ANTI-LGBTQ+ STATE LEGISLATION

It's a firmwide priority to be an anti-racist firm, and that includes fighting for just and equitable treatment for all underrepresented communities. To live our values, the firm took a public stance against discriminatory practices in our business landscape by signing the Human Rights Campaign's Business Statement on Anti-LGBTQ State Legislation this year.

JUNETEENTH

After receiving feedback from our employees, and in support of our commitment to being an anti-racist firm, Moss Adams leadership approved Juneteenth as a paid holiday beginning in 2023. This new firm holiday aligns with our mission to be an inclusive workplace.



“I’m so impressed with the firm’s commitment to I&D. Other places I’ve worked considered these subjects disruptive or divisive, but joining a firm that’s so public in its position on this issue really matters. It shows that Moss Adams cares to do something about it.”

Caroline Mahalitic, she/her, assurance manager, Everett, Racial Equity BRG

GIVING BACK TO OUR COMMUNITIES

In 2022, we gave within our values to effect real change. Powered by the Moss Adams Foundation, our giving demonstrated the generosity of our people and benefited organizations committed to environmental and social justice.

EARTH DAY

In April, we launched our inaugural Earth Day celebration in alignment with our commitment to environmental responsibility. We selected three organizations for their work to protect, sustain, and improve the environment in alignment with our greater mission of social equity. During our campaign, we raised more than \$54,000 to support these organizations.



GREEN OUR PLANET

STEM & Gardening Education in Schools



WATERKEEPER ALLIANCE

Clean & Equitable Water Access and Preservation



NATIONAL FOREST FOUNDATION

Protecting Forests & Accessible Public Spaces

You can explore our full totals in more detail in our 2022 Foundation Report.

GIVING TUESDAY

In celebration of our fifth annual Giving Tuesday campaign, we aligned our campaign with CEO Eric Miles' word of the year: Opportunity. We used that word as a guidepost for our weeklong giving event.

Each BRG selected an organization that improves the lives of underrepresented communities, and team members at all levels delivered on the opportunity to make a difference.

The Moss Adams Foundation jumpstarted our giving with \$25 provided to every full-time team member located in the United States. The foundation also offered unlimited two-to-one matching on employee donations to any of the eight organizations chosen by our BRGs. The \$25 could be donated to increase the impact of our giving, but it wasn't eligible for matching.

With matching included, we tracked more than \$542,000 in total donations during the campaign—this includes organizations not selected by our BRGs. More details will be available in our 2022 Foundation Report.

THE GIVING TUESDAY CAMPAIGN WAS OUR BIGGEST TO DATE. WE SET NEW PARTICIPATION AND DONATION RECORDS FOR THE FIRM.

Our people gave more than

\$110,439

to BRG-sponsored CHARITIES*

51%

of donors gave to BRG-sponsored CHARITIES

The Moss Adams Foundation

contributed more than

\$166,484

in matching funds

to BRG-sponsored

CHARITIES

Our total impact for the BRG-sponsored charities

EXCEEDED

\$276,923

* Donations using the \$25 provided by the Moss Adams Foundation are included here.



Brian Wong, left, attends the Ascend conference in Anaheim, California, with Asian BRG members Jennie Ly, center, and Kinman Tong.

“Being a sponsor of professional organizations like Ascend is an added resource to help develop and advance our people. This past year, I attended the national Ascend conference in Anaheim with about a dozen Moss Adams professionals. It was great to meet and hear from other Pan-Asian leaders. I learned a lot from their experiences and stories and left energized to take action to advance my career as well as our people.”

Brian Wong, he/him, partner, San Francisco, Asian BRG



DEVELOP AND RETAIN TALENT

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

PROFESSIONAL ORGANIZATIONS

Moss Adams supports the National Association of Black Accountants (NABA) and the Association of Latin Professionals for America (ALPFA). This year, we expanded our support to two additional professional organizations: Ascend expands our outreach to Asian professionals, and Out & Equal deepens our relationships with LGBTQ+ professionals.

We’re proud to support organizations that foster connection within their communities.

Moss Adams sent dozens of our people to the ALPFA, Ascend, NABA, and Out & Equal conventions to participate in recruiting and networking with other professionals.

Our team members networked with peers and enriched their understanding of industry practices while earning continuing professional education (CPE) credit.

In 2022, we networked with a diverse pool of candidates at the following conventions:

- ALPFA Symposium
- Ascend Convention
- NABA National Convention
- Service Academy Career Conference (SACC)

RETENTION METRICS

The firm maintained nearly the same level of overall attrition by the end of 2022 as seen in 2020, though there were changes in representation for some communities across the firm. Here are some of the key retention metrics for the year at a glance*:

▲ **6.7%**

improvement for

**Native Hawaiian or
Other Pacific Islander
PROFESSIONALS**

▲ **1.2%**

improvement for

**Black or
African American
PROFESSIONALS**

▲ **2.2%**

attrition increase

**Hispanic or Latinx
PROFESSIONALS**

▲ **0.6%**

attrition increase

**Asian
PROFESSIONALS**

**Retention metrics are compared against 2020, our baseline year. Full figures are available in the appendix at the end of the 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.



INCLUSIVE HEALTH CARE

We offer transgender surgery benefits through our medical insurance provider, Aetna.



PARENTAL LEAVE

Our gender-neutral paid parental leave offers new parents paid time off in the first 12 months following birth, adoption, or new placement of a foster child. In 2022, our leadership approved increasing paid parental leave to 10 weeks starting in 2023.



BACKUP CHILDCARE

Parents can receive 20 subsidized backup childcare days for use in the child's first year.



MAVEN NEW PARENT SUPPORT PROGRAM

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



SPRING HEALTH

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



TRAVEL REIMBURSEMENT

We offer reimbursement of up to \$4,000 annually 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.



ADVANCING TALENT

We invest in our people and want them to grow, so we offer advancement opportunities at all levels. We're deliberate in advancing people from all backgrounds to leadership because it's important that our firm represent the communities we serve.

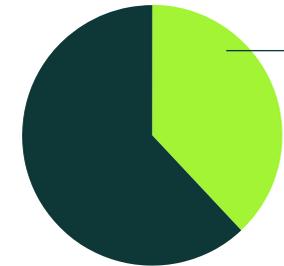
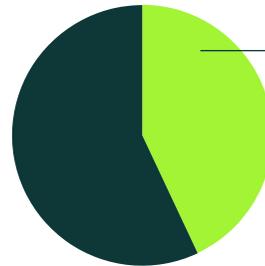
GROWTH SERIES

In 2022, we completed our sixth offering of the GroWth Series, a year-long leadership program targeting high-potential, women managers. Participants develop skills to be more effective leaders and accelerate their career, equipping them to step into larger leadership roles at the firm.

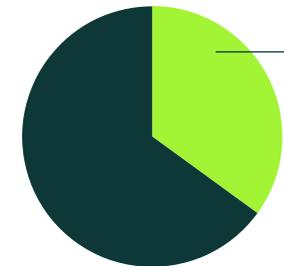
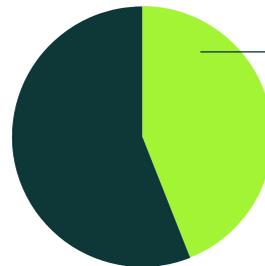
To date, 15 graduates are now partners.

FIRM LEADERSHIP

Firm leadership includes C Suite, executive committee, and National Office department leaders.



INDUSTRY GROUP LEADERS & NATIONAL PRACTICE LEADERS



PROMOTION RATE

Hispanic or Latino PROFESSIONALS

▲ 2.1%
from 2020

Asian PROFESSIONALS

▲ 4.1%
from 2020

Black or African American PROFESSIONALS

▲ 6.0%
from 2020

WOMEN
▲ 2.5%
from 2020

*Full figures are available in the appendix at the end of the report

Accountability

WHAT WE DELIVER.

Moss Adams started publicly sharing our diversity data with the first Forum W report in 2008, and we expanded our scope in 2017 with our first I&D Annual Report. In 2022, we launched the I&D dashboard, updated our career development framework and partner scorecard to include I&D accountability, and executed a major improvement of our firmwide I&D governance.

We're proud of how far we've come, and grateful our work has been recognized by our people and within the industry.



Joan Taylor with her family

“There was a time when people were concerned the firm’s I&D work could be just talk. Now, partners have I&D work on their scorecards. That’s how we change the system: we incorporate I&D into the firm’s foundation. I think we’re going into the right direction.”

Joan Taylor, she/her, consulting senior manager, San Diego, Forum W



ACCOUNTABLE TO OUR PEOPLE

ENGAGEMENT SURVEYS

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 pulse surveys to check in with our people and better understand how we can improve their experience. We align our questions to our firm’s priorities to hold ourselves accountable, including learning about our people’s perspectives on our I&D efforts.

Compared to 2020, our baseline year, here’s a look at what we learned in 2022.

**We want Moss Adams to be the best place to build a career. That’s why we compare our pulse survey results against Glint’s national external benchmark. The benchmark includes the results of a broader set of companies, which contextualizes our results and identifies opportunities for improvement.*

Anti-Racist Firm

“Moss Adams is taking action to become an anti-racist firm”

80% of our people agree or strongly agree

Belonging

“I feel a sense of belonging at Moss Adams”

8 POINTS since 2020

Psychological Safety

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

4 POINTS since 2020

Career Goals

“My career goals can be met at Moss Adams”

5 POINTS above the benchmark for racially and ethnically diverse employees and women*

AWARDS

The best outcome of our I&D efforts is a true evolution of Moss Adams culture toward belonging, but the wins our firm and people earn along the way are worth celebrating. We're honored to have our people, culture, and workplace practices recognized with the following awards.

EMPLOYEE AWARDS

MOSS ADAMS I&D LEADERSHIP AWARDS

The I&D Leadership Awards recognize employees and partners who show outstanding dedication and commitment to fostering a culture of belonging within the firm.

- Partner: **Labi Rabi**, he/ him, partner, Consulting Services
- Employee: **Revé Doss**, senior, Seattle
- BRG Leader: **Michael Moore**, he/him, senior, Consulting Services

PROFILES IN DIVERSITY JOURNAL

Black Leaders Worth Watching

Shaunté Kinch, she/her, director, Consulting Services

Asian Leaders Worth Watching

Jennie Ly, she/her, senior manager, Sacramento

Latino Leaders Worth Watching

Pedro Gonzalez, partner, Dallas

Women Worth Watching

Kimberly Sokoloff, she/her, partner, Walnut Creek

FIRMWIDE AWARDS

Best Companies Best Adoption-Friendly Workplaces, Adoption Advocates of 2022

Dave Thomas Foundation for Adoption

Best CPA Firms for Women Accounting

MOVE Project

Vault Accounting 50 Survey

Ranked #6





LEADING BY EXAMPLE

We know an inclusive culture starts at the top—that’s why it’s important our leaders actively contribute to making Moss Adams an anti-racist firm.

PARTNER SCORECARD

Partners are assessed on their active engagement in the firm’s I&D efforts during the evaluation process. Many partners demonstrate their engagement by serving on the I&D board, acting as executive sponsors to our BRGs, investing in their own learning, and acting as a sponsor to individuals from underrepresented backgrounds.

CAREER DEVELOPMENT FRAMEWORK (CDF)

Our CDF, the performance roadmap for each level of our team members’ career architecture, was refreshed to include I&D participation and learning. The enhanced CDF connects our personal goals to the firm’s goals, which includes success skills, behavioral indicators tied to our client-centric advisory initiatives, and I&D competencies.

The refreshed CDF ensures we all contribute to a culture of inclusion at all levels.

I&D DASHBOARD

In 2022, we launched an interactive dashboard for the transparent reporting of metrics, goals, and progress to promote awareness and instill accountability around our I&D efforts.

The I&D dashboard provides meaningful data that drives our strategic planning to:

- Align our employee value proposition to consistently attract more diverse talent
- Develop a deep, fact-based understanding of how diversity, equity, and inclusion is experienced within the firm
- Identify opportunities to grow our firm’s inclusive culture to retain team members from underrepresented backgrounds
- Increase equitable access to learning and growth opportunities to diversify representation in leadership

“To accomplish our goals, we need the best people to know they belong and are supported at Moss Adams. The I&D board is a diverse team, with different experiences and perspectives working together, to help each person at the firm achieve their goals. The next step toward accomplishing this is to provide tangible resources for all to grow and advance in the firm.”

Jordan Whitten, he/him, partner and I&D board member, Dallas

I&D BOARD

The I&D board formulates and executes our I&D strategy while overseeing efforts to promote belonging at the firm through our BRGs and programs that include recruiting and training. The board promotes accountability for I&D efforts at all levels of the firm and ensures stakeholders stay connected for effective collaboration. CEO Eric Miles chairs the board.

2022 I&D BOARD MEMBERS

BOARD MEMBERS

Dena Herbolich, she/her, partner, Seattle

Eric Miles, he/him, chairman and CEO, Seattle

Jordan Whitten, he/him, partner, Dallas

Kinman Tong, he/him, partner, San Francisco

Letizia Brentano, she/her, partner, Phoenix

Lewis R. Fisher, he/him, partner, Orange County

Lillian Chen, she/her, partner, San Francisco

Marcy Boyd, she/her, partner, Portland

Steve Fineberg, he/him, partner, Portland

Tasha Repp, she/her, partner, Bellingham

STANDING MEMBERS

Tricia Bencich, she/her, associate director, inclusion and social responsibility, Seattle

Dave Follett, he/him, president and COO, Seattle

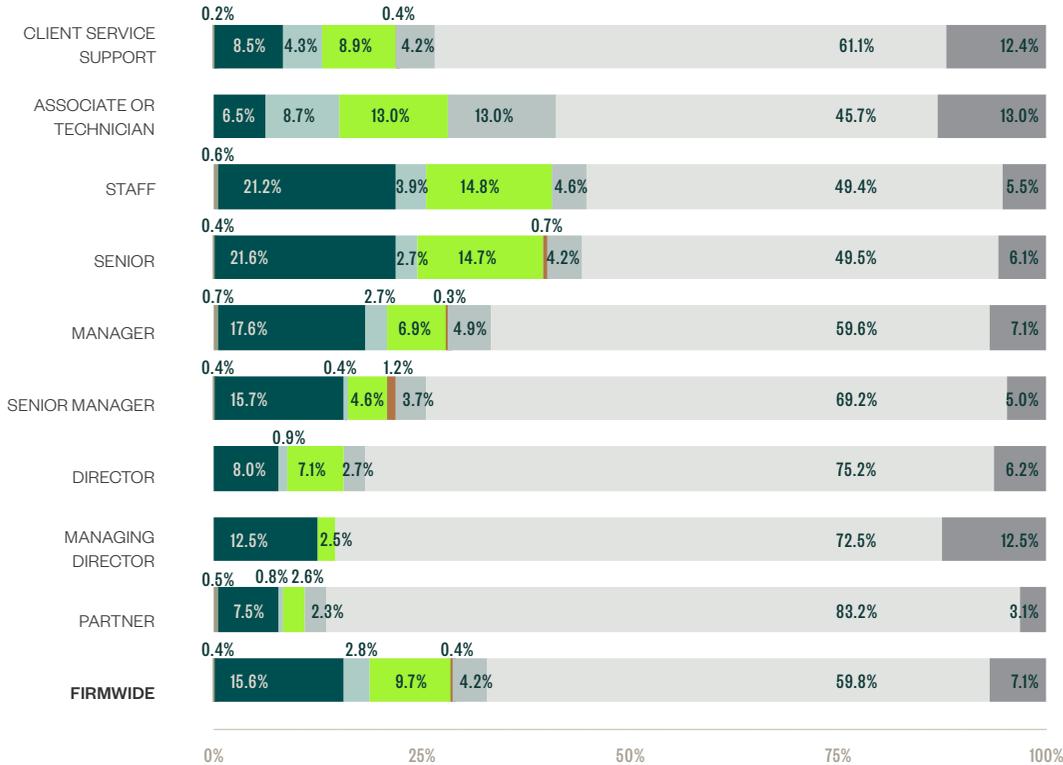
Jana Peterock, she/her, program manager, inclusion and social responsibility, Seattle

Rebecca Pomeroy, she/her, partner and CPO, Seattle

Jen Wyne, she/her, executive director, HR, Seattle

OUR PEOPLE

RACE OR ETHNICITY BY POSITION



	2022 FIRMWIDE RATE	CHANGE FROM 2020
American Indian/Alaskan Native	0.4%	▲ 0.0%
Asian	15.6%	▲ 0.7%
Black or African American	2.8%	▲ 0.9%
Hispanic or Latino	9.7%	▲ 2.7%
Native Hawaiian or Other Pacific Islander	0.4%	▼ -0.1%
Two or more races	4.2%	▼ -0.7%
White	59.8%	▼ -5.3%
Not specified	7.1%	▲ 1.9%

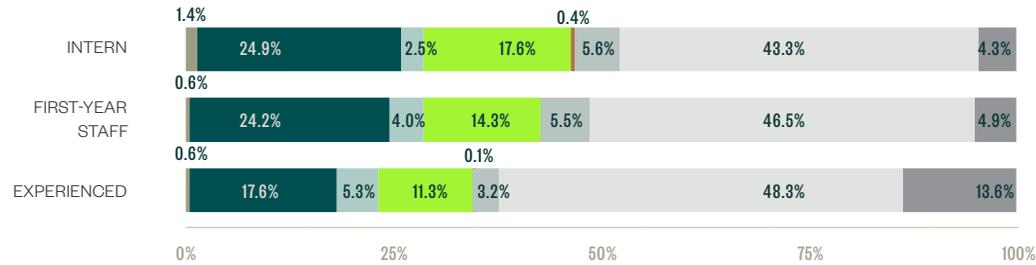
GENDER BY POSITION



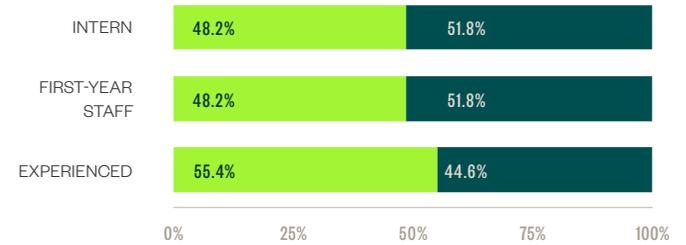
	2022 FIRMWIDE RATE	CHANGE FROM 2020
Women	53.1%	▼ -0.1%
Men	46.9%	▲ 0.1%

ATTRACTING TALENT

RACE OR ETHNICITY BY POSITION



GENDER BY POSITION



INTERN

RACE & ETHNICITY	2022 RATE	CHANGE FROM 2020
American Indian/Alaskan Native	1.4%	▲ 1.2%
Asian	24.9%	▲ 10.8%
Black or African American	2.5%	▼ -0.6%
Hispanic or Latino	17.6%	▲ 3.4%
Native Hawaiian or Other Pacific Islander	0.4%	▲ 0.2%
Two or more races	5.6%	▼ -1.1%
White	43.3%	▼ -15.6%
Not specified	4.3%	▲ 1.9%

FIRST-YEAR STAFF

RACE & ETHNICITY	2022 RATE	CHANGE FROM 2020
American Indian/Alaskan Native	0.6%	▲ 0.2%
Asian	24.2%	▲ 9.6%
Black or African American	4.0%	▲ 1.4%
Hispanic or Latino	14.3%	▼ -1.0%
Native Hawaiian or Other Pacific Islander	0.0%	▼ -0.4%
Two or more races	5.5%	▼ -0.9%
White	46.5%	▼ -10.8%
Not specified	4.9%	▲ 1.8%

EXPERIENCED

RACE & ETHNICITY	2022 RATE	CHANGE FROM 2020
American Indian/Alaskan Native	0.6%	▲ 0.6%
Asian	17.6%	▼ -5.0%
Black or African American	5.3%	▼ -0.7%
Hispanic or Latino	11.3%	▲ 4.7%
Native Hawaiian or Other Pacific Islander	0.1%	▼ -0.8%
Two or more races	3.2%	▼ -2.8%
White	48.3%	▲ 2.5%
Not specified	13.6%	▼ -1.5%

GENDER

GENDER	2022 RATE	CHANGE FROM 2020
Women	48.2%	▼ -3.5%
Men	51.8%	▲ 3.5%

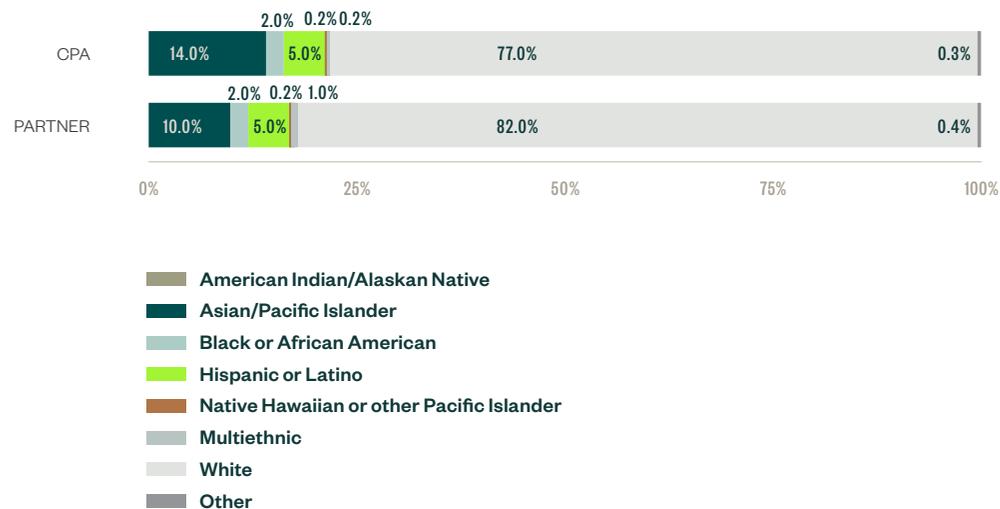
GENDER	2022 RATE	CHANGE FROM 2020
Women	48.2%	▲ 1.8%
Men	51.8%	▼ -1.8%

GENDER	2022 RATE	CHANGE FROM 2020
Women	55.4%	▲ 4.6%
Men	44.6%	▼ -4.6%

PUBLIC ACCOUNTING: EXTERNAL DATA FROM THE AICPA

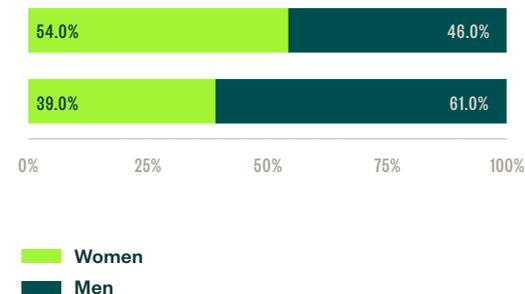
RACE OR ETHNICITY BY POSITION

in accounting or finance functions at US CPA firms



GENDER BY POSITION

in accounting or finance functions at US CPA firms



Source: AICPA's 2021 Trends in the Supply of Accounting Graduates and the Demand for Public Accounting Recruits

PROMOTION & TURNOVER

PROMOTION RATE

GENDER	2022 RATE	CHANGE FROM 2020
Women	19.8%	▲ 2.5%
Men	19.2%	▲ 2.5%
Firmwide	19.4%	▲ 2.3%

RACE & ETHNICITY	2022 RATE	CHANGE FROM 2020
American Indian/Alaskan Native	9.0%	▼ -5.5%
Asian	21.2%	▲ 4.1%
Black or African American	19.2%	▲ 6.0%
Hispanic or Latino	23.9%	▲ 2.1%
Native Hawaiian or Other Pacific Islander	30.6%	▲ 5.6%
Two or more races	17.9%	▲ 2.6%
White	18.4%	▲ 1.6%
Firmwide	21.8%	▲ 3.1%

	2022 RATE	CHANGE FROM 2020
Veteran	15.5%	▲ 0.9%
Individuals with disabilities	31.1%	▲ 16.7%

TURNOVER METRICS

	2022 RATE	CHANGE FROM 2020
	13.9%	▲ 0.2%
	17.9%	▼ -1.3%
Firmwide	15.9%	▼ -3.9%

	2022 RATE	CHANGE FROM 2020
	19.8%	▲ 10.3%
	18.1%	▲ 0.6%
	19.5%	▼ -1.2%
	15.6%	▲ 2.2%
	12.3%	▼ -6.7%
	22.3%	▲ 9.8%
	14.6%	▼ -1.2%
Firmwide	20.4%	▲ 0.6%

	2022 RATE	CHANGE FROM 2020
	24.9%	▲ 7.6%
	20.4%	▼ -1.2%

*Turnover and promotion data for LGBTQ+-identifying individuals unavailable in 2022

ABOUT MOSS ADAMS

At Moss Adams, we believe in the power of possible. A business and personal advisory firm with more than 100 years of experience and 4,400 professionals across 30+ markets, we work with clients to meet the rising challenges and opportunities of tomorrow. Discover how we can help you go where you want to be next. Upward.

mossadams.com

Assurance, tax, and consulting offered through Moss Adams LLP. ISO/IEC 27001 services offered through Cadence Assurance LLC, a Moss Adams company. Investment advisory offered through Moss Adams Wealth Advisors LLO.

The material appearing in this presentation is for informational purposes only and should not be construed as advice of any kind, including, without limitation, legal, accounting, or investment advice. This information is not intended to create, and receipt does not constitute, a legal relationship, including, but not limited to, an accountant-client relationship. Although this information may have been prepared by professionals, it should not be used as a substitute for professional services. If legal, accounting, investment, or other professional advice is required, the services of a professional should be sought.