



RyanMOSAIC

Diversity, Equity, and Inclusion Report **2023**

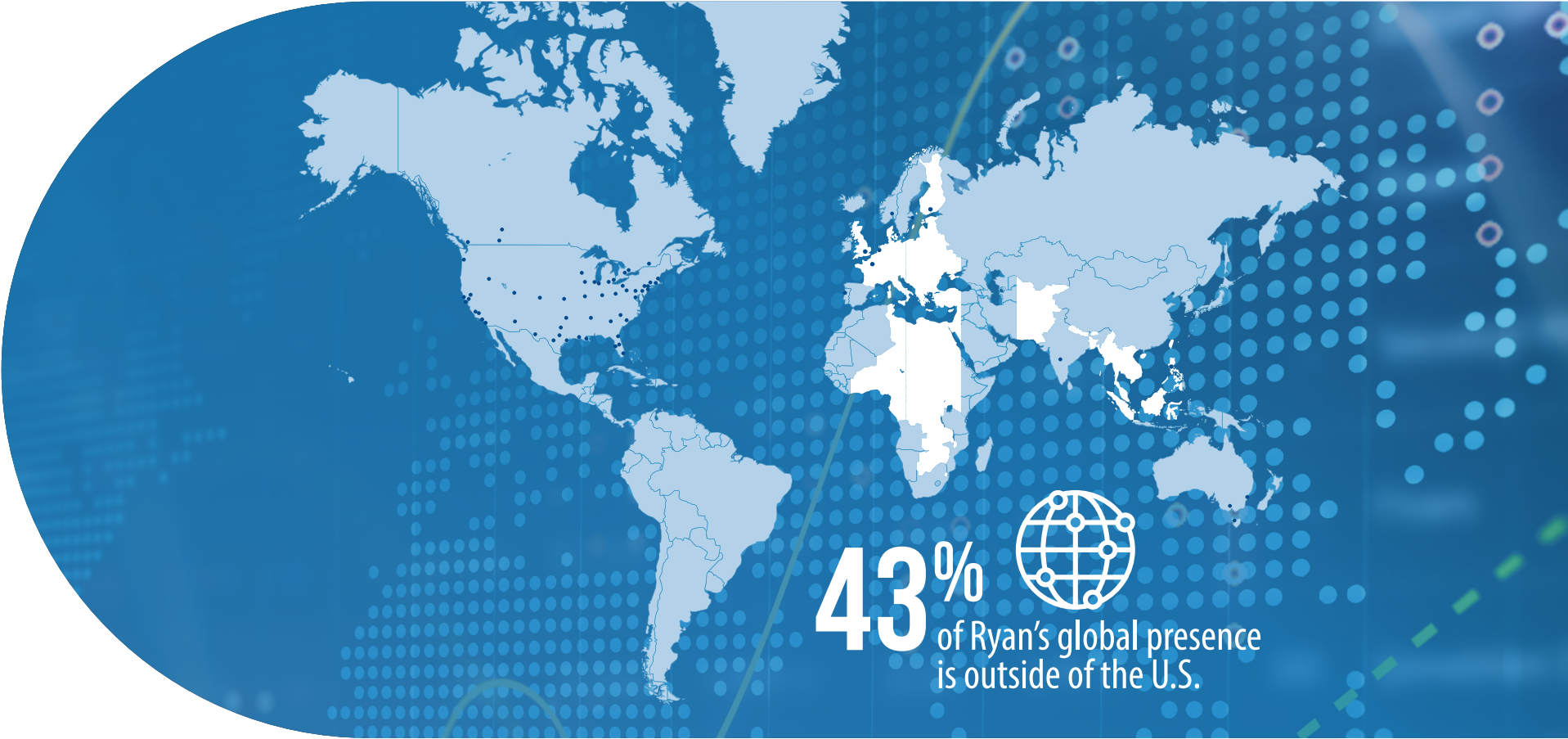
Introduction

In 2023, we continued down the path of self-improvement, even if it meant confronting uncomfortable challenges head on. Efforts were put into focusing on our strategic pillars in such a way that we have been able to shift our diversity, equity, and inclusion (DEI) efforts from a project to an integral part of all aspects of the business. This report includes work that has been done throughout the organization to ensure that Ryan is a great place to work for ALL and that we are seen as a talent magnet for ALL. We believe that being intentional about working to attract and retain the absolute best positions us to be innovative and fuels our growth around the world. Now more than ever, Ryan is a global organization, and our efforts in this space reflect that.



“Ryan will not stop working toward an inclusive workplace that is transparent, consistent, and fair. We are committed to attracting and investing in all team members and ensuring our culture allows everyone to thrive in an authentic way, truly creating a workplace culture we can all be proud to be a part of.”

G. BRINT RYAN
Chairman and CEO, Ryan

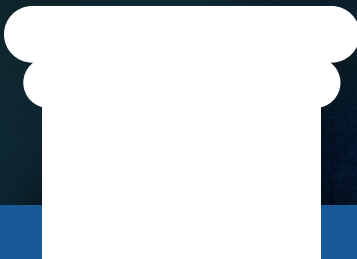


Strategic Pillars

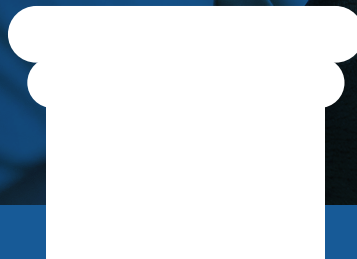
Our strategic pillars allow us to focus on priority items with a targeted approach but in a way that emanates from all parts of the organization.



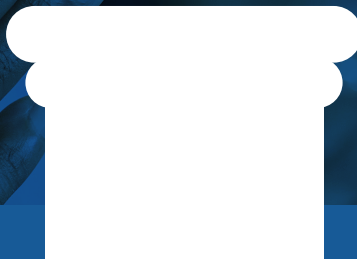
Grow Our Network



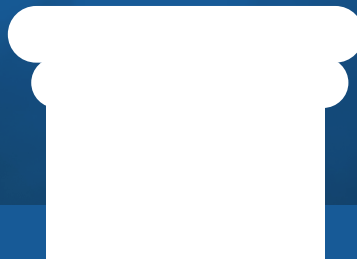
Develop Our People and Culture



Institutionalize Our Commitment



Tell Our Story



Because of this strategic alignment, in 2023 we elevated our efforts in a more cohesive and enduring way than ever before.



Grow Our Network

Our vision for growing our network was to disrupt the talent pipeline at every level. To accomplish that, we took a multifaceted approach, working with new groups, deepening existing relationships, and finding new ways to bring diverse groups to tax, financial services, commercial real estate, and more.

New Partnerships

CREW Network

In 2022, we partnered with Commercial Real Estate Women (CREW) by signing on to its pledge for action to advance women in commercial real estate. CREW supports, empowers, and develops women in commercial real estate, and our partnership with CREW builds new networks and provides resources and support in this historically male-dominated industry. In 2023, we became a full CREW sponsor, providing thought leadership content, attending workshops and training, and sending several team members to its annual conference in the fall. The conference is a terrific opportunity for women at different levels in the industry to share their experiences and perspectives. This partnership also allows us to post jobs as part of its member resources, enabling us to grow our network in a multifaceted way.



Project Destined

Last year, spearheaded by our Property Tax Practice Leader in Atlanta, Shane Moncrief, we partnered with Project Destined, a global non-profit whose mission is to unlock careers in commercial real estate for minority students. Project Destined worked with Ryan leaders and experts to launch a commercial real estate internship and bridge program in the fall of 2023. This class of about 30 students was introduced to commercial real estate through weekly meetings with Ryan leaders. The program culminated with students coming to Dallas from all around the country. During this visit, students toured Ryan's new headquarters and The Star in Frisco, where they met Tom Walker, CFO of the Dallas Cowboys. Throughout the program, team members were impressed by the caliber of students and their appetite for engaging in commercial real estate. We now have three Project Destined alumni working at Ryan, and we can't wait to see where our partnership with Project Destined takes us.



REET Institute (Canada)

In 2023, we also partnered with the REET Institute (REET) in Canada. REET is a non-profit organization dedicated to introducing high-school students to commercial real estate through classroom opportunities, mentoring, and a real-world pitch competition. Like Project Destined, REET recognized the gap in access and opportunity for students from underrepresented groups, and they are committed to changing the pipeline creating opportunities and networks to support and develop these students on their journey to a career in commercial real estate. In 2023, Ryan's sponsorship allowed REET to expand its program offering from Edmonton alone to Edmonton and Calgary. Ryan is thrilled to be able to make such an impact with REET.

Campus Network

Ryan primarily hires entry-level team members from each intern class. To widen our hiring circle, we expanded our intern class pipeline. In 2016, our interns came from 22 different schools. In 2023, we used a hybrid approach that included a mix of online networking and on-campus visits, and our intern class of 104 students came from 67 different schools. Ryan leveraged several resources to change the slate of college campuses where we spend our time. We still visit our old favorites, but this past campus recruiting season, we developed new relationships, made commitments, and worked closely with the Universities of Houston, Texas at Arlington, and North Texas, with additional events at Prairie View A&M and Clark Atlanta, all of which are minority serving institutions. We are excited to smash the mold as we look to grow our intern class even more in 2024.



PreSkilling Opportunities

Looking to shake things up more, in 2023, we partnered with Forage, a pre-skilling platform that offers a peek into the real world with life at Ryan. Forage serves as an accessible job simulation, allowing individuals to immerse themselves in our Firm's operations. Collaborating with the Forage team, we developed case studies in two distinct areas: sales and use tax and property tax. Participants take the course at their own pace and receive a certification upon completion. While this program can be taken as a solo initiative, it is also available for college professors to utilize in their curriculum. The Forage team works to ensure the content has a wide reach, and currently it is being offered on 123 different campuses and in 197 different classes.



Develop Our People and Culture

Ryan's MOSAIC initiative is focused on becoming a workplace that is diverse, inclusive, and equitable. It continues to anchor our culture, guiding our policy, strategy, and tactics toward Ryan being a great place to work for each team member. Ryan's intentional approach to DEI began in earnest at the end of 2019. It started with a conversation, which then became many conversations, across several formats, in different groups, as we worked to focus on Ryan's unique needs and opportunities in this space. Most of this early work was foundational, and we continue to build on it each year.

We have and continue to offer targeted training, including:

Leadership Training

We know that our commitment to creating an inclusive and equitable workplace starts at the top. Ryan leaders have gone through additional training to help us develop inclusion as a core competence.

DEI Office Hours

RyanMOSAIC's leaders, in partnership with a third-party expert, facilitate an open conversation around a variety of specific DEI topics such as name pronunciations, maternity leaves, promotions, and more.

RyanMOSAIC Speaker Series

Our speaker series has become an integral part of Ryan's culture. Launched in 2021, the RyanMOSAIC Council worked to build a speaker series that would be honest, even if that meant being uncomfortable. Speakers share their personal stories and perspectives, amplifying voices and stories that often go untold.



We continue to use RyanMOSAIC events as ways to build connections as we hear from a wide array of speakers. New in 2023, as we work to build our cross-cultural competence, our Ryan India team members took us on a virtual tour of their offices, city, and country.



Institutionalize Our Commitment

As part of our DEI efforts, we continue to review systems and policies that help us achieve our goals of being a workplace where each team member can truly thrive. We know that meaningful change must be rooted in the institutional framework of Ryan and that this must be one of our strategic pillars.

Assessment and Development Efforts

In 2023, Ryan worked with McKinsey & Company to assess and develop our efforts. We can leverage the incredible depth and breadth of knowledge from the experts at McKinsey, and this is an ongoing relationship that allows us to track year-over-year progress in a consistent manner, while benchmarking against others in our space.

No conversation about DEI would be complete without looking at compensation. Diversity and inclusion efforts are performative without the equity piece of the puzzle. To that end, Ryan has been reviewing and updating its approach to Total Rewards.

Pay Transparency

At Ryan, we believe in empowering our team members to have agency over their careers and futures. We achieved this through several initiatives and programs, but this year, we introduced pay transparency, elevating the conversation. Pay transparency helps us foster a culture of openness and trust, enabling team members to understand the factors that contribute to their compensation and encouraging candid discussions about career growth.

“I believe implementing pay transparency can have several potential benefits for women at Ryan. For one, it helps achieve greater equality and fairness. By making compensation information accessible to all team members, it helps ensure that everyone is being compensated fairly based on individual merit. Additionally, it imparts accountability and trust. When compensation information is transparent, it promotes greater accountability and trust within the organization.”

Karen Pierre
Director of Client Services

Market Adjustments/Pay Equity Analysis

Last year, Ryan’s compensation team focused intently on refining and adjusting our compensation salary bands, ensuring that all team members were where they needed to be, bringing everyone in alignment to eliminate gaps and discrepancies. In 2023, Ryan adjusted the salaries of more than 1,200 U.S. team members upwards, investing more than \$7.5 million U.S. dollars. Globally, we have invested more than \$9 million USD, touching more than 2,200 team members.

Experience in Lieu of Education

As a result of team member feedback, in 2023, Ryan began accepting years of experience as an alternative for our current educational degree and GPA requirements for internal promotions and external hires. This move supports our existing team members with their growth and career development and allows our Talent Acquisition team to hire from a wider, more diverse pool of talent as we focus on results, skills, and technical abilities.

These institutional changes build on a history of previous updates, including our skills-based competency rubric for performance evaluations, promotions analysis, skills-based development opportunities, and more.





Tell Our Story

Ryan remains committed to creating, developing, and investing in a diverse workforce that represents the best of the best, and that encompasses a dedication to being transparent with our journey. This includes sharing the findings of our internal assessments with team members and publicly sharing our “Ryan by the Numbers” section of this report.

Over the past three years, we have spent tremendous time and energy listening and learning. As we pivot to our new DEI strategy for the next few years, we are confident that we will be in an even better position to help all our team members reach their full potential.

Voluntary turnover of Underrepresented Group was **slightly lower** than voluntary turnover for Majority Group



In 2023, global promotion by gender was almost identical **12.1%** of men vs. **11.6%** of women



In 2023, U.S. promotion of Underrepresented vs. Non-Underrepresented Groups were almost identical **11.1%** URG **10.8%** Non-URG



In 2023, **29%** of our interns were racially and ethnically diverse, up from 21% in 2022 and 25% in 2018



This year, we had **39%** women interns compared to 30% in 2022 and 36% in 2019

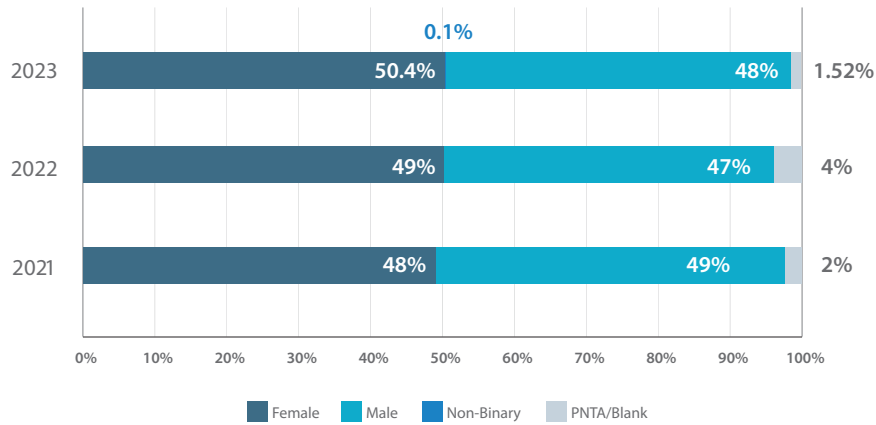


Our India offices went from 70-30 male/female split in 2013 to **50-50** in 2022

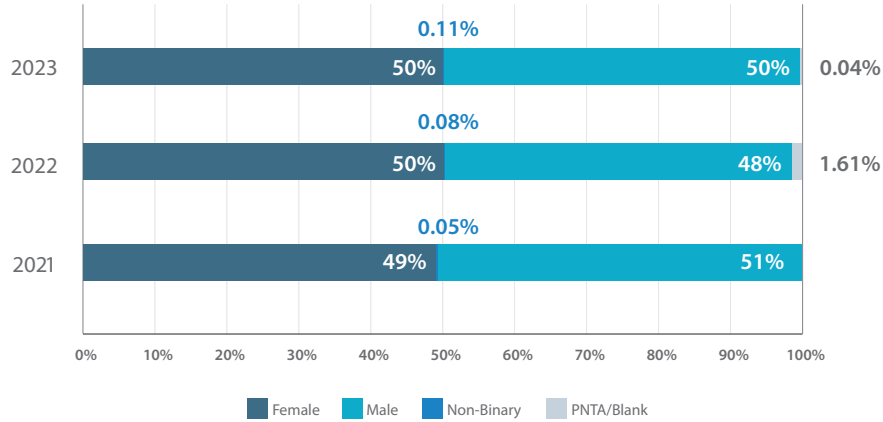


Ryan By the Numbers

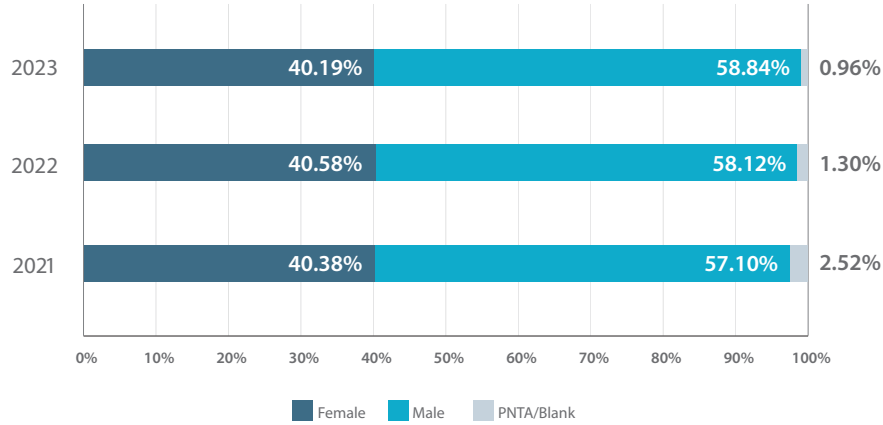
Global Gender



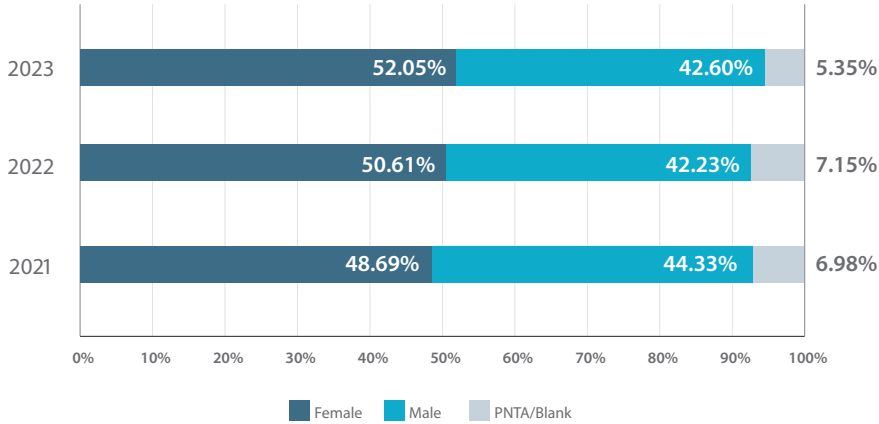
U.S. Gender



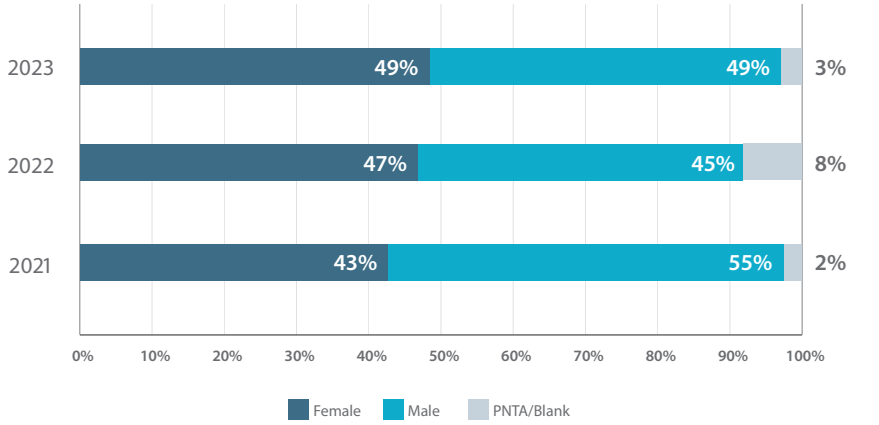
Canada Gender



India Gender

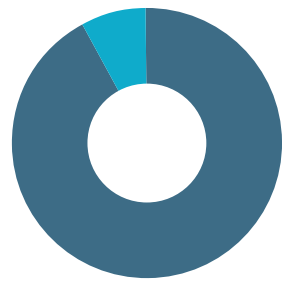


U.K. Gender



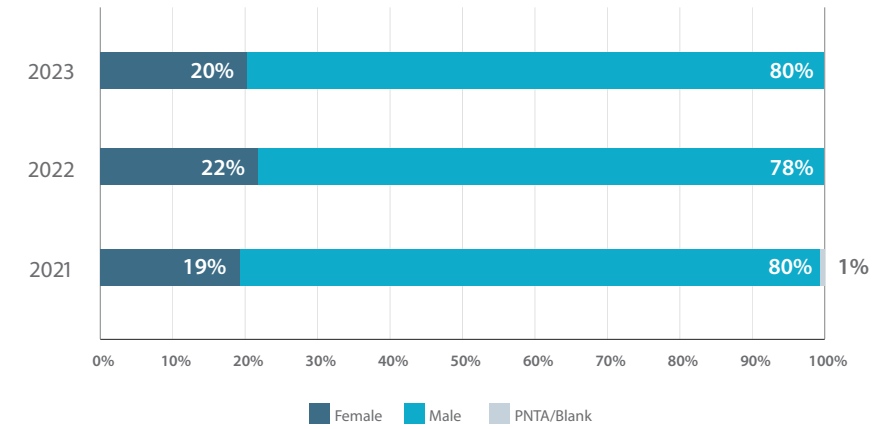
Ryan Leadership

Board of Managers

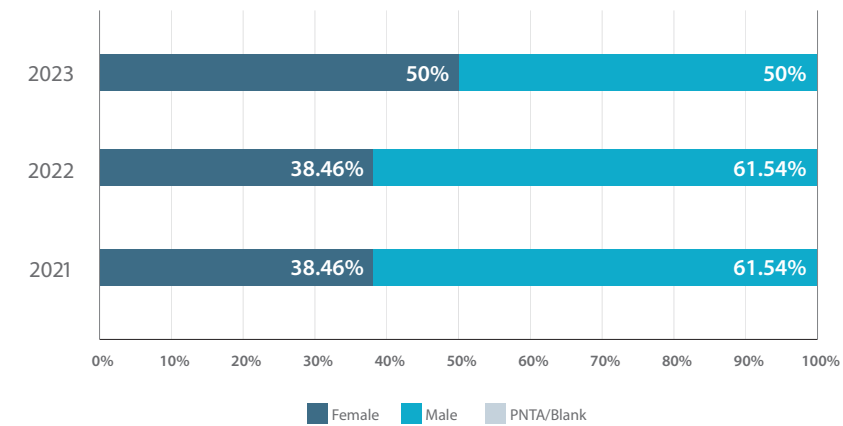


Ryan's Board of Managers serves to guide Ryan's strategy and direction in all aspects of the business, and DEI is no exception. The board grew in 2022, offering additional expertise and opportunities for guidance as well as adding new layers of accountability, as the charter of the compensation committee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

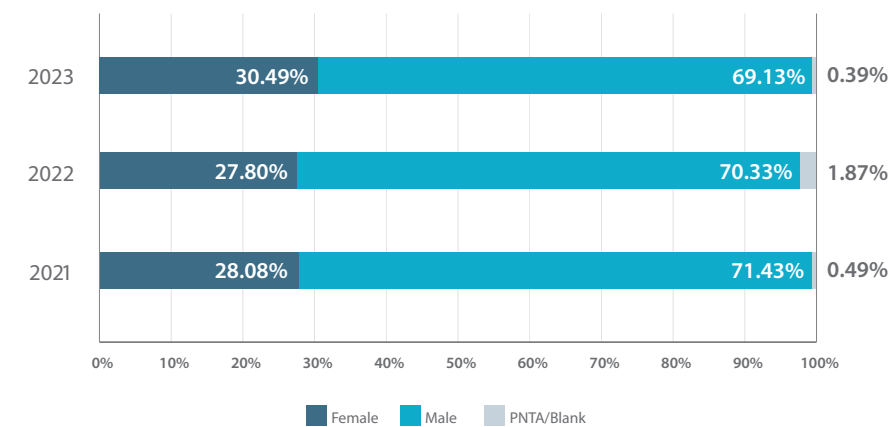
Principals by Gender



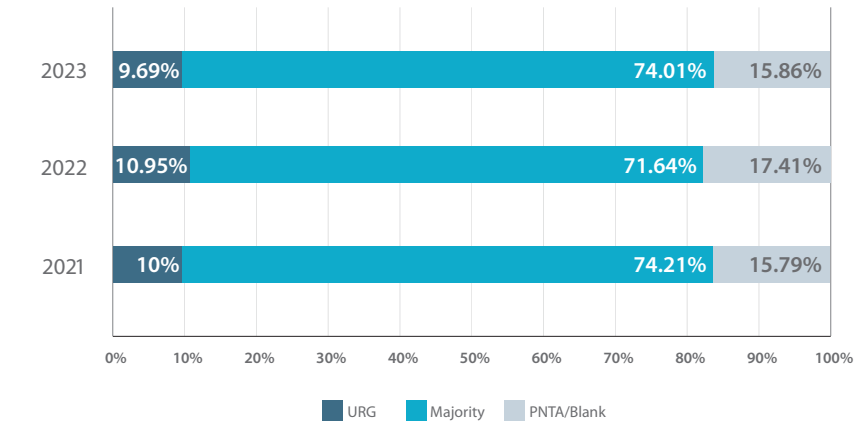
SVPs by Gender



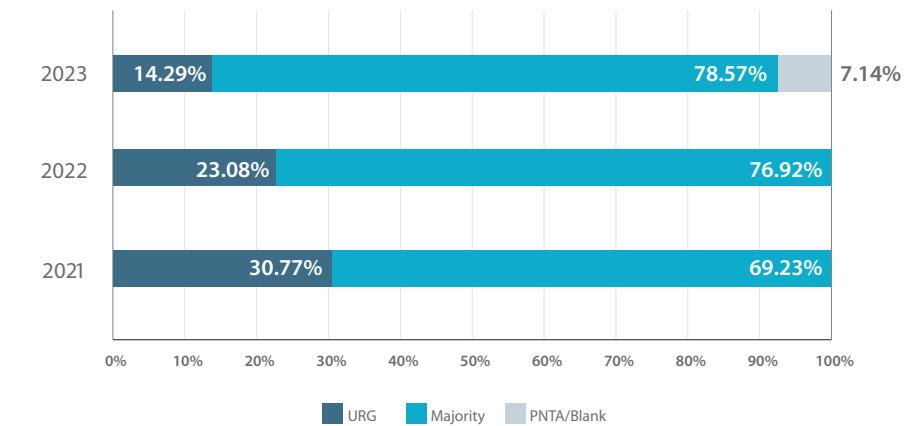
Directors by Gender



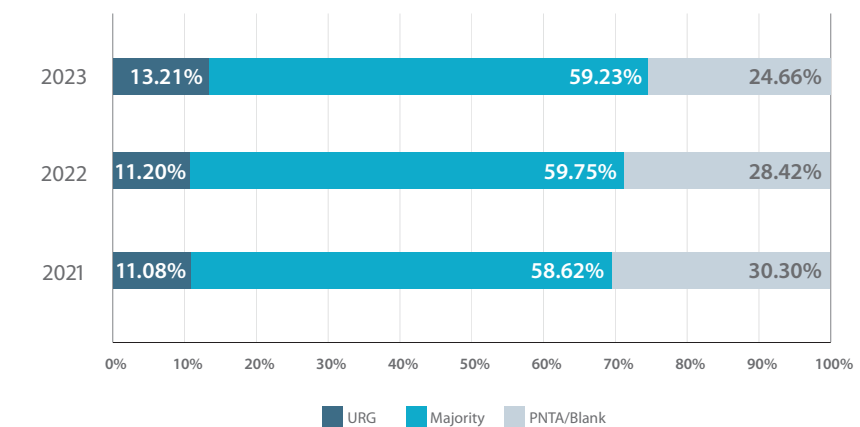
Principals by Race/Ethnicity



SVPs by Race/Ethnicity

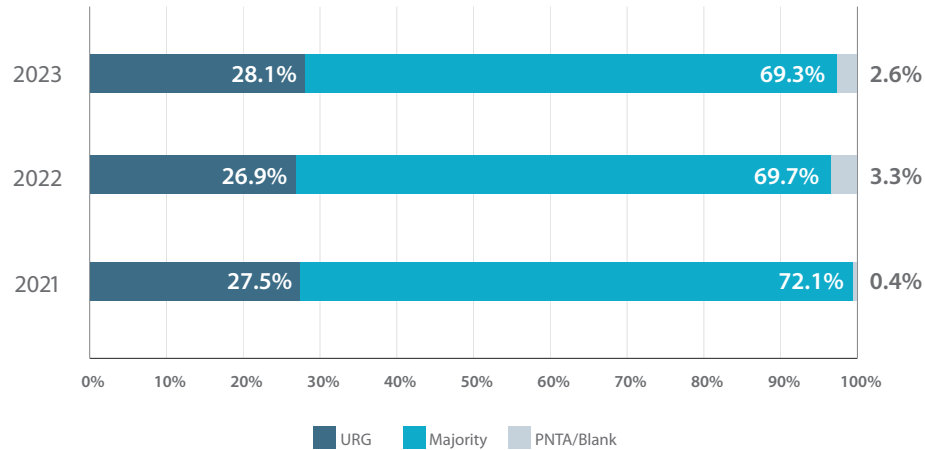


Directors by Race/Ethnicity

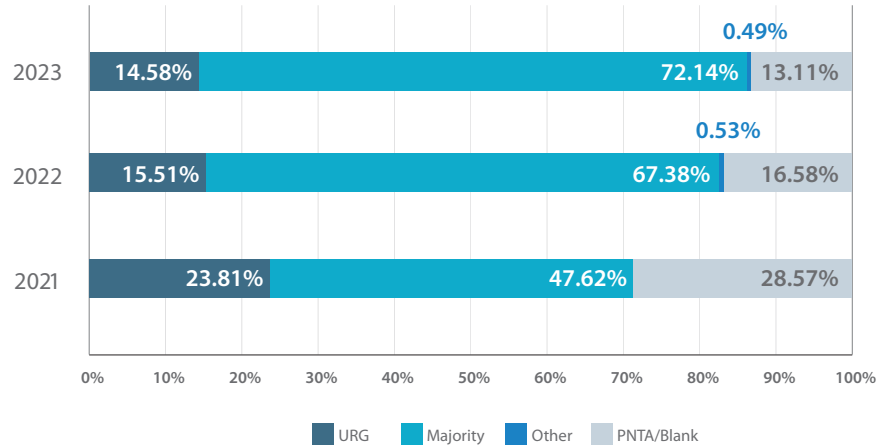




U.S. Race/Ethnic Diversity

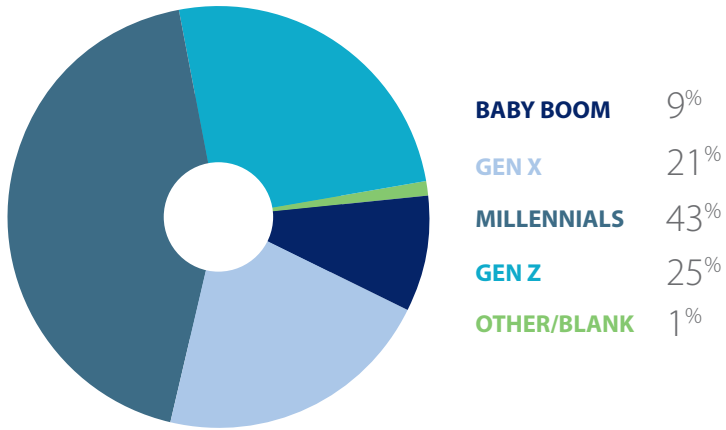


U.K. Race/Ethnic Diversity

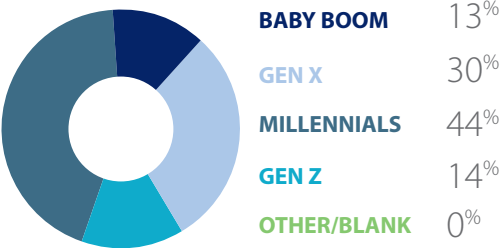


Generational Breakout

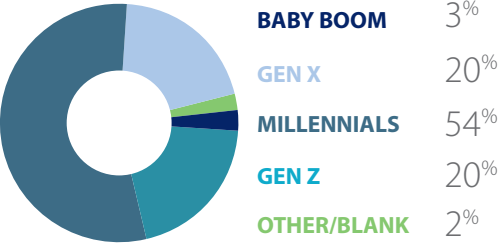
Global



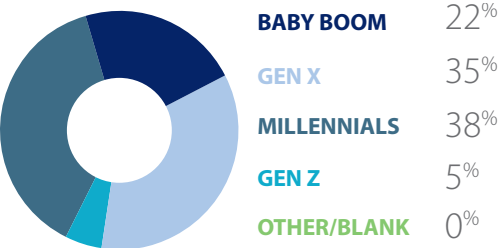
U.S.



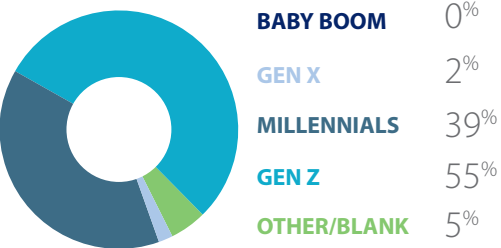
Europe



Canada



Asia-Pacific



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 4,800 professionals and associates serves over 30,000 clients in more than 80 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

1.855.RYAN.TAX

ryan.com

© 2024 Ryan, LLC