INCLUSION: AN EVOLVING MOSAIC
2021 Diversity Report
WELCOME TO OUR EVOLVING MOSAIC

The most complex images often feature a depth that invites the viewer to look closer. Consider a mosaic, one picture made of many details that becomes clearer the deeper you gaze. Each individual image gives shape to a unique portrait—supplying dimension and shaping the larger image.

Like a mosaic, RSM is a complex organization, composed of many distinct perspectives from across our global enterprise: the stories and experiences of our team members and leaders whose actions, beliefs and values carry significant weight in shaping both their world and ours.

Our work touches thousands of companies and millions of people, and each of us has a role in incorporating the ideals of diversity, equity and inclusion into our professional and personal spaces, relationships and communities. Every time we make our workplace more inclusive, find a connection with the clients and communities we serve, or recruit, hire and advance professionals whose experiences are as varied as the world around us, we enhance the overall picture of who we are.

RSM is also part of a greater mosaic—that of our profession and our society. Our work to engage and uplift diverse professional organizations, seek a range of suppliers, serve varied clients, support our communities and contribute to societal change is part of our ongoing journey. Along the way, we will continue to listen to the valued voices of newly hired and longtime colleagues, clients, suppliers, influencers and thought leaders as we move forward.

Throughout this report, we will share intricate details of our mosaic, our progress and the next steps on our path toward greater diversity, equity and inclusion.
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Our 2021 CDI Numbers

Our Stories

What We’ve Learned

Where Our Marketplace Comes In

Employee Network Groups

Community Investment

Awards and Recognitions

Evolving Our Impact

Welcome to Our Evolving Mosaic

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Letters from Leaders

How We Got Here

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Goals

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RSM 2021 Diversity Report
OUR COMMITMENT

LETTERS FROM LEADERS

Managing Partner and CEO Joe Adams, Culture, Diversity and Inclusion (CDI) leaders Rich Caturano and Tracey Walker, and Financial Services Audit Partner Kate Seitz share their personal perspectives on, experience with and commitment to building a culture of diversity and inclusion at RSM.

LETTER FROM JOE ADAMS

DEAR CLIENTS, COLLEAGUES AND FRIENDS,

JOE ADAMS

THE RELEASE OF OUR FIRST-EVER CDI REPORT MARKS AN IMPORTANT STEP IN EVOLVING OUR COMMITMENT TO CULTURE, DIVERSITY AND INCLUSION.
RSM has been on a journey to advance culture, diversity and inclusion (CDI). ‘The power of being understood’ is our firm’s purpose, and understanding and valuing diverse perspectives is core to our brand and at the root of diversity and inclusion. At RSM, we believe everyone in our firm plays a meaningful role in shaping our commitment.

Inclusion is central to who I am and how I work, as I have always believed that when people feel like they are part of the team, it leads to better outcomes. I have been fortunate to have a tremendous career at RSM, and part of that is because I had leaders who were willing to listen to and understand me. That is the environment I want to create for all people who work for and with RSM, and it’s one of the reasons I am so passionate about CDI.

When I led the Great Lakes region for RSM, we built the STAR (Stewardship and Teamwork for the Advancement and Retention of women) program, which is the foundation for our women’s employee network group today. And in 2013, I appointed Rich Caturano, immediate past chairperson of the American Institute of Certified Public Accountants (AICPA), as our national CDI leader to build a deliberate approach to advancing diversity, equity and inclusion at RSM. We continue this foundational work under Rich Caturano, Tracey Walker and the national CDI team. While I am proud of the progress we have made, I recognize that there is still more work to be done.

The release of our first-ever CDI report marks an important step in evolving our commitment to culture, diversity and inclusion. We’re sharing a deep and transparent look at where we’ve come from, our work to create a stronger workplace and profession, and where we plan to go from here. Our goals are bold; and I believe with commitment from our RSM people across the globe, we can achieve them.

Together, we make up the diverse mosaic of our firm—always evolving, growing and becoming stronger as we work together to achieve our goals and build a more inclusive, equitable RSM, profession and society.

Joe Adams, Managing Partner and Chief Executive Officer, RSM US LLP
FINANCIAL SERVICES AUDIT PARTNER, FORMER InspirAsian NATIONAL LEADER AND NATIONAL STAR LEADER

Early on in my career with RSM, Joe Adams was the regional managing partner of the Great Lakes region. I volunteered to be part of a team that was integrating a new acquisition into RSM, and Joe was sitting at my table. We were discussing a topic, and I spoke up, very nervously, in front of the then managing partner. A couple of days later, I found a handwritten note in my cube from Joe. He personally thanked me for my contribution during that meeting.

Years later, I was considering changing my career and leaving the accounting world altogether. Somehow, Joe found out and called me to better understand my reasons. That also made a big impact on me—that the CEO cared enough to take time to try to understand and help.

I am grateful for my experience at RSM, specifically for the ongoing support I’ve received from leadership during my 18 years at the firm. My experiences made me feel cared for and special. Each day, I try to follow Joe’s example by showing my colleagues I care, spending time with them and highlighting their accomplishments. It is now my job to inspire others. That’s RSM and our culture of diversity and inclusion.

Kate Seitz, Partner, Capital Markets Technical Audit Leader
LETTER FROM TRACEY WALKER AND RICH CATURANO

DEAR CLIENTS, COLLEAGUES AND FRIENDS,

Being your authentic self. It’s essential for building a meaningful life and genuine relationships. That's why at RSM, we encourage our people to bring their authentic selves to work. We know that by being genuine with one another, we build understanding, which leads to enhanced relationships. And when we know one another better, we’re comfortable sharing information and ideas. The unique perspectives that our diverse team of 13,000+ people across the U.S. and in Canada bring to the table lead to innovative thinking that ultimately helps us help our clients succeed.

Since our firm was founded 95 years ago in Davenport, Iowa, we’ve been focused on fostering inclusiveness. And we’ve enhanced that focus over the years in a variety of ways, including through the formalization of our approach to inclusion with the development of a team of professionals dedicated to enhancing our culture, diversity and inclusion (CDI) efforts; the formation of 12 diverse employee network groups; by defining our enterprise CDI policy and by continuously striving for solutions to complex diversity and inclusion issues.

We are humbled to be a part of RSM’s continued efforts to enhance inclusion – not only within our firm but within the profession and in the world at large. It’s critical to our collective success in today’s increasingly diverse and global economy – and it's simply the right thing to do.

We invite you to join us as we evolve our mosaic of diversity, equity and inclusion.

Tracey Walker, National Leader of Culture, Diversity and Inclusion

Rich Caturano, Partner, Founder and Executive Sponsor of RSM’s Culture, Diversity and Inclusion Program
OUR JOURNEY

HOW WE GOT HERE

Throughout our nearly 100-year history, RSM has embraced the power of being understood and sought to increase diversity. In 2014, we began an intentional program to advance culture, diversity and inclusion under the leadership of Rich Caturano and Tracey Walker. In addition to standing up 12 employee network groups and educating thousands of people, we have made strides in increasing our representation of women and diverse professionals in the partnership, in executive leadership positions and on our board of directors. At the same time, we recognize that we have more work to do to build the culture we want to see and shape the evolving mosaic of RSM.

Each day we make intentional choices to create an environment where inclusion thrives.

We take pride in the work that our people have accomplished and look toward the future, continuing to identify areas and ways to shift and grow to benefit our clients, colleagues, communities and the profession.
Throughout our nearly 100-year history, RSM has embraced the power of being understood and sought to increase diversity. In 2014, we began an intentional program to advance culture, diversity and inclusion under the leadership of Rich Caturano and Tracey Walker. In addition to standing up 12 employee network groups and educating thousands of people, we have made strides in increasing our representation of women and diverse professionals in the partnership, in executive leadership positions and on our board of directors. At the same time, we recognize that we have more work to do to build the culture we want to see and shape the evolving mosaic of RSM.

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Meet Wei Xue
CEO ACTION FOR RACIAL EQUITY FELLOW, VALUATION SUPERVISOR AND MEMBER OF InspirAsian, ¡HOLA! AND GENERATIONS

There is nothing typical about Wei Xue's path to success. He and his family immigrated to the United States when he was 6 years old, where he was raised in a majority black and brown community. Shortly after settling into his new environment, he met two courageous mentors within the community who were instrumental in guiding him through the early challenges of being a first generation immigrant. This mentoring and opportunities to participate in community-based learning programs established by his mentors provided Wei with the tools to excel academically in high school and at university.

Through the years, Wei has sought to give back to the community that was his launching pad. He has continued to support the community-based learning programs as a tutor and advocate throughout his academic and professional career.

Because of the role education and mentorship played in his own journey, Wei created the Accounting and Business Association Mentor Program while at the University of Maryland. This program aligns first generation and minority accounting students from a variety of diverse backgrounds with mentors in the industry.

Throughout his career at RSM, Wei has continued to use his background and path to success as a catalyst for change. He recently embarked on a two-year journey as a CEO Action for Racial Equity Fellow, where he will work with peers from companies across the country to help advance racial equity while remaining employed by RSM.
PAINTING OUR PORTRAIT

OUR CDI TIMELINE

Follow our ongoing journey to paint our portrait of culture, diversity and inclusion (CDI) here at RSM.

2012

APRIL 2012

AICPA forms National Commission on Diversity and Inclusion; Rich Caturano joins as chair

- Rich joins the 400,000–member AICPA as its 100th chair to challenge the lack of diversity and inclusion in accounting.
- Rich co–founds the AICPA National Commission on Diversity and Inclusion and speaks with tens of thousands of professionals and business leaders about the value of diversity and inclusion.

2013

JULY 2013

RSM appoints Rich Caturano national leader of culture, diversity and inclusion

- Rich Caturano is appointed RSM’s national leader of culture, diversity and inclusion formalizing the firm’s commitment to CDI and creating a national program to advance inclusion within the firm while enhancing how we support our clients. Focus groups are held to design a program with the needs of our people in mind. Tracey Walker is invited to help advance the CDI journey.
2014

JANUARY 2014 RSM launches CDI program with creation of employee network groups
- RSM establishes 11 employee network groups (ENGs) to create diverse and inclusive communities, as well as allies, while offering a forum for discussion about personal experiences and issues tied to culture, diversity and inclusion.
- ENG leaders are appointed and convene in the first CDI Leadership Summit; in-depth training is deployed; and regional leaders are established for each group.
- RSM’s technical conferences deploy CDI learning.

MARCH 2014 RSM appoints network of national CDI office champions
- CDI office champions lead efforts within each RSM office and in the communities across the country where our people live and work.

APRIL 2014 CDI leaders partner with business functions
- CDI leadership aligns with internal partners like human resources and talent acquisition to accelerate recruiting and retention efforts across the firm.

JULY 2014 RSM enhances involvement and sponsorship of NABA, ALPFA and Ascend conferences

2015

JANUARY 2015 RSM appoints Tracey Walker, national director of culture, diversity and inclusion

JULY 2015 RSM expands involvement at NABA, ALPFA and Ascend conferences with teams of ambassadors, career fairs and plenary sessions
2016

OCTOBER 2015
RSM forms Employee Network Executive Council
- With the growth and maturation of our employee network groups (ENGs), RSM forms the first Employee Network Executive Council to give ENG leaders a space to confer, share best practices and align on goals for the various diverse communities they represent.

DECEMBER 2015
RSM holds second annual CDI Leadership Summit
- This second convening hones the firm’s mission, vision and impact around culture, diversity and inclusion, while ensuring insightful information can be paired with action to deliver tangible CDI results. The second gathering of RSM network leaders forms the current CDI Leadership Summit format, which expands from the first year to include leaders from across the organization.
- More than 150 of the firm’s top executive leaders and a team of professionals leading the CDI/ENG efforts at local, regional and national levels gather to learn best practices and hear from thought leaders focused solely on inclusion in an intensive two-and-a-half-day workshop.

MAY 2016
ENGs reach 1,500 members
RSM produces first CDI scorecard with representation and inclusion metrics

AUGUST 2016
National CDI and talent acquisition summit forms
- To not only retain, but also intentionally recruit minority community members, RSM forms the national CDI and talent acquisition summit as a catalyst for training and sharing best practices for recruitment of diverse voices.

SEPTEMBER 2016
Inclusion training expands to unconscious bias series and cultural dexterity training launches for all RSM professionals
- Unconscious bias training encourages our people not only to recognize when bias might play a role in their interactions with colleagues, but also with clients, suppliers and other stakeholders.
2017

**FEBRUARY 2017**

RSM wins first CDI consulting client

- By illustrating the firm and team’s commitment to shifting the conversation and focus on culture, diversity and inclusion in all aspects of their business, RSM wins its first CDI-related client consulting project for a government agency.

**MAY 2017**

ENGs reach 2,000 members

RSM launches partnership with Howard University

- RSM launches its continuing partnership with Howard University Center for Accounting Education (CAE), a retreat to help first- and second-year minority professionals succeed in public accounting.

**JUNE 2017**

CDI champions appointed at every RSM office

- Local CDI champions build culture with custom–designed programs and initiatives based on what drives the highest impact in each office.

**JULY 2017**

CEO Joe Adams joins CEO Action for Diversity & Inclusion™

- RSM joins coalition of CEOs of the world’s leading companies in signing [CEO Action for Diversity & Inclusion](#) pledge.

**AUGUST 2017**

CDI appears in annual report

- RSM publicly showcases its commitment to an inclusive culture with the inclusion of CDI in the firm’s 2017 annual report.
2018

OCTOBER 2017
CDI front and center at RSM World Conference
- Tracey Walker holds an inclusion general session on bias and its global relevance at the RSM World Conference in Berlin.

2019

MAY 2018
ENGs reach 3,600 members with 32-plus % employee participation
- ENG membership surpasses 3,600 as groups continue to receive opportunities for mentorship, leadership development, specialized training, networking opportunities and more.

JULY 2018
National CDI marketing/communications summit forms
- To increase the firm’s advancement of CDI both internally and externally, RSM forms summit to help marketing and communications professionals view content and strategy through an inclusive lens.

OCTOBER 2018
Diversity MBA names RSM’s Tracey Walker to 2018 Elite Top 50 Executive Leaders list

MAY 2019
ENGs reach 4,000 members with 40-plus % employee participation

SEPTEMBER 2019
Diversity MBA names Jason Alexander to Top 100 Under 50 Executive and Emerging Leaders list

OCTOBER 2019
CDI leaders introduce six strategic priorities and goal to be first-choice employer of underrepresented minorities and women
### 2020

**MAY 2020**
**ENG participation nears 50%**
- Nearly 50% of RSM's 13,000–plus people are members of one or more of the firm's 12 ENGs.

**JUNE 2020**
*Diversity MBA* media names RSM’s Tracey Walker to Top 100 Women of Influence

**OCTOBER 2020**
AICPA honors Rich Caturano with its prestigious Gold Medal Award
- Caturano’s outstanding legacy includes significant work to advance culture, diversity and inclusion in the accounting profession and at RSM.

**NOVEMBER 2020**
AICPA names RSM’s Tracey Walker to Top 25 Most Powerful Women in Accounting

**AUGUST 2020**
RSM supports CEO Action Fellowship

### 2021

**MARCH 2021**
RSM establishes Middle Market Collaborative for Understanding, a forum for middle market business leaders to discuss and advance diversity, equity and inclusion priorities.

**APRIL 2021**
RSM publishes inaugural culture, diversity and inclusion report
- This report—the first-ever culture, diversity and inclusion report—illustrates the firm's commitment to continue building a culture that celebrates diversity and inclusion not just internally, but beyond RSM's walls as well, along with a promise to share progress, best practices and lessons learned in years to come.
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>MAY 2021</td>
<td><strong>RSM Names Tracey Walker National CDI Leader</strong></td>
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<td></td>
<td>Walker has been instrumental in our efforts to advancing diversity and inclusion at RSM. Her knowledge and expertise will be critical, as we continue to make great strides.</td>
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<td>JULY 2021</td>
<td><strong>AGA Recognizes RSM’s Tracey Walker</strong></td>
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<td>JULY 2021</td>
<td><strong>RSM listed on Disability Equality Index 2021 Best Places to work for Disability Inclusion</strong></td>
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<td>SEPTEMBER 2021</td>
<td><strong>Seramount Names RSM One of its 2021 Best Companies for Dads</strong></td>
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<td></td>
<td><strong>Fortune and Great Place to Work® Name RSM One of the 2021 Best Workplaces for Women™</strong></td>
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<tr>
<td>OCTOBER 2021</td>
<td><strong>RSM’s Joe Adams Signs CEO Letter for Disability Inclusion</strong></td>
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VISION FOR THE FUTURE
OUR GOALS AND PLAN FOR ACHIEVING THEM

ASPIRATION

Strengthen our culture of diversity and inclusion and foster strong relationships both within our walls and beyond.

RSM is using feedback from our people to shape, update and implement plans that improve organizational culture, diversity and inclusion (CDI). We are encouraging leadership approaches that support inclusiveness and belonging while increasing our diverse representation.

Our focus is represented through the following areas with specific details outlined in the tables below:

1. Employee satisfaction, engagement and productivity
2. Organizational inclusiveness programs and policy
3. Recruit, retain and advance top diverse talent
4. Inclusive leadership development and education
5. Line of business alignment, enrichment and new market growth
6. Effective measurement and responsiveness
## FOCUS: CULTURE

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>METRICS</th>
<th>UNDERLYING ACTIVITIES AND ACCOMPLISHMENTS</th>
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<tbody>
<tr>
<td>Drive employee satisfaction, engagement, retention and advancement by further embedding inclusiveness in our organization.</td>
<td>Build and expand mentorship and sponsorship programs enriching the careers and success of our diverse talent.</td>
<td>In 2021, the firm will establish definitions and parameters for CDI/ENG programming.</td>
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<td></td>
<td>Increase firm–wide employee network group (ENG) participation by 20% by 2025 (current participation is 50%).</td>
<td>In 2021, the firm will embed CDI ILEAD (inclusive leadership) behavior into firm training.</td>
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<td>Increase annually our investment in deeper and broader CDI and ENG programming.</td>
<td>In 2021, the firm will expand standards for leadership accountability in building an inclusive culture.</td>
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<td>Train 70% of RSM leaders in inclusive leadership and other behaviors to advance diversity experiences and outcomes by 2022.</td>
<td>In fiscal 2021, 83% of RSM partners and principals were members of employee network groups.</td>
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<td>Integrate CDI measures and accountability into key operational functions in 2021.</td>
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<td>Reward and recognize inclusive leaders for positively affecting the talent experience.</td>
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## FOCUS: REPRESENTATION

<table>
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<th>UNDERLYING ACTIVITIES</th>
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<tr>
<td>Strengthen our recruitment of top diverse talent.</td>
<td>Continuously increase diverse representation to reflect the communities in which we serve.</td>
<td>In 2021, RSM will refine recruiting priorities and establish processes to attract and hire diverse talent, including ensuring representation in our applicant pool and selection committee and ENG involvement.</td>
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<td>Increase internship and full–time employment offers to diverse candidates in partnership with historically Black colleges and universities (HBCUs) and other schools with diverse populations.</td>
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<td></td>
<td>Continue to invest in development, skill building and enrichment of diverse students and professionals.</td>
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**FOCUS: REPUTATION**

<table>
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<tr>
<td>• Enhance our reputation and drive continuous improvement in CDI</td>
<td>• Issue annual diversity and inclusion transparency report to analyze and share our progress internally and externally.</td>
<td>• RSM’s executive leadership is committed to continuing to use data to drive long-term, sustained outcomes that enhance our inclusive culture and increase diverse representation.</td>
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<td>through transparency.</td>
<td>• Provide robust disclosures to support client and prospect inquiries about our CDI efforts.</td>
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**FOCUS: IMPACT**

<table>
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<th>OBJECTIVES</th>
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<th>UNDERLYING ACTIVITIES</th>
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<tr>
<td>• Become a driver and influencer of diversity and inclusion in the</td>
<td>• Expand relationships and increase annual spend with diverse suppliers.</td>
<td>• Establish a middle market collaborative for diversity and inclusion.</td>
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<td>marketplace.</td>
<td>• Engage the middle market in courageous conversations about diversity and inclusion, and provide relevant thought leadership to advance diversity efforts.</td>
<td>• Create and facilitate a Black executive roundtable.</td>
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<td></td>
<td>• Increase relationships with and create opportunities for teaming partners (MBE, WBE, VBE, SDVBE and PDBE).</td>
<td>• Engage the middle market and related suppliers and teaming partners with diversity and inclusion.</td>
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THE BIG PICTURE
OUR 2021 CULTURE, DIVERSITY AND INCLUSION NUMBERS

Over the span of decades, in large and small ways, our team members have been the drivers of our culture and the center of our mosaic of diversity and inclusion. What sets us apart is the quality of people we are able to recruit, the way they develop at RSM, their opportunity to connect in meaningful ways with our clients and how we build long-term relationships that benefit all groups. We take pride in our people and are committed to making RSM a firm they are proud to work for.

One of the ways we uphold our promises to our clients, colleagues and communities is by measuring and tracking our progress in building a culture of diversity and inclusion. To understand and explain the big picture, here is data we’ve gathered over the past three years.

This approach allows us to see our progress year-over-year, identify opportunities to raise the bar and continue to create and evolve our mosaic. Our reporting strategy is guided by internal and external accountability, as well as by our firm’s inherent belief that diversity and inclusion improve our ability to serve clients and foster a desirable workplace. The data we include aligns with best practice reporting in our industry and internationally as compared to AICPA and Global Reporting Initiative standards.
INCREASED OVERALL DIVERSITY

As our firm has grown, the diversity of our people has grown at an even greater rate in most categories.

This development is in line with our commitment to reflect the diversity of our communities and the clients we serve. Between fiscal year 2019 fiscal year 2021, we increased our headcount by 16%. Over the same period, the percentage increase in overall RSM presentation grew by 17% for women, 14% for Black employees, 33% for Hispanic/Latinx employees and 28% for Asian employees.

*Percent increase is from fiscal 2019 (year ended April 30, 2019) to fiscal 2021 (year ended April 30, 2021)
Our intern pipeline also reflects our ability to increase diverse representation in the future, as we increased representation of women and nonwhite interns from fiscal 2019 to fiscal 2021.

**FISCAL 2019–21 INTERN REPRESENTATION AS A PERCENTAGE**
remain as committed as ever to enhancing diverse representation in our firm.

**BIG PICTURE: WHAT THE NUMBERS SAY**

Support professional service managers, senior directors, partners, principals, and managers of diverse professionals. Through our robust analysis,

**WOMEN INCLUSION IN FISCAL 2021**

In seven of nine levels, women’s representation in the RSM workforce has increased from fiscal 2019.

Our employee network groups (ENGs) and overall impressions of the importance of diversity and inclusion on our most recent pulse survey and 50% of people belonged to one or more ENGs in fiscal 2021. Our data shows that 55% of promotions at the associate level were earned by diverse candidates, which bodes well for more diversity at upper levels in the future. Focused mentorship and continued efforts.

**RETENTION AND ADVANCEMENT**

We understand that our work around diversity and inclusion expands beyond recruitment. We want all the opportunities for all of our people, and remain committed to fostering an inclusive workplace that comes in.

**NUMBERS OUR 2021 CULTURE, DIVERSITY AND INCLUSION**

Initiative standards.

This development is in line with our commitment to reflect the diversity of our communities and the big picture, here is data we've gathered over the past three years.

Over the span of decades, in large and small ways, our team members have been the drivers of our development.
FISCAL 2019 – FISCAL 2021* RSM TEAM MEMBERS

Nonwhite representation increased from 18% in fiscal 2019 to fiscal 2021, more than a 20% year-over-year improvement. We expect this growth will continue to accelerate as we advance our diversity and inclusion goals.

TOTAL RSM TEAM MEMBERS
WOMEN AND MEN AS A PERCENTAGE
HOW WE GOT HERE

We remain as committed as ever to enhancing diverse representation in our firm. To that end, we have made increases in a number of key areas over the last three years, including female employees in leadership positions and hiring of diverse professionals. Through our robust analysis, we have been able to quantify the progress we have made in these areas.

BIG PICTURE: WHAT THE NUMBERS SAY

Support for these initiatives comes from the firm’s leadership team, which is responsible for setting the firm’s strategy and annual operating plan. The team is led by the managing partner and CEO and 11 partners and principals who are elected by their fellow partners.

We understand that our work around diversity and inclusion expands beyond recruitment. We want to ensure our people experience RSM as an open, inclusive workplace where they want to stay, learn and build their careers. We continue to make progress toward ensuring fair and equitable professional development programs help us to continue to identify qualified individuals and elevate employees across the RSM organization.

WOMEN

Nine-eight percent of people report that women make up a significant portion of RSM’s workforce, and women’s representation is growing. 

2019 2020 2021

FISCAL 2021 WERE DIVERSE

FIRMWIDE

WOMEN AND MEN AS A PERCENTAGE

TOTAL RSM TEAM MEMBERS

<table>
<thead>
<tr>
<th>Year</th>
<th>Men</th>
<th>Women</th>
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<tbody>
<tr>
<td>2019</td>
<td>55%</td>
<td>45%</td>
</tr>
<tr>
<td>2020</td>
<td>54%</td>
<td>46%</td>
</tr>
<tr>
<td>2021</td>
<td>53%</td>
<td>47%</td>
</tr>
</tbody>
</table>

This development is in line with our commitment to reflect the diversity of our communities and the communities we serve.

Our data shows that 55% of promotions at the associate level were earned by diverse candidates, which is a testament to our efforts in developing our diverse talent.

FISCAL 2019 - FISCAL 2021* RSM TEAM MEMBERS

<table>
<thead>
<tr>
<th>Year</th>
<th>Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>11,000</td>
<td>10,486</td>
</tr>
<tr>
<td>2020</td>
<td>11,701</td>
<td>11,309</td>
</tr>
<tr>
<td>2021</td>
<td>12,183</td>
<td>11,794</td>
</tr>
</tbody>
</table>

The firm’s leadership team is responsible for setting the firm’s strategy and annual operating plan. This leadership team consists of the managing partner and CEO and 11 partners and principals who are elected by their fellow partners.

Racially / ethnically diverse supports the communities where our people live and work. We continue to make progress toward ensuring fair and equitable representation of women and nonwhite interns from fiscal 2019 to fiscal 2021.

This development is in line with our commitment to reflect the diversity of our communities and the communities we serve.

FISCAL 2019-21 INTERN REPRESENTATION AS A PERCENTAGE

<table>
<thead>
<tr>
<th>Year</th>
<th>Racially / ethnically diverse</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>Female</td>
</tr>
<tr>
<td>2019</td>
<td>41.66%</td>
</tr>
<tr>
<td>2020</td>
<td>46.17%</td>
</tr>
<tr>
<td>2021</td>
<td>55.20%</td>
</tr>
</tbody>
</table>

The firm has also made efforts to ensure our people experience RSM as an open, inclusive workplace where they want to stay, learn and build their careers. We continue to make progress toward ensuring fair and equitable professional development programs help us to continue to identify qualified individuals and elevate employees across the RSM organization.

NUMBERS

OUR 2021 CULTURE, DIVERSITY AND INCLUSION

RSM 2021 DIVERSITY REPORT

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BOARD AND LEADERSHIP

RSM is committed to advancing diversity on our board of directors and leadership team. Included below are representation numbers for fiscal 2019, 2020 and 2021.

**RSM US LLP BOARD OF DIRECTORS**

The RSM US LLP Board of Directors is the governing body of the firm. It is composed of the firm’s managing partner and CEO and 11 partners and principals who are elected by their fellow partners and principals to serve a four-year term. A chairman of the board is elected annually.

- **2019**
  - Racially / ethnically diverse: 2
  - White: 10

- **2020**
  - Racially / ethnically diverse: 2
  - White: 10

- **2021**
  - Racially / ethnically diverse: 3
  - White: 9

- **2019**
  - Women: 2
  - Men: 10

- **2020**
  - Women: 2
  - Men: 10

- **2021**
  - Women: 4
  - Men: 8
RSM US LLP LEADERSHIP TEAM

The firm's leadership team is responsible for setting the firm’s strategy and annual operating plan. Representatives are selected through a panel interview process.
**PARTNERS AND PRINCIPALS**

Partners and principals are the owners of RSM US LLP. They are selected through a robust pipeline, application and panel interview process.

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th></th>
<th></th>
<th></th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Men</strong></td>
<td></td>
<td></td>
<td></td>
<td>82.21%</td>
<td>81.13%</td>
<td>80.12%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Women</strong></td>
<td></td>
<td></td>
<td></td>
<td>17.79%</td>
<td>18.87%</td>
<td>19.88%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>White</strong></td>
<td></td>
<td></td>
<td></td>
<td>94.75%</td>
<td>93.08%</td>
<td>92.72%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Racially / ethnically diverse</strong></td>
<td>5.25%</td>
<td>6.39%</td>
<td>7.29%</td>
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<td></td>
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</table>
RETENTION AND ADVANCEMENT

We understand that our work around diversity and inclusion expands beyond recruitment. We want to ensure our people experience RSM as an open, inclusive workplace where they want to stay, learn and build their careers. We continue to make progress toward ensuring fair and equitable opportunities for all of our people, and remain committed to fostering an inclusive workplace that supports the communities where our people live and work.

41.19% OF PROMOTIONS IN FISCAL 2021 WERE FEMALE FIRMWIDE

21.59% OF PROMOTIONS IN FISCAL 2021 WERE DIVERSE FIRMWIDE

55.20% OF PROMOTIONS IN FISCAL 2021 WERE EITHER DIVERSE OR FEMALE AT ASSOCIATE LEVEL

Our data shows that 55% of promotions at the associate level were earned by diverse candidates, which bodes well for more diversity at upper levels in the future. Focused mentorship and professional development programs help us to continue to identify qualified individuals and elevate them into their next opportunities.
Our employee network groups (ENGs) and overall impressions of the importance of diversity and inclusion at our firm are also important factors in our ability to advance and retain diverse professionals. We are proud that 98% of our people said they believe we value diversity and inclusion on our most recent pulse survey and 50% of people belonged to one or more ENGs in fiscal 2021.

98% of people report that RSM values diversity and inclusion in fiscal 2021

50% of people belonged to one or more ENGs in fiscal 2021

WOMEN

In seven of nine levels, women’s representation in the RSM workforce has increased from fiscal 2019 to fiscal 2021, an indicator that our firm’s dedicated recruitment and inclusion efforts have had a positive impact.

The largest increases in female representation were at the associate, supervisor, senior director and partner/principal levels.

We would like to focus on hiring and advancing more women into the most senior positions—partner/principal, senior director and director/senior manager.
**RSM VALUES DIVERSITY AND INCLUSION: AN EVOLVING MOSAIC INCLUSIONS: AN EVOLVING MOSAIC**

We would like to focus on hiring and advancing more women into the most senior positions—

**THE BIG PICTURE**

Support

**Senior associate**

- 2019: 41.64%
- 2020: 39.84%
- 2021: 41.93%

**Partner / Principal**

- 2019: 17.79%
- 2020: 18.87%
- 2021: 19.88%

**Manager**

- 2019: 48.61%
- 2020: 49.36%
- 2021: 49.52%

**Director & senior manager**

- 2019: 36.77%
- 2020: 35.43%
- 2021: 35.28%

**Supervisors**

- 2019: 38.22%
- 2020: 41.81%
- 2021: 41.52%

**Senior director**

- 2019: 41.64%
- 2020: 43.23%
- 2021: 43.86%

**FISCAL 2019-21 INTERN REPRESENTATION AS A PERCENTAGE BY LEVEL**

**PARTNERS AND PRINCIPALS**

- 2019: 2,000 RSMs
- 2020: 2,500 RSMs
- 2021: 3,000 RSMs

In partnership with our clients, we continue to support our Diversity and Inclusion Initiative standards.

Our reporting strategy is guided by internal and external best practices, and our ability to serve clients and foster a desirable workplace. The data we include aligns with best practices around diversity and inclusion goals.

Over the span of decades, in large and small ways, our team members have been the drivers of our culture and the center of our mosaic of diversity and inclusion. What sets us apart is the quality of our people and their commitment to making RSM a firm they are proud to work for.

Over the same period, the percentage increase in overall RSM representation grew by 17% for women, 6% for men, 14% for Black employees, 33% for Hispanic/Latinx employees and 28% for Asian employees.

As our firm has grown, the diversity of our people has grown at an even greater rate in most of the roles we serve. Between fiscal year 2019 and fiscal year 2021, we increased our headcount by 16%.

We take pride in our people and are committed to making RSM a firm they are proud to work for. We remain as committed as ever to enhancing diverse representation in our firm.
BIG PICTURE: WHAT THE NUMBERS SAY

We have made increases in a number of key areas over the last three years, including female employees in leadership positions and hiring of diverse professionals. Through our robust analysis, we also have identified areas in need of improvement, most notably decreasing attrition across-the-board. As our timeline demonstrates, RSM has a long history of a commitment to diversity, and we remain as committed as ever to enhancing diverse representation in our firm.
SNAPSHOTS

STORIES OF RECRUITMENT, RETENTION AND ADVANCEMENT

To operationalize our strategy, we are identifying key moments from the beginning of the RSM career journey to progress diverse talent through our pipeline to partnership. From attracting new and boomerang talent to retaining and advancing current people, these moments represent pivotal opportunities for RSM to create a more diverse and inclusive workplace.

Our hiring process integrates designated teams within human resources (HR) talent acquisition, recruiting, marketing and communications, as well as employee network groups (ENGs), to connect with diverse communities, such as strategic colleges, universities and organizations that allow RSM to better serve our clients. Expanding our pool of high-performing, diverse candidates from varied backgrounds, genders, ethnicities and experiences enhances our ability to deliver innovative solutions and enriches the experience for our people. Our recruiters actively work to identify candidates of diverse backgrounds and skill sets for interviews and opportunities; and RSM ENGs, campus recruiting and experienced-hire talent acquisition professionals work to create collaborative, innovative professional teams across our organization.

We also explore more unique and personalized ways to invest in our people. It requires working with individuals, their managers, partners and our talent teams to identify the right career paths, and when it makes sense, creating entirely new roles that suit our peoples’ passions, as well as the firm and/or client needs.
Meet AJ Williams
IT PRODUCTION SUPPORT DIRECTOR, STAR MEMBER

I joined RSM in 2012, right out of college, in a seasonal service desk role. As a finance major with a minor in Spanish, I had international finance aspirations, and thought this role could be my first step in that direction. But when the firm offered me a full-time role two months later, I never imagined the trajectory my career would take. I quickly transitioned to a full-time service desk team member, to team lead, and finally, to analyst.

Along the way, I was encouraged to stay true to myself and my personal passions, which led me to create a Star Wars-inspired 90-day plan to improve the service desk's efficiency and add more value to the firm. This plan ultimately helped me pave the path to service desk manager, and eventually, to my current, tailor-made role as IT production support director. I never imagined I’d spend my career in technology, given my initial aspirations; but I love it—and with the support and encouragement of RSM Chief Information Officer Troy Cardinal, we created a role that takes a holistic look at the service desk—from people, tools and processes to how we collaborate with RSM business and leverage technology-based tools to serve our clients.

Now as a technology leader armed with facts and a track record of results, I focus on understanding the user experience and client needs, and continue to identify new areas for the firm to evolve, while encouraging my RSM colleagues to chart their dream careers, too.

– AJ
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**SNAPSHOTS**

**STORIES OF RECRUITMENT, RETENTION AND ADVANCEMENT**

Meet Nelly Montoya
**FINANCIAL SERVICES SENIOR ANALYST AND MANAGEMENT CONSULTING DIRECTOR**

When I was looking to make a career change, business associates who are now colleagues suggested exploring RSM. Initially, I planned to be with the firm for a couple of years — long enough to obtain my CPA license and some public accounting experience. Nine years later, I’m thrilled to say that staying with RSM has been one of the best decisions I’ve made. I’ve had fantastic opportunities with RSM — I’ve transferred offices (from Chicago to London to San Francisco), worked abroad for three years, joined RSM’s cutting edge industry eminence program as a financial services analyst, and recently transferred from assurance to management consulting.

Each role I’ve had has helped me grow personally and professionally. Moreover, with each role I have taken on, I’ve felt the support, encouragement, and investment that RSM has made in my career. The best part is that I’ve made incredible friends along the way — many of whom I now consider family.

— Nelly
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**SNAPSHOTS**

**STORIES OF RECRUITMENT, RETENTION AND ADVANCEMENT**

**Meet Samantha Boyle**

**NATIONAL ALUMNI PROGRAM MANAGER**

After leaving RSM, my family moved to the U.K., but when it came time to relocate back to the U.S., I immediately called RSM. I did not want to return to consulting, but my colleagues and leaders at RSM advocated for me to help make new connections in the market. I ended up applying for and taking a national role. From this experience, I've learned that flexibility is crucial as a working parent. I knew that I could walk in the door at RSM and have options available to me. What I didn't realize was that in the three years since leaving RSM, the firm had made great investments and strides in its support of working parents. The benefit of that has been keenly felt in 2020. My relationships with my RSM colleagues and peers were critical. Even while I was working elsewhere, I could still call my former peers and mentors to brainstorm and problem solve. The relationships with those people were the primary reason RSM came to mind first when it was time to change jobs again.

– Samantha
Meet Ayana Martinez

**SENIOR MANAGER INTERNATIONAL TAX, WASHINGTON NATIONAL TAX, ABILITIES NATIONAL LEADER, AACE, MULTICULTURAL, PRIDE AND STAR MEMBER**

I joined RSM because the entrepreneurial culture of the firm matched my aspirations and personality, and because Larry LeBlanc, who recruited me, was supportive and provided a safe space to grow and learn. I was given ownership of my engagements from the onset and was motivated to excel because of the trust this partner and others gave me. The values and culture of the firm continued to align with me personally and professionally.

However, I wanted an expansion of my role and responsibilities, and I outgrew my position. While I was considering making a change, I was approached by several firms offering opportunities that would allow me to grow professionally, but I ultimately stayed because RSM leaders live powerful values each day. My mentors and sponsors valued my contributions to the firm and asked me to consider another role that afforded me an opportunity to hone additional skills.

The requirements and responsibilities of the new role far exceeded my role at that time, and my mentors believed I would be successful based on my past record of accomplishments. It showed me that RSM is what you make of it for yourself and for the team you lead. The values we share are pillars of our success both personally and professionally. These values are what keep our clients returning year after year. As my wise mentor always says, “Rising tides raise all ships.”

– Ayana
Meet Jason Alexander
CONSULTING PRINCIPAL, INDUSTRIALS SENIOR ANALYST, MEMBER OF ALL ENGS

When I wanted to relocate to South Florida from Chicago, I planned to go back to one of the Big Four accounting firms where I began my career. I began interviewing with these firms, as well as with RSM. I hit it off with two of RSM's leaders, and the rest is history.

After 14 years with RSM, one specific opportunity has had an especially positive impact on my advancement at RSM — when the firm decided to step up our culture, diversity and inclusion (CDI) activities and approached me to lead this work in RSM's Southeast region. I was a director at the time, with intentions of becoming a partner, and this role presented me with a platform to play a significant role in establishing our CDI activities and forming a culture of inclusion across the firm, while working directly with the firm's leaders. My time in this role has been extremely rewarding. I have learned a great deal about firm operations, played a key role in the continued progress we've made related to CDI, and ultimately was honored to be appointed regional partner sponsor of the AACE (African American and Canadian Excellence) employee network group (ENG).

Through my involvement in CDI, I was also recognized as a leader and encouraged to participate in the first class of RSM's Industry Eminence Program, designed to build the data-driven industry leaders of tomorrow. I am a firm believer that diversity makes RSM stronger and will continue to foster an environment where all of our people feel comfortable being their authentic selves each and every day.

— Jason
BUILDING OUR MOSAIC

WHAT WE’VE LEARNED ALONG THE WAY

Building a truly inclusive workplace requires every RSM professional to be committed to doing their part to advance diversity and inclusion across the firm and within our communities. RSM is home to thousands of professionals whose experiences are as varied as the world around us, and more than half have engaged in our employee network groups to help build and actively participate in a culture of inclusion.

While changing behaviors takes time, building a culture of inclusion starts with listening and understanding one another’s experiences. Through our inclusive programs and practices, we have cultivated a workplace that celebrates and values the varied perspectives that each of our people brings to the firm. We call it the power of being you. Each member of our team brings unique personalities, insights and perspectives on inclusion in the communities where we live and work.

We foster culture, diversity and inclusion (CDI) through training programs, collaborative summits and other internal resources that enable open, honest dialogues and evolved thinking. Together, these strategies empower RSM to develop global leadership, integrate cultural differences, raise intercultural competencies, improve workforce productivity and exceed the expectations of our clients. Our differences fuel our insights.
ANNUAL CDI LEADERSHIP SUMMIT

The year 2020 marked the seventh year of our annual CDI Leadership Summit. The two-day event, attended by hundreds of key leaders from across the firm’s 87 offices in the United States and four offices in Canada, kicked off with a video history of CDI—in the accounting industry and at RSM. At the summit, our Managing Partner and CEO Joe Adams and other leaders shared personal thoughts on the importance of inclusion and the value of a caring workforce—for our colleagues, our communities and our clients. Interactive sessions, workshops and exercises encouraged participants to generate ideas to improve diversity and inclusion, while panels and facilitated conversations explored multiple perspectives.

RESOURCES FOR PRACTICING INCLUSION

Organizations have an opportunity to take action by investing in and engaging as allies and facilitators in matters related to diversity, equity and inclusion. At RSM, we have introduced resources and guidelines for those who want to be a part of driving meaningful change and creating a more equitable future.

- Allyship is an important component of advocating for equity and inclusivity. It is a mindset we encourage in our leaders and our teams. RSM’s Allies in Racial Understanding and Inclusion outlines 10 steps individuals can take to be allies.

- Courageous conversations form the basis for deeper understanding and empathy. They challenge us to push ourselves beyond what is comfortable to hear a variety of perspectives. Our Courageous Conversation Guide outlines ground rules to create a safe space for candor and honesty.

- Curated learning playlists help educate our people on issues of race, unconscious bias, managing bias and cultural dexterity.

TRAINING AND PROFESSIONAL DEVELOPMENT

RSM’s learning and professional development (LPD) team executes national training and professional development programs across the firm, and has integrated CDI into our annual, national firm-wide training program. LPD has also launched more specific CDI trainings that raise awareness and enhance success by helping everyone understand the importance of cultural dexterity and diversity, and to adopt inclusive behaviors. We also support clients with this training as they seek best practices in equity and inclusive behavior.

Our employee network groups (ENGs) also host diversity education and professional development events at the regional and local levels. Our CEO and other senior leaders host and encourage attendance at our learning events.
CDI MENTORING PROGRAM PILOT

Our employee network groups help build relationships, expand best practices and bridge the inclusion gap between our people. In this year’s virtual environment, the need for connectivity and mentorship has been more important than ever. That’s why we launched a pilot CDI mentorship program, beginning with our STAR (Stewardship, Teamwork, Advancement and Retention of Women), AACE (African American and Canadian Excellence) and ¡HOLA! (Hispanic Organization for Leadership and Advancement) ENG members. This one–year engagement provides support and advice to mentees, as well as opportunities to serve as mentors. The program gives our people a safe space to connect through respectful, open conversations.

CELEBRATING UNDERSTANDING

Every year, RSM is committed to designating time to have candid conversations with each other. In 2021, we held a National Week of Understanding in May. The goal was to set aside time to reflect, discuss and advance our understanding of race and inclusion. Our people shared personal video messages with their perspectives to foster inclusive interactions.

Meet Gary Jenkins

FEDERAL TAX PARTNER, FLORIDA TAX LEADER, AACE, FAMILY FIRST, ¡HOLA!, MULTICULTURAL, STAR AND VALOR MEMBER

When Joe [Adams, RSM Managing Partner and CEO] asked that I get involved in the firm’s diversity and inclusion initiatives, I was open to learning more. I am located in the state of Florida, and while I am not Hispanic, I joined our firm’s ¡HOLA! employee network group. I learned about the community and culture of those I work with every day, what makes them unique and our cultural differences and similarities. It was a safe place to ask questions that I maybe wouldn’t have otherwise. While all of the new things I was learning made me a bit uncomfortable at first, now I feel accepted and more engaged as a leader and an ally. I am a firm believer that culture, diversity and inclusion are critical aspects of any thriving business or community. We have an opportunity to build a legacy, to give people a sense of connection and to foster communities and workplaces where everyone feels welcome.

– Gary
CHECKLIST

Looking to start a conversation about diversity, equity and inclusion? Whether at work, at home or elsewhere, this checklist highlights some of RSM’s most powerful suggestions and guidelines for navigating tough conversations and building a more inclusive workforce and society.

1. Be open to understanding, and practice empathy.

2. Assume positive intent. If a perspective differs from yours, lean in, ask questions and seek common ground. Always treat one another with respect.

3. Consider your voice important—if not critical—in educating others and building a more inclusive and equitable society.

4. Speak your truth. Be honest and open about your thoughts and feelings rather than saying what you think others want to hear.

5. Don’t rush to a quick solution. Uncertainty is OK. True understanding and evolution require ongoing listening, learning, conversation and action.

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OUR MARKETPLACE

HOW OUR CLIENTS AND SUPPLIERS CONTRIBUTE TO OUR CULTURE OF DIVERSITY AND INCLUSION

RSM’s culture is shaped by the varied perspectives of our people and it is part of a larger mosaic—that of our profession and our society. It’s all part of embracing a more diverse, equitable and inclusive society and RSM.

DIVERSE PROFESSIONAL ORGANIZATIONS (DPOS)

RSM works with key DPOs, societies and associations to support inclusion and professional development in key demographics and audiences, as well as to enrich our workforce. Nationally, we have made substantial investments in the National Association of Black Accountants (NABA), the Association of Latino Professionals For America (ALPFA), Ascend (a Pan-Asian organization for business professionals), Out & Equal (an organization that works on LGBTQ workplace equality), the Global Leadership Summit (faith-based leadership training), the AICPA Women’s Global Leadership Summit, as well as accounting-focused colleges, universities and students. We also have active partnerships focused on veterans. In addition to firm-wide investments, we invest in the membership and participation of our people in these organizations.

SUPPLIER AND VENDOR DIVERSITY PROGRAMS

RSM is committed to processes and tools that support our commitment to supplier diversity and small business programs that support clients’ needs and requirements and supplement our own capabilities. We have also embraced small disadvantaged business (SDB) initiatives that encourage and enable our connection to SDB partners and diverse vendors.
Our small business plan, for example, helps us meet or exceed socioeconomic targets as a percent of total contract value for government engagements. Our process identifies teaming requirements and suitable teaming partners, and enables us to identify small and disadvantaged business opportunities, establish subcontracting goals and select the most qualified candidates to support the requirements.

But our support of small and diverse businesses is not limited to those in certified disadvantaged categories by the U.S. Small Business Administration. It also includes women-, veteran- and minority-owned entities. We are evaluating vendor spending among these communities and are building a national supplier diversity program to encourage product and service purchasing from small and diverse businesses.

**DIVERSE CLIENTS**

“Recently, we were approached by a large financial institution and publicly traded company in South Florida with diversity ingrained in its business model. Because of our investment in CDI, we brought a predominantly Spanish-speaking team to the presentation, offering not only our best-in-class technical aptitude, but unique and varied perspectives, as well. Because of shared cultural backgrounds, we related to one another on a personal level and from day one, felt a sense of belonging. We not only understood but truly cared about the issues on their minds—like the crisis in Venezuela and how it was affecting their business. This is just the beginning of the influence of the Hispanic community. We’re starting to see it in the C-suite, in boards of directors and in the middle market businesses. We’ve got to keep investing in diversity because, frankly, it makes sense. It allows us to create not only a better talent experience, but also a better client experience.”

— Carlos Bravo, consumer products audit partner, ¡HOLA! ENG member

**ASSOCIATION PARTNERSHIPS**

“Apparel industry leaders, like so many others, are looking for innovative solutions to adapt to some of the issues that they’re facing now, from sustainability to inclusion. Whether we’re talking about wage equality or how we treat our people, diversity and inclusion are a major theme in the discussion. RSM has been a great partner to the American Apparel & Footwear Association (AAFA) and apparel industry in sharing best practices, creative ideas and tangible solutions that business owners can adopt for bigger, better impact.”

— Susan Lapetina, SVP of American Apparel & Footwear Association, on RSM’s presence at the 2020 American Apparel and Fashion Association Conference
OUR PLEDGE
As the leading provider of audit, tax and consulting services focused on the middle market, and the fifth largest U.S. accounting firm, we recognize our role in promoting diversity—not only at RSM, but in the communities where our people live and work, and in society at large. We manage thousands of people, work with dozens of suppliers and serve thousands of clients from Wall Street to Main Street.

We know that diverse teams perform better. And even with the progress we've made, we know we can do more. We must ensure the valued voices of our diverse peers are sought out, welcomed and magnified—not only at RSM, but in every part of our network, in every industry and community we touch.

For us, this means making the best choices to imagine an even more inclusive RSM, industry and world, and to achieve it at every intersection, by choosing diversity. We must create client service teams that mirror the communities and makeup of our clients. And we must have honest, open exchanges with our suppliers, vendors, clients and industry leaders to evolve our understanding of the issues and concerns of our diverse employees, the industries and communities we serve.

We must choose diversity and inclusion consistently—one choice, one step and one picture at a time—until together they form a mosaic representative of the world we live in.
THE INTERNAL IMAGE
OUR INCLUSIVE COMMUNITIES AND EMPLOYEE NETWORK GROUPS

When RSM began its intentional culture, diversity and inclusion journey in 2014, we wanted to be sure that our actions and activities were meaningful to our people. That is why we launched 11 employee network groups (ENGs), creating a grassroots movement to advance culture and connectivity while creating spaces for people to belong. ENGs facilitate communication, provide education and serve as a source of community for their members.

When it comes to ENGs at RSM, all are welcome. As of FY 2020, nearly 50% of owners and employees belong to one or more ENGs, demonstrating that among the now 12 groups, we are creating environments of sharing, connecting, learning and perspective-taking for the different voices and experiences that make up our mosaic. We continue to encourage team members to get involved, knowing that their engagement strengthens our overall ability to deliver on diversity and inclusion.

AACE
- AACE (African American and Canadian Excellence) enhances and nurtures an environment that supports RSM’s African American and Black professionals in their pursuit of professional excellence.
- “Belonging to a group, we feel as if we are a part of something bigger and more important than ourselves,” said Shannel Clubb, AACE national leader and leader for RSM’s insurance management consulting practice. “Bonds with other people can be a source of happiness.” RSM encourages team members to get involved in ENGs, she added, because they know the groups are crucial to the firm’s culture.
ABILITIES

- Abilities fosters an environment that supports professionals with disabilities, and/or those who have family members, loved ones or special connections to those with special needs, as they build their careers.

- Ayana Martinez, our Abilities national leader, credits engagement between ENGs and RSM as a driver of policy change like increased access to career opportunities. For Ayana, who is a senior manager in the Washington National Tax and International Tax Services groups and serves as RSM’s international tax lead for tax reform, ENGs influence more than corporate inner workings. “I am provided coaching directly by or through observation of our firm’s leaders, including RSM board members and national practice leaders. I have grown professionally and personally. I have challenged my own thinking and that of those around me.”

ALUMNI

- RSM’s Alumni Network fosters connections between current and former RSM professionals and helps former colleagues stay connected to the firm with the goal of helping them succeed in their careers and the profession.

- Ed Bartak, a tax partner in Kansas City, Missouri, and national leader of the recently formed RSM Alumni Network, says a strong alumni program shows that people care about you, your career and your future—whether at the firm or not. He describes his former co-workers as true friends who have shared challenges and solved problems together. “In the market, I’ve been rewarded by staying connected with fellow RSMers. It’s great to be a part of that club and helps each person find greatness.”

FAMILY FIRST

- Family First is an active voice navigating shared family challenges and promoting an inclusive, respectful workplace.

- Jill Reyes, risk consulting director, is the new national leader for the Family First ENG, and says that what drew her to the role was the opportunity for shared experiences and connectivity across the firm, and with other ENGs where communities intersect. “We owe it to ourselves to foster better understanding within our community, embracing traditional and non–traditional families, and build more authentic relationships at both work and home. My hope is that the shared experiences will enhance overall wellbeing for our employees and owners.” She notes that the financial and talent resources that RSM provides to Family First shows that it’s not just leadership lip service – RSM is fully committed to diversity and inclusion for all.
GENERATIONS

- Generations provides enrichment through connections across all experience levels and lines of business, from the newest millennial to the most seasoned partner.

- Dan O’Brien, learning and professional development director, CEO Action for Racial Equity fellow and Generations national leader, credits his participation in the Generations ENG as what re-recruited him to RSM on several occasions and helped him hone skills and competencies. “The relationships and connectivity I have formed through GEN and with other ENG members/leaders have acted as a source of stability and support. It allows you to go somewhere that you can let your walls down and just be your authentic self and not worry about any type of judgment.” He recommends that all future leaders make time to lead an ENG, to build relationships, challenge their beliefs and get smarter in understanding issues that work for positive change.

¡HOLA!

- ¡HOLA! hosts networking activities, focuses on mentoring and helps Hispanic–Latino professionals excel.

- Carlos Hernandez, health care audit partner and ¡HOLA! national leader, expresses gratitude for the opportunities to mentor RSM team members through ¡HOLA! Leaders from the top down have shown Carlos their ongoing commitment to CDI, which he calls powerful. “Being actively engaged with an ENG at RSM provides you with an opportunity to enhance your knowledge on diversity, provides an opportunity to expand your network—inside and outside the firm—and provides you with the tools needed to address clients’ questions and concerns pertaining to how we are addressing diversity within the firm.”

InspirAsian

- InspirAsian engages the firm’s Asian professionals in career development opportunities and cultural events to help raise awareness of diversity and inclusiveness.

- National InspirAsian Leader John Lee believes that with all the noise surrounding us today, ENGs are more important now than ever. A partner and national U.S. tax services leader at RSM Canada, he noted how COVID–19 has shifted the working environment, and ENGs help address the emotional and mental wellbeing of RSM team members. “In some ways, it has made our firm a smaller and more intimate place. We’re able to address issues that face our community together with others who share the same concerns.”
INTERFAITH

- Interfaith celebrates and enriches the understanding of faith in the workplace with members who represent many faiths, including Christian, Muslim, Buddhist, Jewish and Hindu.

- Noting that her faith is a huge part of her, Kara Lindsey, Interfaith ENG member and RSM talent acquisition manager, appreciates being able to educate herself on other religions and share hers with others. “It has helped me to become a more active employee and feel included and valued. I get the chance to be who I am.” She credits ENGs at RSM as examples of our “power of being understood” brand promise, creating experiences in which team members can connect with new faces and learn to understand their feelings and beliefs.

MULTICULTURAL

- Multicultural ENG supports individuals with multicultural backgrounds and experiences, educates others on different cultures represented within our firm and around the world, and explores opportunities to learn about colleagues’ experiences that might differ from their own.

- It was being part of the Multicultural ENG that Shereen Agbebaku, director of global compliance and reporting services, says allowed her to be her authentic self at work every day. “The ENGs are an inclusive, open platform to share interests and concerns. You don’t have to consider yourself aligned to an ENG to join. Membership is for everyone. It’s about creating awareness and education...to allow for a more inclusive environment at work.” She values ENGs for their ability to drive change, help people navigate challenges and shape firm policy.

PRIDE

- Pride supports LGBTQ+ employees and owners, clients and allies through efforts in recruitment, retention and activities aligned with business and industry priorities and LGBTQ+ organizations.

- Joe Benfatti, Pride national leader, notes that our firm’s ENGs, particularly Pride, have given our much expanded membership base, including its allies, a common community and connection that will better enable them to be successful in the professional world. “I’m proud of what Pride has become among the ENG/CDI community at RSM. We continue to evolve, expand and embrace a more inclusive and respectful culture we hope to come to represent leaders in our industry, the clients we serve in the communities we live.”
STAR

- STAR (Stewardship and Teamwork for the Advancement and Retention of women) network connects all RSM employees and owners interested in issues that affect women in the workplace.

- Katie Seitz, partner, national technical director of capital markets and new leader of STAR. She describes her amazement at the number of passionate leaders and professionals at RSM who commit to helping STAR ENG achieve its mission. As the group of hundreds has grown to nearly 3,000, Katie encourages her co-workers to stretch their comfort zones and use their curiosity to learn about others. “Building and growing ENGs is a very purposeful journey based on a solid business case... one that directly affects our ability to grow faster, achieve higher profits, innovate more, create happier clients and talent and, ultimately, deliver the power of being understood.”

VALOR

- VALOR (Veterans and Allies Leading OutReach) focuses on recruitment, community service, leadership development and business development of our military service members.

- Adrian Romero, manager with risk consulting, and the new national leader for the VALOR ENG, credits RSM’s senior leaders for embracing the vision of CDI and dedicating people and financial resources. “I couldn’t be more proud of the VALOR members who continue to give back to veterans in their local communities and help us continuously work to develop an increasingly inclusive organization. ENGs expand your RSM network, help you develop meaningful relationships and have some fun doing it.”
COMMUNITY INVESTMENT

A NATIONAL APPROACH TO DRIVING LOCAL IMPACT

RSM’s commitment to inclusion flows well beyond the boundaries of our firm and our work. We have partnered with dedicated organizations, both local and national, to give back to and create positive change in the communities where we live and work. This has become core to the picture of our firm with RSM US Foundation partnerships, like the Howard University Scholarship Program, the CDI Impact Fund and other support for education, housing, hunger and health that allow us to invest in the middle market leaders of tomorrow.

RSM FELLOWS

RSM has committed six professionals to serve as CEO Action for Racial Equity Fellows. These professionals will work alongside fellows from other firms to identify, develop and promote scalable and sustainable public policies and corporate engagement strategies that will advance racial equity and improve societal wellbeing. Fellows will focus their efforts on relevant societal issues in the areas of education, health care, economic empowerment, public safety and more.

RSM’S FELLOWS INCLUDE:

- Tanya Coker-Fergusson (manager, audit; Boston)
- Jalaal Madyun (senior instructional designer; Minneapolis)
- Daniel O’Brien (director, learning and professional development; Baltimore)
- Monique Williams-Reese (senior analyst, innovation; Atlanta)
- Wei Xue (supervisor, consulting; Baltimore)
NATIONAL PROGRAM EXAMPLES

JUNIOR ACHIEVEMENT USA

In January 2020, RSM launched its national partnership with Junior Achievement USA. This relationship not only gives RSM the opportunity to expand volunteer and financial support of Junior Achievement, but also allows our associates the chance to educate and empower young people through financial literacy. The development of the Take Stock in Your Future curriculum coupled with the Stock Market Challenge event fosters interest in finance careers by unlocking the ins and outs of buying, selling, diversification, initial public offerings and more via experiential learning. Through this partnership, RSM is fostering confident, competent future business leaders equipped with real-world learning and skills.

NATIONAL URBAN LEAGUE AFFILIATE ATEAM PROGRAM

RSM is partnering with a national community service organization to introduce and inspire youth of high school and middle school ages to the accounting profession, careers and academic focus. In addition to annual after-school and summer programming, the organization offers programs for youth at community centers in disadvantaged metro communities. RSM employee network groups (ENGs) have the opportunity to help secondary students increase their interest and build skills for a future in accounting by setting, defining and implementing key measures of the program’s tutorial and workshop curriculum and progress.

NORTH AMERICAN FOOD BANKS

RSM recognizes that food insecurity is a significant challenge for many people and it can have material impact on the social, emotional and intellectual development of children. RSM aims to help youth better achieve important educational outcomes so they can become the middle market leaders of tomorrow. That is why, since 2015, RSM has worked with North American food banks to feed tens of thousands of students.

As a commitment to its people, RSM established a meal stipend program for the employees during the early months of the pandemic. The unused funds from the program—$1.8 million USD—were donated to community food banks in the United States and Canada.

COMMUNITY SPOTLIGHT EXAMPLES

GIRL SCOUTS

What is your dream life? RSM volunteers asked that of Girl Scouts in the Greater Chicago area and four other communities across the country during a series of special events that offered girls a sneak peek into career opportunities at RSM.
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“We’ve partnered with Girl Scouts in Chicago and a number of other cities during their ‘My Dream Life’ program, so we’ve seen firsthand how impactful this can be—not only for the girls participating in the program, but for those of us who volunteer and have the opportunity to interact directly with the girls,” said Karen Galivan, partner and consumer products senior analyst, who had a lead role in coordinating the event.

#LUNCHBAGS IN WASHINGTON D.C.

At RSM, our people work daily to embrace their local communities. When opportunities to work with organizations like #HashtagLunchBag arise, individuals like Charles Barley Jr., consulting principal and former AACE national leader, are there with their families, making sandwiches and packing lunch bags to give to the homeless.
PRIDE + ALI FORNEY CENTER

The Pride ENG embraced the RSM value of stewardship in 2020 and donated more than $16,000 to the Ali Forney Center, a New York–based organization whose mission is to protect LGBT+ youth from the harms of homelessness and empower them with the tools needed to live independently. Studies have shown that LGBT+ youth comprise up to 40% of the homeless population in New York City and they are eight times more likely to experience homelessness. The Ali Forney Center provides temporary housing for those in need along with mentoring, educational and career programs to help youth reclaim their lives. The Pride ENG saw this as an opportunity to honor the community leaders who came before them and led the Pride movement.
INCLUSION: AN EVOLVING MOSAIC
2021 Diversity Report

REFLECTIONS OF OUR WORK AWARDS AND RECOGNITIONS

2021

- Named by Disability Equality Index as one of its BEST PLACES TO WORK FOR DISABILITY INCLUSION (2021)

- Named by Great Place to Work® and Fortune as one of the 100 BEST COMPANIES TO WORK FOR® (2021)

- Received HANDSHAKE’S EARLY TALENT AWARD (2021)

- Earned top marks in Human Rights Campaign's CORPORATE EQUALITY INDEX (2021)

- Alejandra Alanis was winner of RSM’S FLAVIO CASTILLO AWARD (2021)

- Cameron McMillian named winner of RSM’S DONNOVAN MAGINLEY AWARD (2021)

- Angela Hung named RSM Working MOTHER OF THE YEAR (2021)

2020

- Named by Great Place to Work® as one of the **BEST WORKPLACES FOR PARENTS™** (2020)
- Recognized as one of **AMERICA’S BEST-IN-STATE EMPLOYERS** by Forbes (2020)
- Fortune Named one of Great Place to Work® and Fortune's **BEST WORKPLACES FOR WOMEN** (2020)
- Named one of Working Mother's **BEST COMPANIES FOR DADS** (2020)
- Named one of Working Mother's **100 BEST COMPANIES** (2020)
- Named by Great Place to Work® as a **BEST WORKPLACES FOR PARENTS™** (2020)
- Recognized as one of **AMERICA’S BEST-IN-STATE EMPLOYERS** by Forbes (2020)
- Named by Great Place to Work® and Fortune as one of the **BEST WORKPLACES FOR WOMEN** (2020)
- Named one of Working Mother's **BEST COMPANIES FOR DADS** (2020)
- Named one of Working Mother's **100 BEST COMPANIES** (2020)
- Named to **FORBES** Best Employers for Diversity (2020)
- Earned top marks in Human Rights Campaign's **CORPORATE EQUALITY INDEX** measuring LGBT+ Workplace Equality (2020)
- Rich Caturano named **AICPA GOLD MEDAL OF DISTINCTION** award winner for advancing diversity in the profession (2020)
- Tracey Walker named to AICPA and CPA Practice Advisor magazine’s **MOST POWERFUL WOMEN IN ACCOUNTING AWARD** (2020)
Tracey Walker named to the **DIVERSITY MBA TOP 100 WOMEN OF INFLUENCE** list (2020)

Isabel Hernandez was winner of **RSM’S FLAVIO CASTILLO AWARD** (2020)

Jamika Glades named winner of **RSM’S DONNOVAN MAGINLEY AWARD** (2020)

Ashley Connors named RSM Working **MOTHER OF THE YEAR** (2020)

Daniel Booth named **RSM WORKING FATHER OF THE YEAR** (2020)

2019

Named one of the Best Workplaces for Diversity by **GREAT PLACE TO WORK AND FORTUNE** (2019)

Named to *Working Mother*’s list of **BEST COMPANIES FOR DADS** (2019)

Recognized by *Working Mother* as one of its **100 BEST COMPANIES** for working moms (2019)

Leslie Garcia named to ALPFA’s Most Powerful Latinas list (2019)

ALPFA recognized Sergio de la Fe, RSM board member, ¡HOLA! co-founder and lifetime ALPFA member, as its **EXECUTIVE LEADER OF THE YEAR** (2019)

Jason Alexander named to the **DIVERSITY MBA TOP 100 UNDER 50** Executive & Emerging Leaders with Advanced Degrees list (2019)

2018

Tracey Walker named to the **DIVERSITY MBA ELITE TOP 100** Executive & Emerging Leaders list (2018)

One of **FATHERLY’S** 50 Best Places to Work for New Dads (2018)
PROGRESS

EVOLVING OUR WORK AND IMPACT

No matter the view, the picture is unique for everyone involved in fostering RSM’s culture, diversity and inclusion journey. We recognize that we have an obligation to our people, clients, vendors, industry peers and the broader community. The work required to provide a first-choice workplace culture, to ensure our services meet and exceed the needs of our middle market clients (whose business makes up the backbone of our economy) and to create long-lasting changes in our society will continue—strengthening our firm and elevating our professionals.

In the coming years, we will build on our foundation of hiring and retaining outstanding diverse talent and providing them with tools and avenues to succeed. We will also continue to grow our relationships with professional associations that support diverse employees, deploy resources to support the success of our internal and external programs, and see, value and highlight the uniqueness of each person that works for RSM.

We remain focused on the opportunities to make a positive impact, be it large or small, on our profession, our society and on each individual who interacts with our firm through our culture of diversity and inclusion.