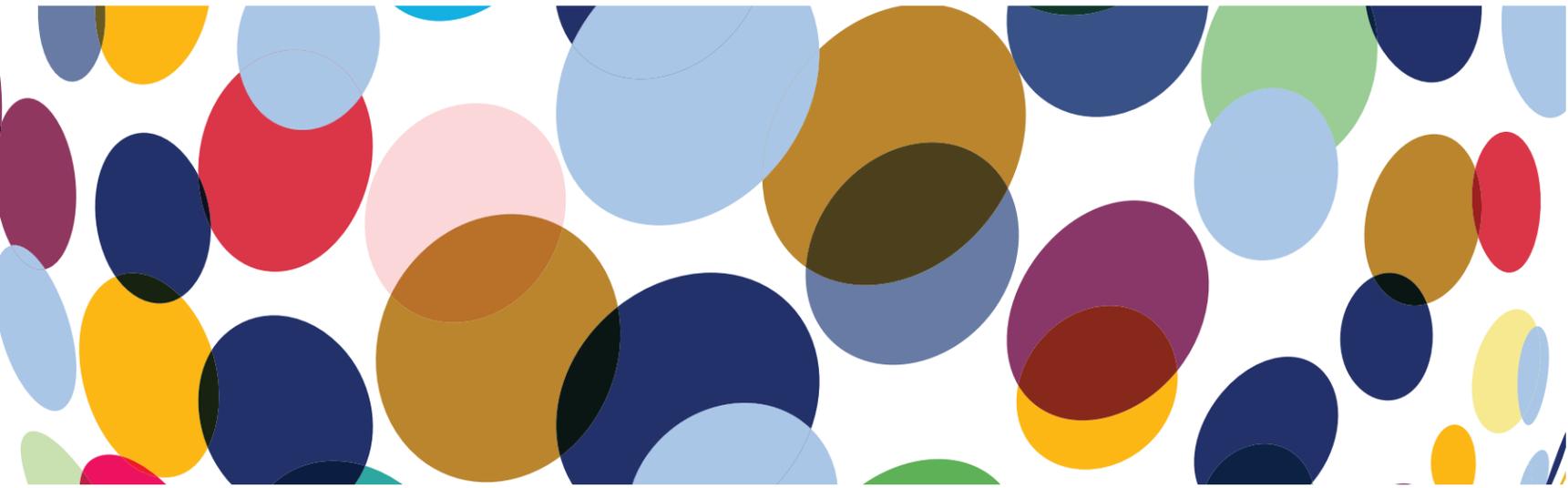




RyanMOSAIC

Diversity, Equity, and Inclusion Report
2022



INTRODUCTION

Ryan's story is centered around continuous improvement—always striving to be better even if that means confronting challenges head on. We have a legacy of committing to real and authentic change that improves our culture and changes the landscape for the betterment of our team members, industry, and clients.

Leaning on experience, we are committed to redefining the workforce by applying our resources and tapping into talented and innovative team members to create enduring change in the space of diversity, equity, and inclusion (DEI). We are authentically sharing our journey.



“We are in this for the long haul. We are determined to fight through the noise that distracts everyone from the meaningful opportunities we have to change the landscape of our industry.

We know what has to be done. 2023 represents our biggest investment in diversity, equity, and inclusion to date. This is not just the future of work—this is Ryan's future.”

G. BRINT RYAN

Chairman and CEO, Ryan



MISSION

Our mission is to foster a global environment of respect that empowers our team members to celebrate all cultures and perspectives in the workplace, recognizing that diversity and inclusion drive creativity and innovation and fuel our ability to deliver excellence.

APPROACH

We have spent more than a decade focusing on creating a world-class culture that attracts and retains the best and brightest talent in the tax services industry and working toward a high-trust culture for all. We renewed our focus on cultural strengthening efforts in 2017, as we aligned our values with our actions by offering a series of culture workshops that laid the foundation for our DEI efforts. Since then, we've been even more intentional about creating experiences and opportunities that empower all of our team members to be their authentic selves—not just recognizing our differences but celebrating them.

This journey is an ongoing commitment to invest in our culture and our future by creating space for us to grow together as an organization. Each year, we build on the lessons from previous years, empowering our team members to take ownership over their roles in our culture.

2020 VISION

2020–2021



Listen

BE CURIOUS.

We have a variety of feedback channels, and we must take the time to listen to our team members, our clients, and in some ways, our competition.

2021–2022



Listen and Learn

BE ENGAGED.

As we embark on this journey, we need to be curious. We need to ask for feedback, and we need to share what we have learned. We assume nothing and challenge everything.

2023–2024



Listen, Learn, and Lead

BE BOLD.

We need to continue to lean on our history of leadership and innovation. We need to be unafraid to lead in this space.

OneRyan Workshops: Accelerating Our Progress



2018

CULTURE JOURNEY TAKES SHAPE

Experience Cycle and Accountability



2019

CULTURE MILESTONE

Focus on Well-being



2020

EVERYTHING CHANGES

Culture Workshops Focus on Psychological Safety

April: RyanMOSAIC Council Meets

August: RyanMOSAIC Launches

September: Listen, Learn, Lead Listening Tour (Facilitated by Angelia Pelham of Real-Talk)



2021

NEW FOCUS

March: Launch of MOSAIC Speaker Series

September: Diversity, Inclusion, and Bias Assessment/2021 Listening Tour



2022

THE WORK CONTINUES

May: Leadership Training

September/October/November: DEI Office Hours

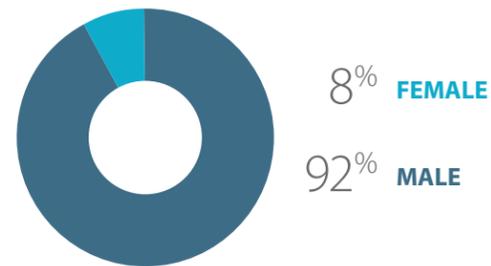
RYAN BY THE NUMBERS

Rapid Growth

If 2022 could be defined by one word for Ryan, that word would be “acquisitions.” Ryan acquired 12 firms around the globe in 2022, expanding teams, adding locations in new countries, and promoting and adding new principals and leaders. At the end of 2022, Ryan was a vastly different company than it was 12 months prior. Adding more than 500 new team members through strategic acquisitions provides new opportunities and perspectives as we work to share our values, merge best practices, and strengthen our culture. We ended 2022 with nearly 4,100 team members in 13 countries around the world.

Board of Managers

Ryan’s Board of Managers serves to guide Ryan’s strategy and direction in all aspects of the business, and DEI is no exception. The board grew in 2022, offering additional expertise and opportunities for guidance as well as adding new layers of accountability, as the charter of the compensation committee was updated to include a specific focus on DEI.



Leadership Team

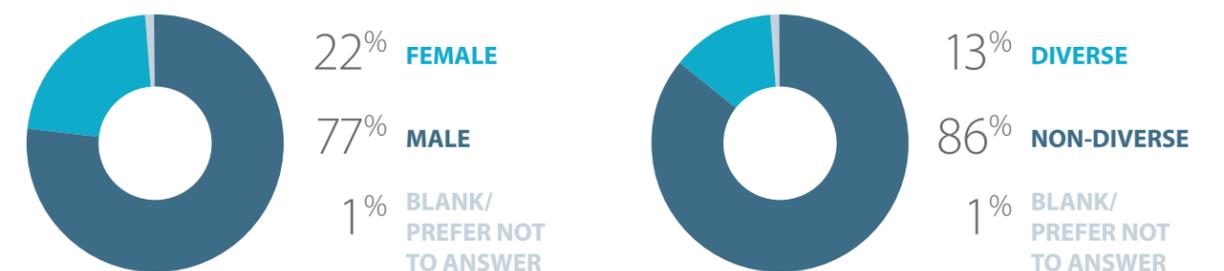
One of the biggest challenges for financial services firms is diverse representation at the leadership level. Ryan is focused on building effective and equitable systems that support all team members as they move through the organization.

In 2022, we promoted our most diverse class of principals, increasing the number of female principals from 19 to 22%. “These new leaders bring unparalleled value to Ryan’s clients and have demonstrated their ability to skillfully guide and grow within their respective teams,” said Ginny B. Kissling, Ryan’s Global President and Chief Operating Officer. “They represent a class of rising stars in the Firm, and we are excited to welcome them and their unique perspectives to this next important leadership level!”

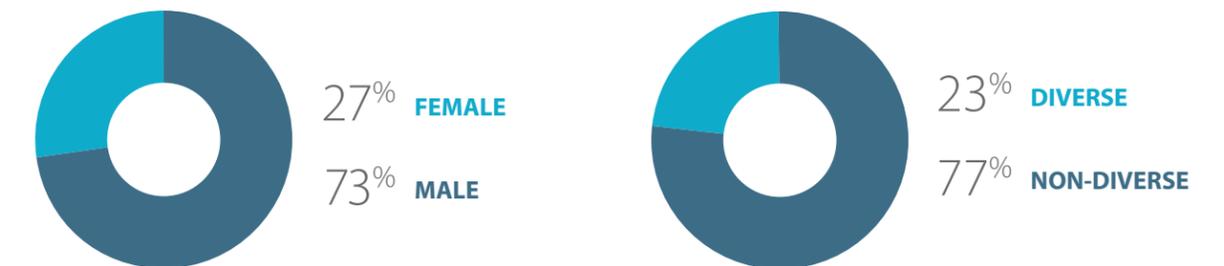
Practice Leaders (Gender data is global. Race and ethnicity data is U.S. only.)



Principals (Gender data is global. Race and ethnicity data is U.S. only.)



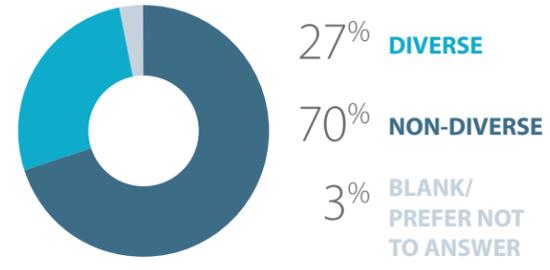
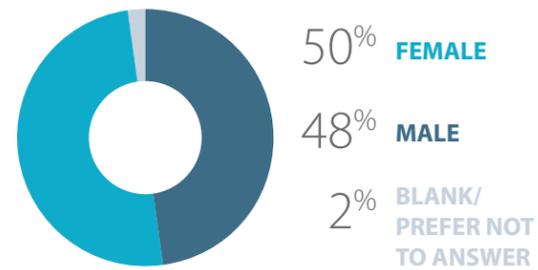
C-Suite (Gender data is global. Race and ethnicity data is U.S. only.)



Ryan Team Members (Gender data is global. Race and ethnicity data is U.S. only.)

Our total global female population increased to 50%, up from 47% the prior year, and a recent third-party pipeline analysis shows that we are ahead of benchmark in several levels of the organization. However, we recognize that as people move up through the organization, our percentages in both gender and race/ethnicity (where this data is tracked) decrease.

We continue to operate as an equal opportunity employer focused on skills, capabilities, and talent. We recognize that our team members have diverse identities and backgrounds, and we want them to know that at Ryan, they have the tools and support to achieve their personal and professional goals, regardless of race, gender, religious affiliation, disability, or sexual identity.





HISTORY

A group of Ryan team members from across the globe and various departments within the organization came together in early 2020 to discuss DEI at Ryan, asking: What does diversity, equity, and inclusion look like at Ryan? What are our biggest opportunities and obstacles? What are we missing?

The team consisted of a cross section of the organization that represented various levels, tenures, divisions, backgrounds, and experiences at Ryan. Collectively, the group crafted a vision for Ryan that would shape our work and our future.

In the fall of 2020, following a summer of social unrest and difficult conversations, the Firm introduced RyanMOSAIC. On the surface, RyanMOSAIC is the face of our speaker series, but behind the scenes, the MOSAIC team is driving policy changes, developing trainings, analyzing data, setting goals, and creating strategy.

Ryan is as committed as ever to doing this work as an organization and including everyone in the conversation. Across the organization, we are breaking down silos and taking collective steps to ensure that making Ryan a great place to work for all is a priority for all.



2022 YEAR IN REVIEW

Diversity, Inclusion, and Bias Assessment

At the end of 2021, we contracted with Dr. James Pogue of JP Enterprises to conduct a robust Diversity, Inclusion, and Bias Assessment of Ryan. Having an independent third party review our policies and speak to our team members, in particular to our senior leaders, was a crucial step forward as we continued to listen and learn.

Using a five-point scale, JP Enterprises determined Ryan and its leadership team were classified as "Investigating." This means that even though we want to have DEI conversations (knowing these conversations might get uncomfortable), collectively, our team members are apprehensive about initiating conversations, and there is hesitation around various DEI topics.

This tangible feedback helped us focus on continuing to lay the foundation for 2022. It is important to us to advance the conversation. To create meaningful change, we want to ensure we are responding to the data collected in this assessment, and that means taking the time to lean into the foundational aspects of our journey.

Leadership Intensive

Fifty of our top leaders from around the Firm gathered in Dallas for a two-day intensive workshop, facilitated by Dr. Pogue. Leaders gathered for this hybrid event to review the data from JP Enterprises as well as data across the industry. Chairman and CEO G. Brint Ryan shared his vision and his assessment of the opportunity in front of us. At the end of the meeting, there was recognition that the reasons we are doing this might vary from leader to leader, but the commitment to DEI—and doing it well—was there.

Office Hours and Speaker Events

After the Dallas workshop, RyanMOSAIC launched DEI office hours and two monthly events, again facilitated by Dr. Pogue. Office hours provided senior leaders the opportunity to discuss general or specific DEI questions or concerns as well as review past and future real-life scenarios. Through monthly Firmwide speaker events, we were able to amplify voices and listen and learn. Team members were invited to attend and contribute to the DEI conversation. Participants discussed topics of interest, and leaders joined to help facilitate the conversation. During these events, we covered bite-sized diversity topics, such as pronunciation of names, transparency, mentoring, opportunities for advancement, challenges in specific practice areas and industries, and more. DEI office hours and the monthly events strengthened and developed our culture in new ways, allowing us to get a little more comfortable with difficult conversations and engage with each other, building intention around an inclusive culture.

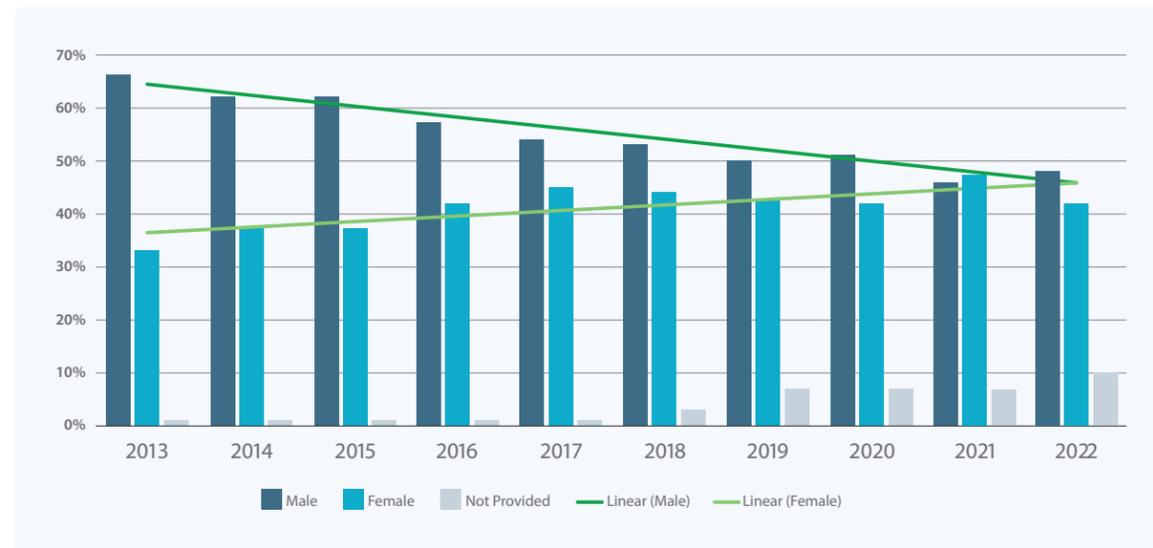
ACCOMPLISHMENTS

- ▶ Published first **DEI report** as a commitment to transparency and accountability
- ▶ Added **DEI oversight** to Ryan's Board of Managers' committee charter
- ▶ Hosted **leadership intensive workshop** to gain leadership alignment
- ▶ Provided **pronoun training and signature** updates to create a space where all are welcome
- ▶ Facilitated **DEI office hours and monthly events** to elevate the DEI conversation
- ▶ Launched **resume blinding pilot** to eliminate bias in the hiring process
- ▶ Committed to present a **slate that includes at least two diverse candidates** for executive leadership roles to increase representation
- ▶ Established mandatory **annual culture workshops** that include **unconscious bias training** (building on psychological safety introduced in 2020)
- ▶ Developed diversity-focused **speaker series** and implemented more **inclusive celebrations**
- ▶ Provided **baseline data assessment** to identify hiring, advancement, and promotion opportunities
- ▶ Conducted **pay equity analysis**
- ▶ Launched **competency-based performance system** to focus on rewarding merit fairly and transparently.
- ▶ Implemented **standardization of W2 salary history process** (Effective third quarter of 2021, we no longer ask for salary history from candidates who have traditional compensation packages. Currently, 21 states ban salary history questions, and Ryan has exceeded these standards by implementing this policy globally.)

A CASE STUDY IN INTENTIONALITY

At Ryan, we've found that when we are intentional about our DEI goals and operating from a data-driven perspective, we're able to effect meaningful and lasting change. When Ryan acquired its Hyderabad, India office approximately 10 years ago, it was quite noticeable the office was predominantly male. Senior leaders saw an opportunity and invested in programs and benefits designed to attract and retain women. We were able to achieve overall gender parity two years ago but know we have more work to do. We are committed to making further strides in our India offices, as the pattern of declining representation as team members advance through the organization is also an issue.

Ryan India Gender Representation



“ If *Diversity* is being invited to the party and *Inclusion* is being asked to dance, then *Belonging* is your music on the playlist. ”



BELONGING INDEX

Belonging has come to the forefront of DEI conversations over the past few years. Belonging is an outcome of a culture where team members are supported, feel psychological safe, and are able to bring their diverse perspectives with agency. Team members with a sense of belonging see their futures at Ryan, knowing they are valued with a mutual understanding of their worth.

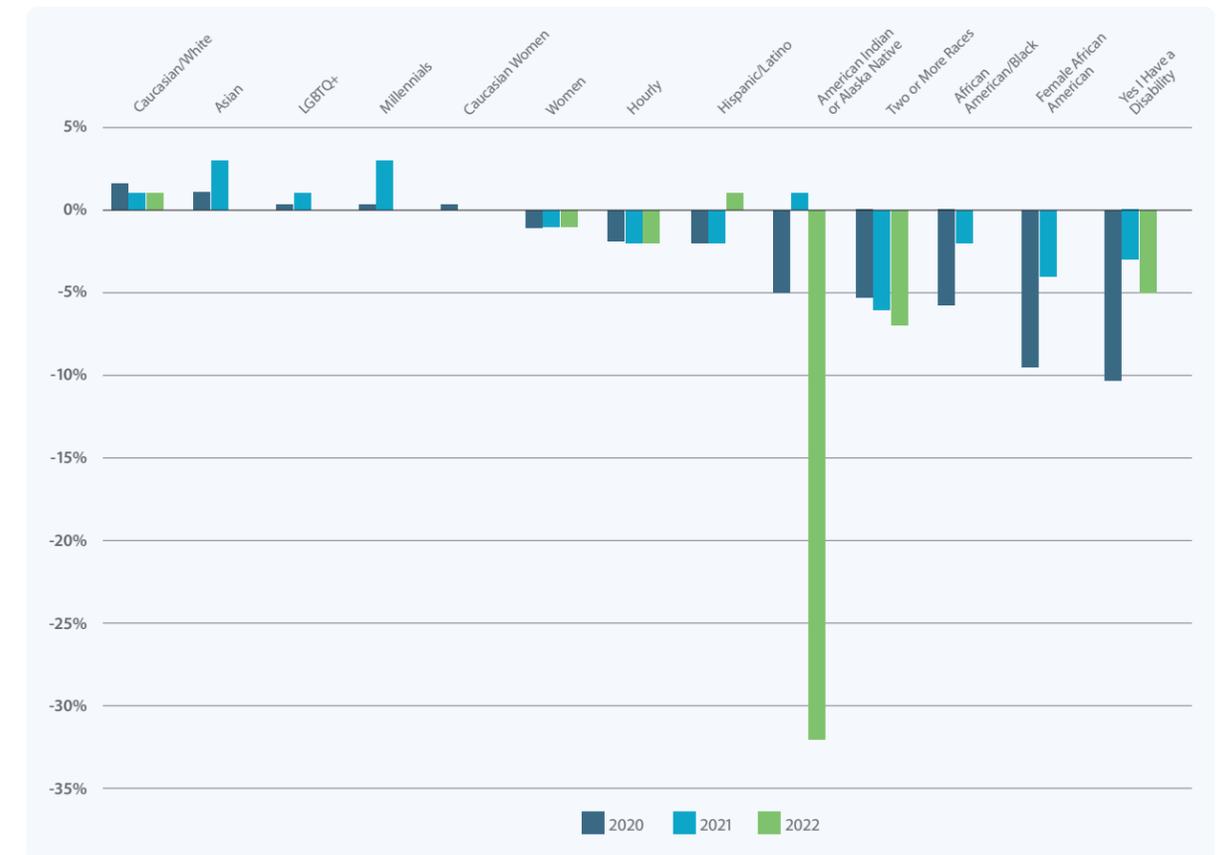
We track this intangible metric through our Belonging Index. We have leveraged our participation in the Great Place To Work® survey and added our own custom questions to find a uniquely Ryan way to interpret the data. The internal Ryan team developed a custom grouping of survey questions to help measure and track team member experience through the lens of belonging. Questions focused on fitting in, caring, celebrations, and fairness.

The Belonging Index provides a quick snapshot of our opportunities and our gaps, and we've found it unearths new insights not found elsewhere in the data. This index is one key metric, allowing us to track changes over time and monitor the impact of programs and benefits.

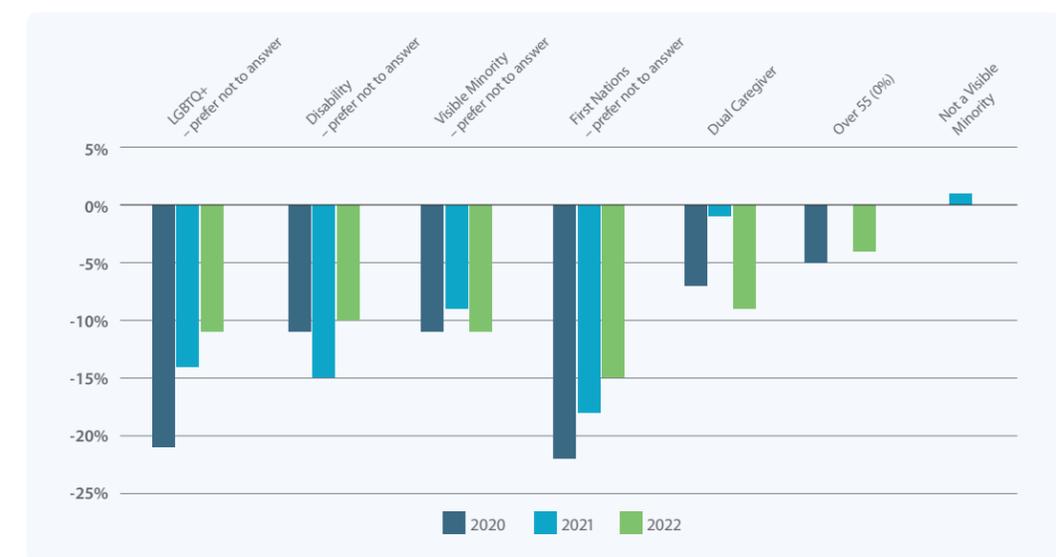
The primary goal of the Belonging Index is to gain valuable insight that enables us to work toward an equitable workplace experience across a number of demographics, minimizing variation in experiences from one group to another. Over the past three years, we've seen that gap narrow in a number of underrepresented demographics, and most of our team members experience belonging in a much more consistent manner. The groups that are tracked and analyzed were selected based on heat maps from the Great Place To Work survey. The heat map tool identifies demographics where we have the greatest opportunities.

We track the Belonging Index for each group relative to the overall or average Ryan Belonging Index score. Groups with scores above zero have a better-than-average sense of belonging, and groups with scores below zero have a lesser experience. The bigger the number, the bigger the gap, so we are pleased to see that in some groups the 2022 bar is not visible because there is no gap. However, most is not all. We share this full data with great humility, as some groups have shown us there is still opportunity and room for improvement.

Belonging Index Gap: U.S. (Relative to Overall Ryan Belonging Index for the U.S.)



Belonging Index Gap: Canada (Relative to Overall Ryan Belonging Index for Canada)

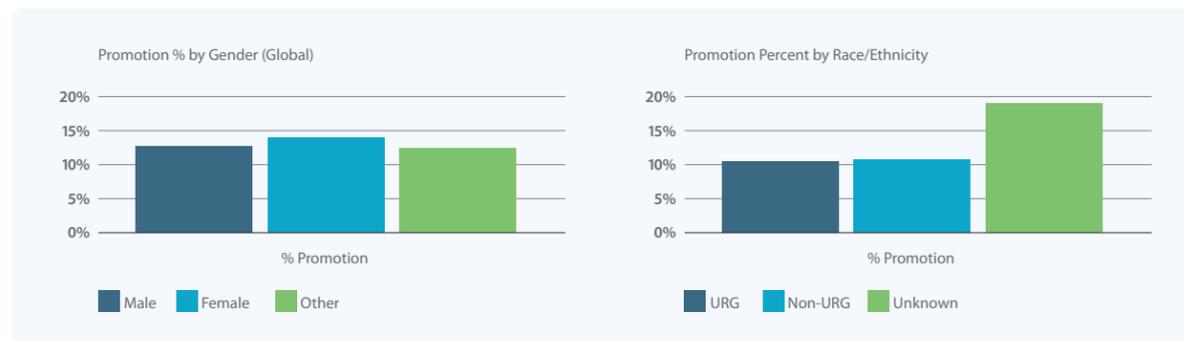


PROMOTION AND ADVANCEMENT

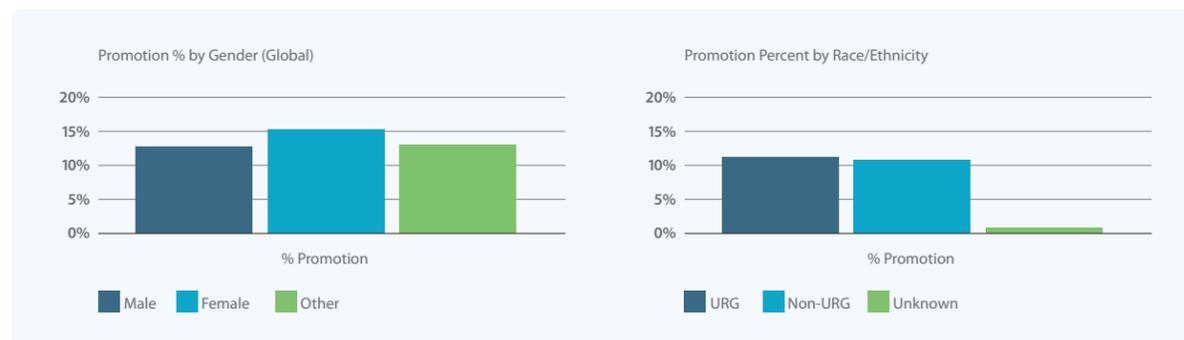
We follow career development and advancement by tracking promotions throughout the organization. Ryan's promotion rate for women and underrepresented groups matched or exceeded promotion rates in the non-underrepresented group ("non-URG") for the past two years—an outcome seen across the globe for gender.

In the United States where data is tracked for race and ethnicity (and the population is large enough that the data is meaningful), promotion for diverse team members outpaced our non-URG team members. Within this aggregated data, however, we recognize there are different opportunities for improvement in specific demographics at various levels of the organization.

Promotion and Advancement Diversity Summary



U.S. 2022 Gender/Diversity Summary



TURNOVER

Ryan is committed to creating a culture and workplace where everyone can achieve personal and professional success. To measure our progress in retaining underrepresented groups, we track voluntary turnover against the majority non-URG in the United States where we have meaningful data.

In 2020, our voluntary turnover was low across both groups, but in 2021, our voluntary turnover for underrepresented groups based on race and ethnicity outpaced our non-URG exits by a factor of almost 2:1. We have been able to reduce that ratio significantly, but we are still working to get back to 2020 levels, where our voluntary exits were comparable across all groups.

WHAT'S NEXT?

Over the next few years, we are focused on four main pillars:

First, we will continue to tell our story in a transparent and authentic way. Transparency will help keep us accountable to all our stakeholders.

Second, we will continue to grow our network. In 2023, we are committing to new partnerships with diverse professional organizations and expanding into new and deeper relationships with some of the most diverse business schools in the country. We have also launched several community engagement programs and sponsorships where team members will have the opportunity to connect with and support diversity in the financial services space at the high school and college levels. In addition, we embarked on multiple new corporate citizenship projects that allow us to serve diverse communities in new and powerful ways. This multifaceted approach allows us to grow our network at various points in the pipeline, as we work to develop and sustain diverse talent pools.

Third, we will continue to develop our teams and culture, providing opportunities to learn, grow, and build community as we strive to create a culture that empowers everyone to achieve success. We will also continue to find innovative ways to get a little uncomfortable because we know that is when growth happens.

And last, but not least, we will work to review, add, and update policies across the organization. This includes a commitment to pay transparency and annual inclusion assessments as well as prioritization workshops with industry leaders, McKinsey & Company.

- TRANSPARENCY
- NETWORK
- CULTURE
- POLICIES

About Ryan

Ryan, an award-winning global tax services and software provider, is the largest Firm in the world dedicated exclusively to business taxes. With global headquarters in Dallas, Texas, the Firm provides an integrated suite of federal, state, local, and international tax services on a multijurisdictional basis, including tax recovery, consulting, advocacy, compliance, and technology services. Ryan is an 11-time recipient of the International Service Excellence Award from the Customer Service Institute of America (CSIA) for its commitment to world-class client service. Empowered by the dynamic *myRyan* work environment, which is widely recognized as the most innovative in the tax services industry, Ryan's multidisciplinary team of more than 4,100 professionals and associates serves over 21,000 clients in more than 60 countries, including many of the world's most prominent Global 5000 companies. More information about Ryan can be found at ryan.com.



Award-Winning Tax Services

For additional information

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