



2018 ANNUAL REPORT



MOSSADAMS

DIVERSITY & INCLUSION

A MESSAGE FROM LEADERSHIP

At Moss Adams, we believe that bringing together people with unique perspectives and different backgrounds fosters an inclusive culture that makes a positive impact on our clients and our people.

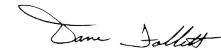
Committing to a diversity and inclusion strategy takes dedication and continued focus. We've combined this commitment with a strong foundation to make good progress on embedding inclusion into our culture. In 2018 we accomplished the following:

- Increased the number and the visibility of our Business Resource Groups (BRGs)
- Raised accountability for Diversity and Inclusion (D&I) efforts by establishing D&I action plans in each region
- Continued to attract diverse candidates with early identification programs and strategic partnerships with professional organizations

Creating meaningful cultural change takes time, and we know we have more work ahead of us. We're proud of our accomplishments thus far and look forward to our continued progress in 2019.



Chris Schmidt
CHAIRMAN AND CEO



Dave Follett
PRESIDENT AND COO



Jen Wyne
EXECUTIVE DIRECTOR
OF HUMAN RESOURCES

OUR APPROACH

Mission

To foster an inclusive culture that values the voices and ideas of all our people.

Priorities

- **Engage in dialogue.** Listen to our people to understand what it means to be valued.
- **Build relationships.** Encourage networking and mentoring opportunities to build and leverage relationships that benefit individual and firm growth.
- **Attract, develop, retain, and advance our people.** Grow a strong pipeline of diverse talent, provide career development opportunities, and encourage the pursuit of leadership roles.



Key Activities

We're committed to increasing diversity and leveraging that diversity to create an inclusive culture for everyone. In 2018 we set out to accomplish the following:

- Communicate our successes, keeping the business case for D&I top of mind
- Recruit diverse candidates to reflect the workforce of the future
- Implement and execute on regional D&I action plans
- Promote the expansion of Business Resource Groups to build relationships and enhance our culture of inclusion

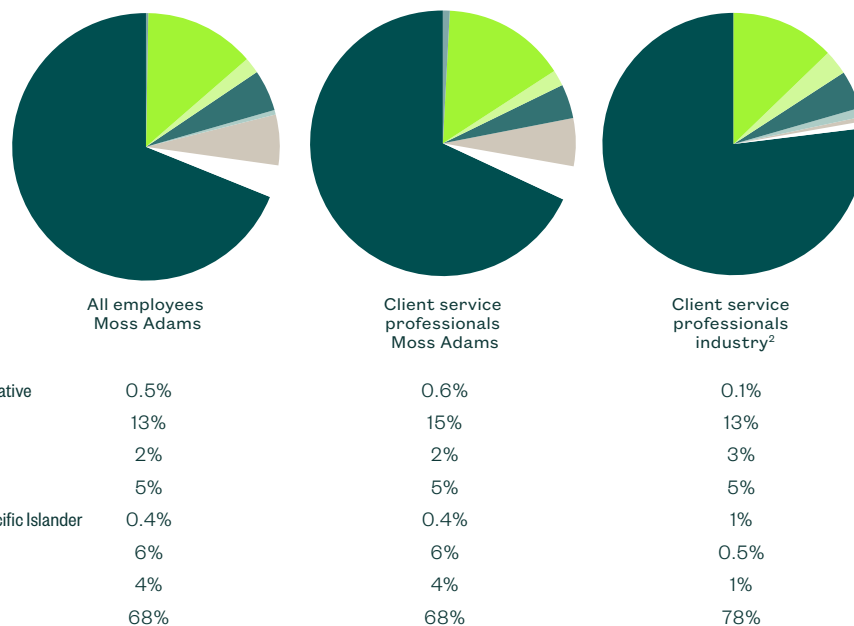


KEY METRICS

Studies show diversity is an important factor in better decision-making among teams. When a workforce reflects the racial and ethnic diversity of its consumer base, employee productivity increases.¹

We regularly look at the gender, ethnic, and racial makeup of our firm to measure progress.

ETHNICITY AND RACE



¹ Source: "Is There a Method to the Madness? Examining How Racioethnic Matching Influences Retail Store Productivity" (Personnel Psychology, Spring 2012)

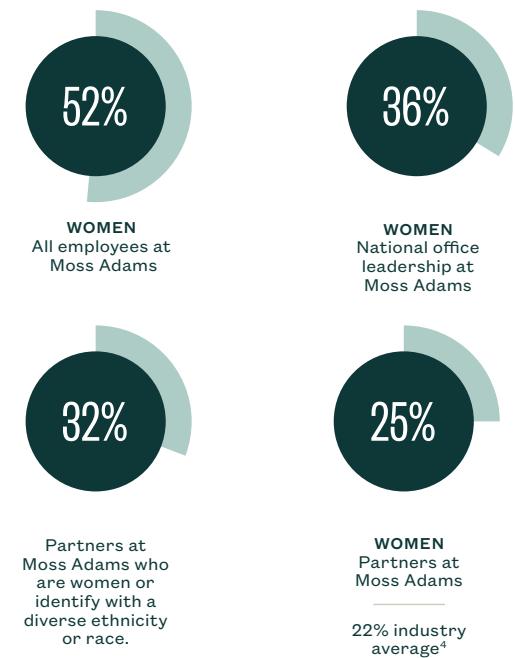
² Source: AICPA's 2017 Trends in the Supply of Accounting Graduates and the Demand for Public Accounting Recruits

³ Source: Delivering Through Diversity (McKinsey & Company, 2018)

⁴ Source: AICPA's 2017 Firm Gender Survey

COMPANIES WITH GENDER DIVERSITY AMONG EXECUTIVE LEADERSHIP TEAMS WERE MORE LIKELY TO OUTPERFORM ON PROFITABILITY AND VALUE CREATION.³

GENDER





BUSINESS RESOURCE GROUPS

We're proud of our dedicated and passionate Business Resource Groups (BRGs). Our BRGs are led at the local level to create community, camaraderie, and connection to the firm while contributing to the firm's business objectives. BRGs are open to anyone who supports a group's objectives—regardless of background—because we believe getting everyone involved creates a culture of inclusion. Our BRGs have four main focuses:

- **Professional development.** Build leadership skills, expand networks, and connect mentees with mentors.
- **Recruitment.** Act as an external ambassador to build a diverse talent pipeline.
- **Community impact.** Give back to the communities where we live and work.
- **Marketplace.** Cultivate and develop relationships with diverse clients.

This year, we formed two new BRGs—Latinx and Racial Equity—while our existing BRGs continued to expand and make an impact in their areas of focus.

Black BRG

Forum W (Forum for Women)

Latinx BRG

PRiDE (LGBTQ individuals)

Racial Equity BRG

Veterans BRG

HIGHLIGHTS FROM ACROSS THE FIRM

Black BRG: To celebrate Black History Month, the Black BRG hosted a firmwide live-streamed event to discuss the history and current state of black CPAs featuring Dr. Theresa Hammond, professor at San Francisco State University and author of *A White-Collar Profession*.

Forum W (Southern California & Phoenix Region):

Facilitated a Being Brave workshop for women senior managers. The workshop covered topics relating to emotional intelligence, managing guilt, working mothers, and being brave.

Latinx: Moss Adams was a sponsor of the annual Association of Latino Professionals for America (ALPFA) Convention. The annual convention provides leadership development and networking opportunities for more than 2,500 professionals and students.

Pride (Seattle): Celebrated Pride month in June with an event featuring a discussion on the history of Pride month and educational materials covering key LGBTQ terms.

Pride (NorCal): Volunteered at Larkin Street Youth Services, where they donated toiletries and organized the community clothing section.

Racial Equity BRG (Washington): Hosted a launch event on implicit bias and cultural competency with guest speaker Dr. Caprice Hollins, co-founder of Cultures Connecting.

Veterans BRG: Presented a firmwide live-streamed event featuring the founder of the Permission to Start Dreaming foundation.

RECRUITING ACTIVITIES

The workforce is changing, and it's as important as ever that we stay focused on building a strong and diverse talent pipeline that reflects the talent in our communities. We're making progress with our involvement in diverse professional organizations and campus recruiting activities in addition to our scholarships for diverse students.

Professional Organizations

Through our involvement with the National Association of Black Accountants, the Association of Latino Professionals for America, and Ascend, we've built relationships that we hope will translate to future hires at Moss Adams.

Campus Recruiting

The following programs are designed to provide education, opportunity, and experience early in the recruiting process to students from traditionally underrepresented minorities, women, LGBTQ individuals, military veterans, and people with disabilities.

IGNITE SCHOLARSHIP

The Moss Adams Foundation supports our diversity efforts with a financial commitment directly to students. This year marked the fifth year we awarded scholarships to the best and brightest diverse freshmen and sophomores. In 2018, our Ignite Scholarship provided \$2,500 scholarships to 15 diverse students from 13 universities.

LIFTOFF

Liftoff gives underrepresented students the opportunity to gain valuable insight from our client service professionals and learn more about accounting as a profession. This year's program reached over 100 internal and external attendees.

GUIDE PILOT STEER (GPS) OPERATIONAL INTERNSHIP

The GPS internship is a six-week summer program designed to provide an inside look at the operational functions of the firm. This internship lays the groundwork for a career in public accounting and is designed for students who are one to three years away from a traditional public accounting internship. Our goal is to cultivate a diverse pipeline by continuing their internship experience as a traditional intern and then hiring them as full-time staff. This year we had six GPS interns in three regions and hope to expand to more locations in 2019.



RECOGNITION

We're honored to be recognized for our commitment to diversity.



100 BEST ADOPTION-FRIENDLY WORKPLACES
Dave Thomas Foundation
for Adoption



100 BEST COMPANIES
Working Mother magazine



BEST ACCOUNTING FIRMS FOR DIVERSITY
Vault Accounting 50 (ranked No. 8)



BEST ACCOUNTING FIRMS FOR WOMEN
Accounting MOVE Project



AMERICA'S BEST EMPLOYERS FOR WOMEN
Forbes



TOP COMPANIES FOR EXECUTIVE WOMEN
National Association for
Female Executives



INCLUSION INDEX COMPANY
Diversity Best Practices



About Moss Adams

With more than 2,900 professionals across 25-plus locations in the West and beyond, Moss Adams provides the world's most innovative companies with specialized accounting, consulting, and wealth management services to help them embrace emerging opportunity. Discover how Moss Adams is bringing more West to business.

Assurance, tax, and consulting offered through Moss Adams LLP. Investment advisory services offered through Moss Adams Wealth Advisors LLC. Investment banking offered through Moss Adams Capital LLC.

Diversity & Inclusion Advisory Board

TONY ANDRADE, Partner

CHRISTINE BALLARD, Partner

DAVE FOLLETT, President and
Chief Operating Officer

TREVOR GILLESPIE, Partner

BRUCE KNOWLTON, Partner

SILKE OLSEN, Recruiting Leader

DHAVAL PATEL, Partner

TASHA REPP, Partner

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