



Diversity, Equity, and Inclusion (DEI)

2021 Transparency Report



Thank you for taking the time to learn about CLA's work in support of diversity, equity, and inclusion (DEI). I am both humbled and encouraged to share our first transparency report with you. We look forward to your thoughts, your ideas, and your insights on how we can continue to make our culture known as one where all are welcome.

Weaving DEI into our DNA is a critical initiative for all of us at CLA. Its success depends on all our stakeholders. Our entire CLA family — from our board of directors and leadership teams to every one of our family members — is riding toward our purpose of creating opportunities by embracing ideas, taking action, leaning into self-awareness, and being willing to learn.

We've supported DEI efforts for many years. In 2021, we advanced our commitment with very clear goals and a plan for the actions we will continue to take. One of my first priorities as CEO was signing the CEO Action Pledge — a pledge for CLA to be a living partner in the business community's commitment to diversity, equity, and inclusion. We also welcomed NABA (National Association of Black Accountants) into our CLA family by sharing physical office space in our Greenbelt, Maryland, office and being among the first corporate members of the organization.

Our first DEI transparency report tells the story of where we've been — but more importantly, where we're going. Thank you in advance for all you will do personally and together to make CLA a beacon of belonging and inclusion.

Yours in partnership,

Jen Leary
CEO, CLA

It starts with living our values.

Inclusion does not just appear. It requires action and intention. We embedded inclusion as one of our five foundational values so that DEI is woven into our daily practice. Living each of the five values is the responsibility of every CLA family member.



Curious

We care, we listen,
we get to know you



Collaborative

We help you seamlessly,
bringing innovative
teams to the table



Transparent

We communicate
clearly and authentically



Inclusive

We embrace all voices
and create opportunities
for you in an energetic
and inspiring environment



Reliable

We respond in hours, not
days; we follow through,
protect our client data, and
produce quality results



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DEI overview and history

While we have formally embraced DEI since 2014, the national conversation on race in 2020 sparked an organizational discussion about how we can do better.

We listened deeply. And we heard opportunities from across the CLA family, with a focus on the concerns of people of color. Our efforts led to a collaborative [public statement that established our renewed intentions](#).



Our desired impact – and how we're getting there.

CLA is working to be representative of the communities we serve now, and those we will serve in the future, by developing an inclusive CLA culture, where everyone experiences a sense of belonging and enjoys equitable opportunity.

To achieve this impact, we will:

1. **Actively learn, listen, and reflect** on diversity, equity, and inclusion issues.
2. **Hear the voices** of our diverse family members.
3. **Create a safe place** for all at CLA.
4. **Implement DEI strategies** throughout our CLA family by focusing on **five** key areas:





LEADERSHIP

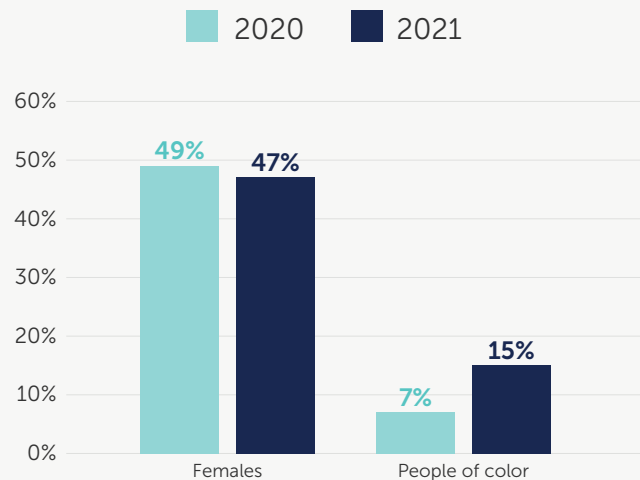
LEADERSHIP



Historically, representation from people of color in our industry has been woefully low, and our demographic profiles reflect this fact. That's why we've established protocols and procedures (such as interview training and guidelines, culture education, and advancement analytics) to help eliminate bias in hiring and advancement. We are working to expand our pipeline of candidates to increase diversity among our ranks. While we still have work to do, we are making significant progress, as these numbers and trends show:

Principal and Signing Director Advancements*

Females and people of color as % of total advancements



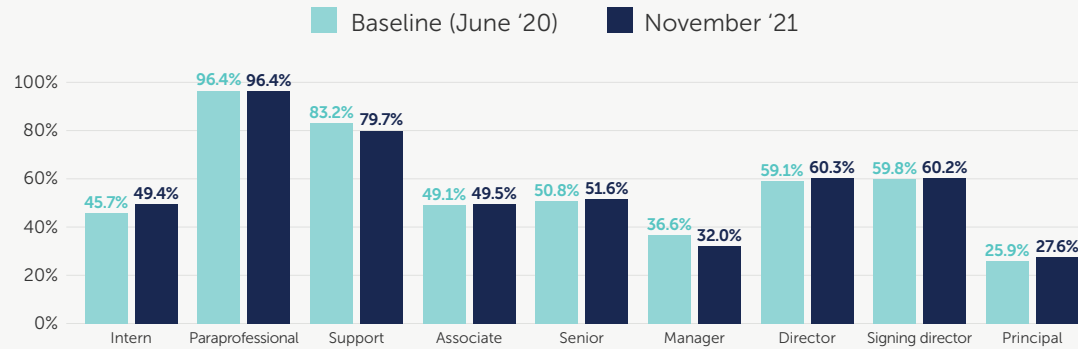
*This chart follows the Equal Employment Opportunity Commission reporting categories. Included in people of color are: Asian, Hispanic or Latino, Black or African American, Two or More Races, American Indian or Alaska Native, Native Hawaiian or Pacific Islander.



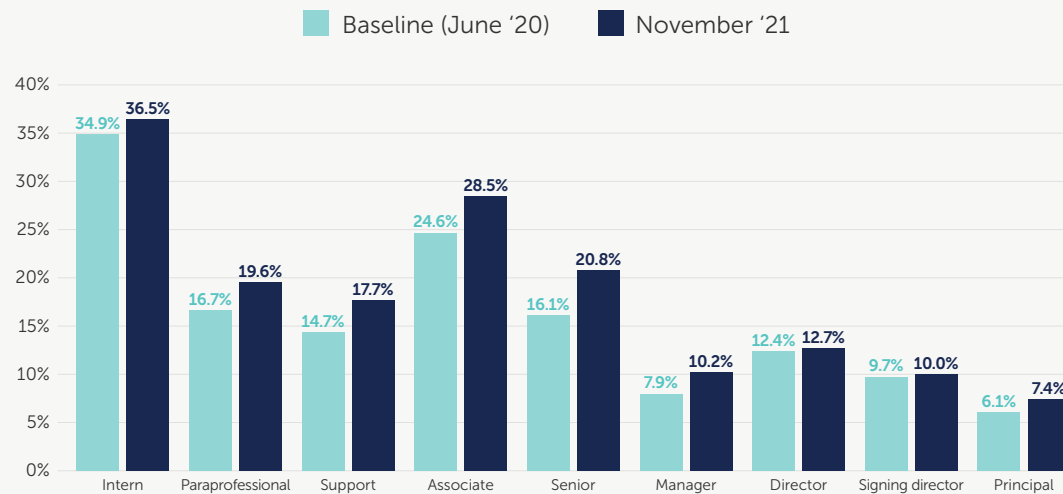
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Female Population by Job Level



People of Color Population by Job Level



LEADERSHIP

Four key leadership advancement strategies to find and grow leaders from within

Leaders across the firm have committed to growing their mentorship of emerging talent and advancing our DEI goals through their daily interactions. To enhance these efforts, CLA operates four programs with leadership opportunities through a culturally responsive and inclusive lens.

1) Lead Well — Live Well — Inspire Others (LW — LW — IO)

Our new LW — LW — IO learning curriculum was established to support all of us on our journey to be the best version of ourselves. It includes our signature Caring Conversations module, and diversity, equity, and inclusion tracks, which work together to help all 7,000+ of us navigate difficult conversations about DEI. Family members learn how to succeed in their personal and professional lives as well as see their work experiences as a place to develop themselves and others. With live learning, eLearning, and on-the-job experiences, each family member can find support and insight at every stage of their career.

2) YET and YACs: A voice for future generations

Hearing the voices of newer generations has always been imperative to the success of CLA as our workforce continues to grow. Here lies the power of the young executive team (YET) and our young advisory councils (YACs). Established in 2016, the YET and YACs have grown to a rotating group of 300 family members who work closely with leadership teams to help bridge the gap between generations, and influence firm strategy and policies. The YET has a DEI goal to embed DEI into professional development.



“This group of future leaders has raised their hands to position CLA for the new workforce. As Generation Z has the most racial and ethnic diversity, the YET and YACs elevate their voices to be heard and well represented.”

— RAHIM HABIB





LEADERSHIP

3) Peer advisors: Building a pipeline for the future

Leadership in every organization knows that turnover is most vulnerable in the early years of the employment journey. To keep associates engaged and give them what they need to succeed, every new hire at CLA is assigned a peer advisor who:

- Regularly checks in and connects with each assigned new CLA family member.
- Helps new hires integrate into our CLA family culture.
- Encourages new family members to ask for and receive feedback.
- Recommends and introduces potential career coaches to new family members.

4) Intentional mentoring for people of color

Our commitment to developing leaders who reflect the diverse makeup of our CLA family and the communities we serve requires intention. In 2021, CLA poured into the professional development of our BIPOC family members by offering an opportunity to attend the three-day AICPA leadership seminar, We're About Success! This conference supports diverse candidates in their second or third year of the profession. It gives them the tools and guidance to navigate a successful career in the accounting profession and advance along the path toward leadership levels. Attendees continue to meet quarterly to network, connect with leaders, and exchange ideas.

Our virtual belonging communities (see page 21) also offer multicultural mentoring. CelebrAsian, Sankofa, and Una Familia all provide leadership connections for seniors and associates.

LEADERSHIP

Our progress

While women make up 50% of our senior leaders, we recognize that we fall short of representation from people of color at this level. We must address this gap, and plan on doing so through **intentional succession planning, career coaching and development, and recruiting diverse talent.**

Jen Leary, Chief Executive Officer

Elly Barrineau, Chief Outsourcing Officer

Jill Bosco, Chief Tax Officer

Nancy Brown, Chief Culture and Engagement Officer

Cathy Clarke, Chief Quality Officer

Heidi Hillman, Chief Finance and Operations Officer

Melissa Yoder, Chief Practice Officer, Eastern Midwest



Our Women and Careers virtual belonging community (detailed in the employee engagement section of this report) held a “Lean in with Leary” session where Jen spent time listening, asking questions, advising, and getting input she can take to her leadership team to encourage growth and extend the influence of the Women and Careers VBC.

2022 will also launch a specific plan to address the opportunity to advance more females into principal roles through our Women Lead program. We expect to share more information as those plans develop.



“When we’re open to talking about our home families at work, it becomes a part of our culture in the groups and teams that we lead. This openness allows us to offer grace toward others. Yes, we all have elder care and child care or pet care, and we still get the work done. That’s what great teams do — they lift each other up.”

— JILL BOSCO





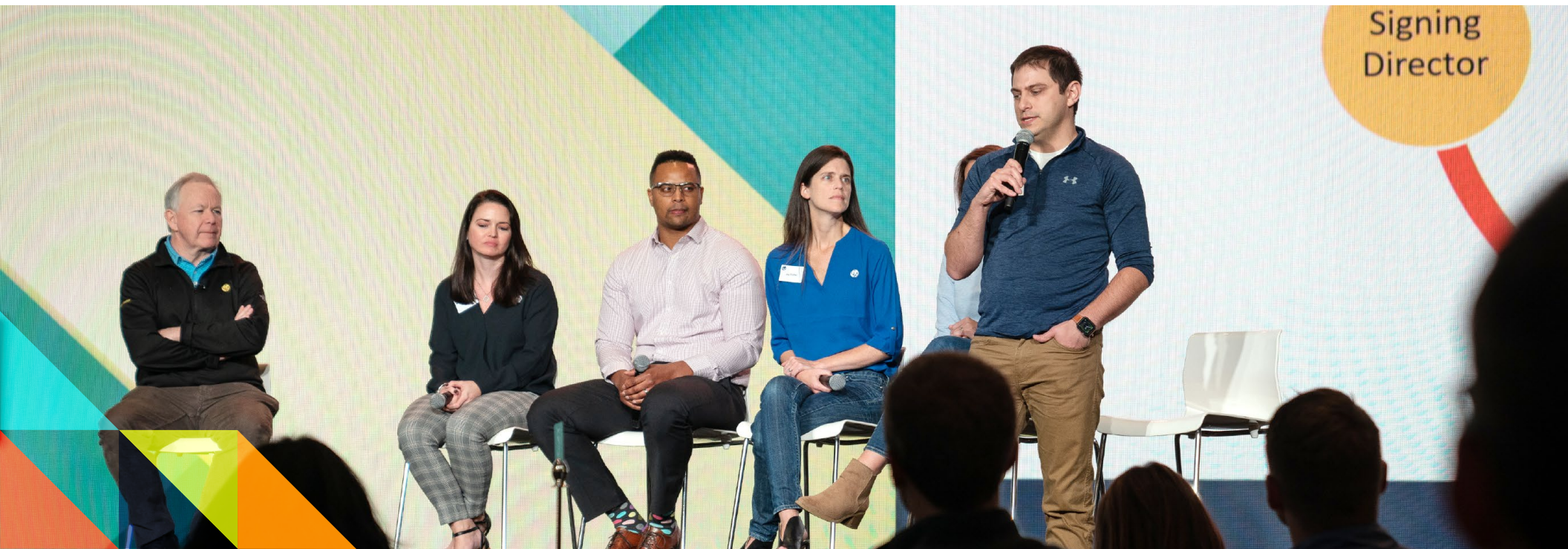
OPERATIONS

OPERATIONS

DEI is not a one-and-done. It's a journey that must be supported at every step, every day, throughout our operations so we reach and pull in all voices.

Here is where our "heart of the house" (internal team) comes in as we examine DEI through the lens of how we operate. 2021 was a year of discovery, where we asked and pursued key operational process questions:

- Does our website speak to wide audiences and represent the communities we serve and seek to reach?
- Are our events inclusive? Are we embedding DEI learning into our curriculum? Are we building accommodations for people with disabilities?
- Do we actively seek to work with diverse groups and affiliations?
- Are we responsive to the real pains of the pandemic and racial strife that our CLA family carries?





OPERATIONS

A marketing refocus

Our efforts to elevate a sense of belonging extend to making our digital handshake more inclusive. We encourage phonetic and pronoun identification in our communications — both internal and external, in person, email signatures, LinkedIn profiles, and the like. Recognizing our nonbinary family is an acknowledgement of identities that will continue. Change can be uncomfortable, so our DEI efforts are designed to allow our family members to explore their biases at their speed and embrace a richer view of themselves and others.

You can also see this expansion of inclusivity on our firm's [website](#), which allows visitors to select from more than 50 languages when accessing the site. We also provide American Sign Language services wherever possible, including our website, which makes our commitment to DEI loud and clear — visitors will find DEI listed under "Who We Are" in our site navigation.

Operationalizing equitable response in times of need

2020 brought challenges that continue in 2021 and beyond. During these times of change, we have surrounded our CLA family by listening, learning, and taking action.

The power of candid conversations

By hosting multiple listening sessions, CLA has heard firsthand the voices of underrepresented members of our CLA family, and these discussions continually inform our DEI action plans. These sessions are brave spaces for people to speak candidly about their experiences — for instance, with our Asian family members during a wave of targeted attacks. We also invite outside professionals for guidance. Dr. Jermaine Davis led candid conversations on race during the Derek Chauvin trial and, later, integrated DEI into our Promise Leadership Series curriculum.

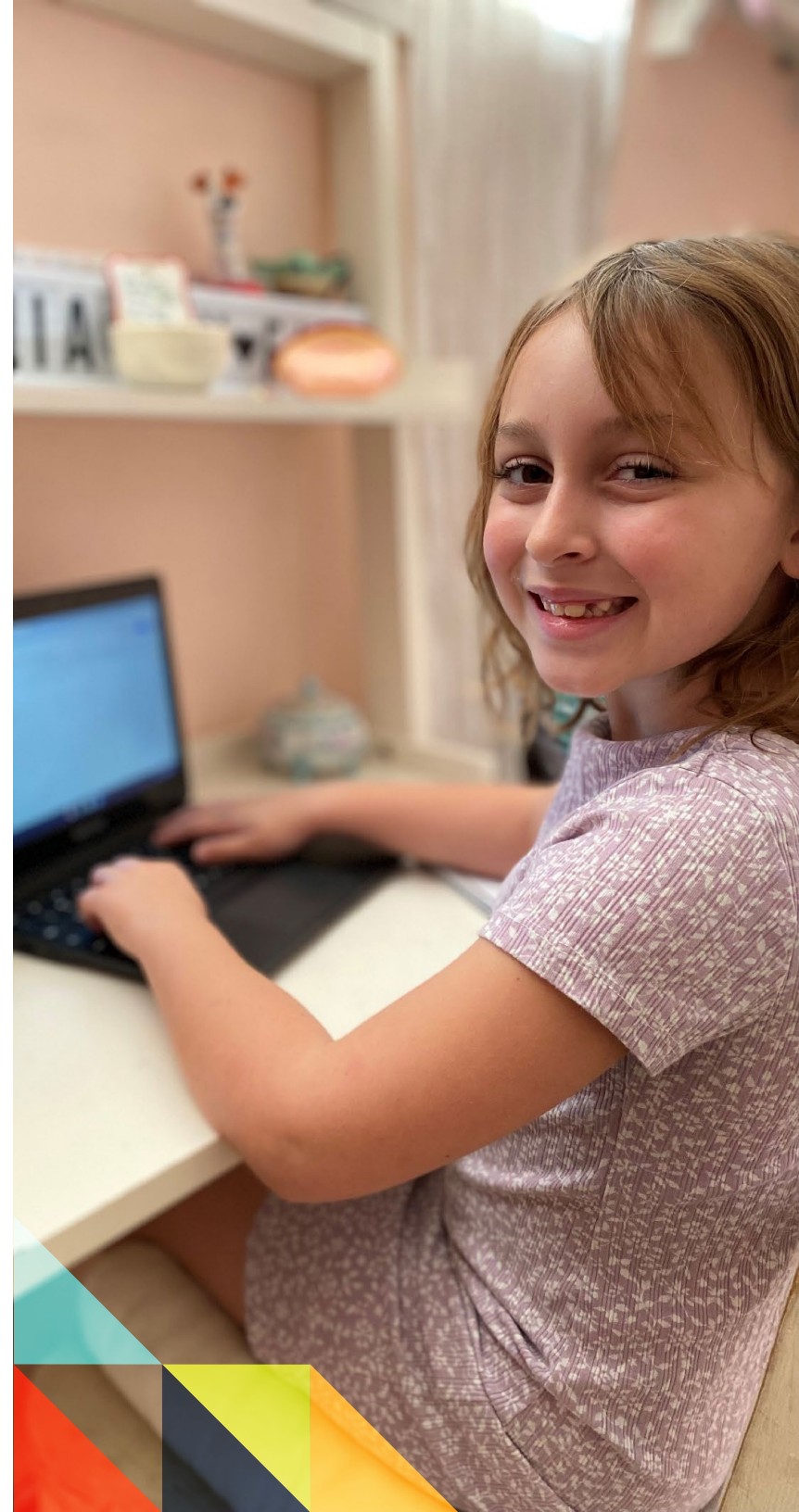
OPERATIONS

Our response to the pandemic and recent racial civil unrest also included:

- **Educating** our CLA family members on inequity, bias, and inclusion to humbly root out all forms of discrimination among us, with the continued support of our CLA board of directors.
- **Providing flexibility** and options to return to work through our Better Together plans.
- **Waiving** mental health co-pays and premiums, and creating a mental health hub.
- **Providing 500 free computers** for remote learning for children in our CLA family.
- **Expanding** parental leave options.
- **Adding** wellness options through organizations that assist in caring for aging family members and special needs children.
- **Elevating** CLA's DEI financial impact to our communities through more than \$1.3 million in annual grants to 90+ diverse community organizations.
- **Updating** our voting leave policy.

Empowering people with disabilities

We logged only a handful of accommodation requests in 2020. That is why, in 2021, we created a firmwide standard accommodation process and held training for operations directors, impact people coordinators, and all people solutions team members so team members understand the importance of empowering people with disabilities. In 2021, we saw a more than 225% increase from the total number of accommodations logged in 2020. This means more of our CLA family members are equipped with the tools and resources to succeed in their inspired careers.





OPERATIONS

Diversifying our supplier base

To develop a supplier base representative of the communities we serve, today as well as in the future, we began a Supplier Diversity Program. We are committed to doing business with a diverse base of suppliers by continually striving to increase the number of products purchased and services contracted from these diverse suppliers. Our program includes the following categories:

Small

**Minority
Owned**

**Woman
Owned**

**Veteran
Owned**

**Service-
Disabled
Veteran Owned**

**African
American
Owned**

**Hispanic
American
Owned**

**Native
American
Owned**

**Alaskan Native
Owned**

**Asian
American
Owned**

**Lesbian, Gay,
Bisexual,
Transgender
(LGBT) Owned**

**Disabled
Owned**

Deploying learning into the existing workflow

- **Including DEI** in our Wellness Wednesday Series, "Be Well and Belong." These monthly lunchtime sessions feature the authentic voices and stories of our CLA family.

- JANUARY:** Courageous Health Stories Panel
 - FEBRUARY:** Black History Panel
 - MARCH:** Women's History Panel
 - APRIL:** CEO Action with Jen Leary
 - MAY:** Connecting with our Asian CLA family members
 - JUNE:** Pride Panel
 - JULY:** Let's Talk Inclusion and Disabilities
 - AUGUST:** Back-to-School Parent Panel
 - SEPTEMBER:** Hispanic Heritage Month
 - OCTOBER:** A focus on CLA benefits
 - NOVEMBER:** Native American Heritage Panel
 - DECEMBER:** Interfaith Dialogue

- **Providing DEI learning** to every CLA family member throughout our learning curriculum, such as advancement conferences, job-level learning, and leadership curriculum.
- **Encouraging** all CLA family members to share their story as part of a DEI storytelling campaign.
- **Deploying** DEI local office learning labs across all locations to continue the conversation.



"Thank you all for sharing your Native American stories. I appreciate receiving some education and perspective on topics where I realize I have a lot more to learn."

— DENA PIOTTER

A photograph of a smiling Black man with short, curly hair, wearing a beige turtleneck sweater. He is looking slightly to his left. The background is a blurred indoor event space with blue and white geometric structures. A large, semi-transparent orange triangle covers the left side of the image. In the bottom right corner, there is a small, colorful geometric logo consisting of several triangles in shades of orange, yellow, and teal. A name tag is pinned to the man's sweater, featuring the Stanford University logo and the text "Stanford" and "Marshall".

EMPLOYEE ENGAGEMENT



EMPLOYEE ENGAGEMENT



Engaging employees in the DEI conversation is among the most critical measures of success of our DEI efforts. In 2021, we focused on expanding our cultural responsiveness, establishing our virtual belonging communities, and growing our DEI Ambassador Program.

Expanding our cultural competencies

Times of celebration, remembrance, tradition, and custom are unique and as varied as our CLA family. And we cannot comfortably celebrate them unless they are acknowledged.

That is why we seek out and call attention to the many dates and times our people hold dear. By recognizing our shared treasured times, we expand our understanding of diverse cultures, orientations, and beliefs. The human family is rich with customs — every one of which merits our understanding and respect.

Sometimes we field questions about which holidays we choose to close for business. We thoughtfully review our decisions and come back to this conclusion: Our people commemorate celebrations from across the world, so we offer choices with floating holidays. Whether it's Juneteenth or Veterans Day, our floating holiday philosophy allows everyone to steer their time in ways that are personally meaningful to them.



“CLA has been a great place for me because of the values we embrace. It's about creating relationships and understanding other people — including their different cultural norms.”

— AIRAM VALDEZ





"Thank you for being cognizant of the various and wonderful traditions many of us have and commemorate, and for providing a safe environment to express and live out our faith and traditions. Happy Hanukkah — Chag Sameach!!"

— LUIS LOPEZ

EMPLOYEE ENGAGEMENT

Over the course of 2021, we've shared the cultural stories that we celebrate. Instead of "happy holidays," we aim to first say, "What holiday do you celebrate?" so we can authentically support and celebrate with each other.



EMPLOYEE ENGAGEMENT

Virtual Belonging Communities (VBCs)

Some firms call these employee resource groups. We use the term “belonging communities” with intention. When someone feels a true sense of belonging, it means we’ve built a cultural vibe that allows people to fully bloom and contribute.

Our VBCs were developed to encourage CLA family members who share a common affinity — such as gender, ethnicity, or shared backgrounds — to come together, share experiences, and foster growth. And while each community has a core focus, they are open to all — giving every CLA family member the opportunity to view the world and workplace through a different lens.

VBCs offer more than inclusive connection; they give participants the chance to develop leadership skills, network, and be a part of mentoring opportunities.



“I have always considered myself a strong ally for the LGBTQ+ community, but it became more ‘real’ to me when my older child came out to me as transgender. After some serious soul-searching and unexpectedly difficult mental/emotional resetting of my thought processes, Pride has gotten even bigger to me — it’s now another way to help celebrate my son and affirm him.”

— JEN BURKHOLDER



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“Our Una Familia meetings are fun, and we are learning from each other. Even though we all fall under the same Hispanic umbrella, there are so many differences among our countries. We want to know, support, and mentor each other. Being a part of Una Familia has definitely allowed me to develop so many skills and make such amazing connections.”

— DUNIE DOMINGUEZ

EMPLOYEE ENGAGEMENT

VBC PROGRAM	FOCUS	PARTICIPANTS
Abilities@CLA	Dedicated to providing support and resources that inspire, empower, and equip our CLA family members with disabilities.	84
CelebrAsian	Focused on nurturing professional development, promoting mentorship, and developing leadership opportunities that lead to advancement.	137
Una Familia	Works to promote and support Hispanic individuals by connecting networks, advancing work readiness, and creating career opportunities.	148
Sankofa	<i>Sankofa</i> means to carry the past into a better future. It offers Black and African Americans a communal space for networking, professional development, mentoring, and leadership opportunities with a focus on the recruitment, retention, and the advancement of the Black community at CLA.	144

(Continued on next page)



"I had the honor of being promoted to Major recently in the Marine Corps Reserve! This is a career milestone for me from both a personal and professional background. I appreciate all of those at CLA that allow for our service to be made easy from a day-to-day workplace standpoint. Thank you!"

— CRAIG MCCORMICK



"It's so inspiring to hear other parents talk about how they are making their day-to-day routines work. It helps to make me feel like I am not alone in this as a parent."

— BOBBIE JANE WALIER

EMPLOYEE ENGAGEMENT

(Continued from previous page)

VBC PROGRAM	FOCUS	PARTICIPANTS
Women@CLA	A welcoming, safe community of CLA family members dedicated to developing and supporting women. This group promises to elevate and empower each other by celebrating strengths, sharing resources, and providing educational opportunities.	547
Pride at CLA	Celebrates the vibrant diversity of LGBTQ+ employees at CLA and provides them with the resources needed for growth and development.	127
Military Connections	Supports those with connections to the military, to provide a pathway to helpful resources, and to share common experiences in an authentic and supportive environment.	113
Parents and Guardians	Provides a place for parents and guardians to connect and support each other. This group's goal is to raise awareness of the challenges facing parents and help generate solutions and resources.	284

EMPLOYEE ENGAGEMENT

DEI action plans and ambassadors

Each managing principal of an office (MPO) is responsible for carrying out an annual DEI action plan. With locations ranging from Boston to Walla Walla, Washington, one size plan does not fit all 120+ locations. Localized DEI activity differs based on needs, geography, inclusion goals, and more. That's where our DEI ambassadors and enthusiasts lead the way.

Their role is to transform the culture of CLA locally by serving as the guiding voices of DEI in their respective offices. These individuals support office leadership by helping advance the local DEI Action Plan. Ambassadors also help identify bottlenecks to the firmwide DEI council and elevate DEI strategies.

We started with six DEI ambassadors in 2019 and today have 275+.

2021 ambassador accomplishments are unique to the office culture and the MPO Action Plan. Here are a few highlights:

Wisconsin

In Wisconsin, we already have an active presence with minority serving institutions, but we are also building relationships with local high schools that focus on underrepresented students — specifically, Black young men at Kingdom Prep Lutheran High School.



“We hosted 10 juniors and seniors from Kingdom Prep Lutheran High School to hear from us about business. We hope to increase the visibility of careers in business and to put professional services and accounting on the radar for these kids.”

— ROBERT BISHOP



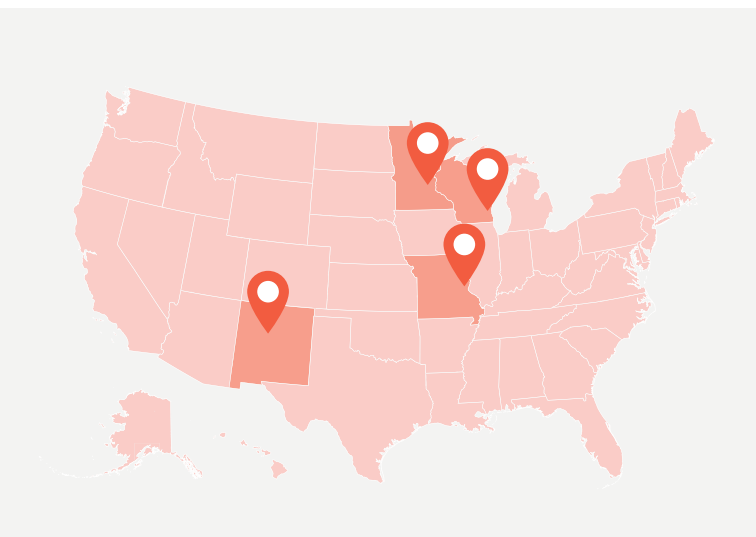


EMPLOYEE ENGAGEMENT

Albuquerque

In Albuquerque, Lisa Anaya, tax associate, shared that the office is stepping into this work by:

- **Hosting** a Juneteenth “lunch-and-learn” with Cathryn McGill, founder of the New Mexico Black Leadership Council.
- **Investing for the first time** as a presenting sponsor for the Albuquerque Business Leader Awards.
- **Teaming with the American Indian Center** for their toy drive and deploying a team of CLA ambassadors to volunteer at the event itself.
- **Promoting learning and awareness** around Lunar New Year, Ramadan, and a Cinco de Mayo Loteria game day.



Minneapolis

“In Minneapolis, our ambassadors hosted an external speaker to guide us through courageous conversations surrounding the trial of Derek Chauvin, which took place across the street from our office for weeks during the spring of 2021. These sessions were incredibly valuable to help our people process the emotions of this unprecedented reckoning.” — Josh Enger

St. Louis

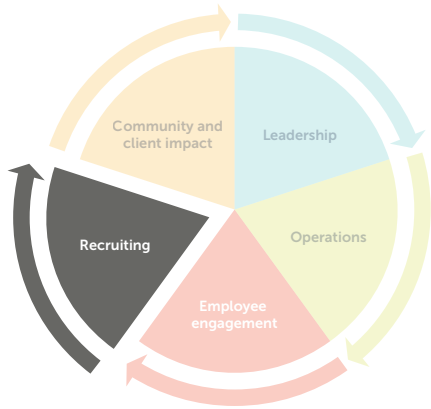
“Elevate St. Louis invited us to contribute our time and financial support to their high school students in Ferguson, MO. These kids — they took our hearts — made the experience so special and were wonderfully engaged. We talked about reputation and integrity, and how the choices we make each day impact our personal brands.” — Jen Rohen





RECRUITING

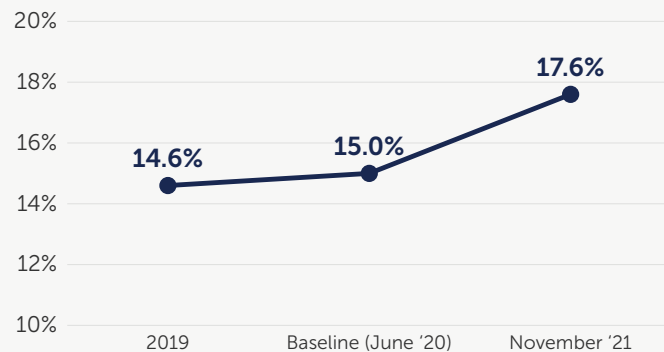
RECRUITING



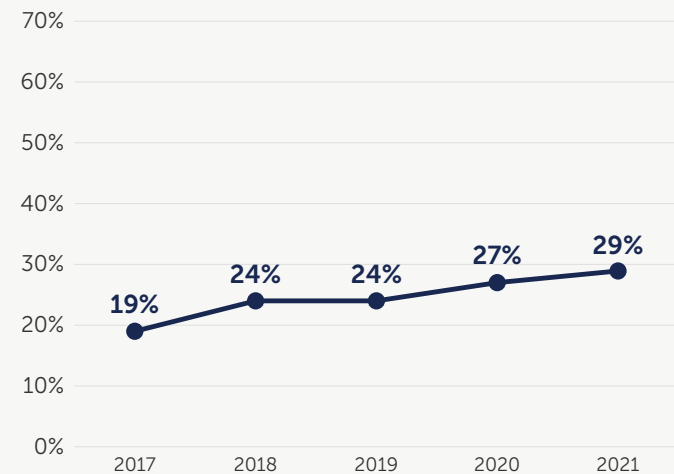
Diversifying our CLA family starts with how we recruit and hire. Our minority turnover is 24% in the trailing 12 months through October 2021. This number is still too high. However, over the last five years, the annual trend was 26%, reflecting an improvement of 2 points, or 7%.

So what are we doing about it? The next two pages highlight our plans.

People of Color — Percent of CLA Population



People of Color — Hiring Percent by Year



RECRUITING

To hire top candidates without bias and bring the wealth of diversity and customs that fully reflect the communities we serve, we have:

- **Doubled** our presence at minority serving institutions (MSIs) across the country.
- **Invested** in growing the cultural competencies of those who participate in campus recruiting.
- **Committed** to meaningful outreach to diverse groups that include veterans and individuals with disabilities.
- **Established** behavioral-based criteria for resume review and interview questions, putting all candidates on an equal footing.
- **Fostered** and grew our relationship with NABA and the American Institute of Certified Public Accountants in areas that support our DEI focus.
- **Elevated** meaningfully deep relationships with university campus recruiting offices.
- **Engaged** in discussion with CLA leaders to connect DEI recruiting activity with our leadership succession pipeline.

We are buoyed by our recent trends:

- **Veterans** increased by 36% in May of 2021 compared to the same time period in 2020.
- **Individuals with disability** increased by 36% in May of 2021 compared to the same time period in 2020.
- **Minority hires** increased to 29% total, which is up 7% when comparing the trailing 12 months through October 2021.
- **Recruiting experienced hires** total more than 50,000 candidates in our recruiting database, including many added from our NABA relationship.
- **Campus recruiting** gives us presence on more than 200 campuses, including MSIs and Historically Black Colleges and Universities (HBCUs) around the country where we can connect with the next generation of leaders, fuel our pipeline, and diversify our talent base.





Ayancy Caicedo
Current Associate

RECRUITING

Creating opportunities for students on campus

Through our increased presence on campuses where we've had long-standing relationships — and the commitments we're making to build relationships with new campuses — the next generation of our CLA family is becoming more diverse. Our presence goes beyond simple campus events. We stay connected with campuses throughout the year and are interacting with students more than ever. We've also made a commitment to build a relationship with every NABA chapter on campuses where we recruit.



Recognizing different abilities

We've launched campaigns and resources internally to advance our awareness and support for individuals with disabilities. We've increased the training and resources for everyone involved in the interview and hiring process, provided more accommodations than ever before, and significantly expanded access to resources and depth of information available to support individuals with disabilities. We're proud these efforts have created a space where self-identification of disabilities is up 36%; awareness of and access to accommodations are higher than ever at CLA.



We share our commitment to DEI before people set foot in the door, to help set expectations and generate excitement for the values and intentions of how we operate.



COMMUNITY AND CLIENT IMPACT

COMMUNITY AND CLIENT IMPACT

CLA recently established a sponsorship with NABA to accelerate our recruitment of Black people, increase workforce diversity, expand our pool of talent, and improve the representation of Black individuals within the accounting profession. As part of this sponsorship, CLA provides office space to NABA in its Greenbelt, Maryland, office.



Intentional relationships to improve representation

According to NABA, out of 650,000 CPAs in the United States, only about 5,000 are Black. We're working with NABA to address that.

We plan to translate our work with NABA as a template to reach other underrepresented groups, such as Ascend, the largest Pan-Asian business professional membership association in North America, and ALPFA, the Association of Latino Professionals for America.



Jen Leary with Drew Smith, managing principal of the Greenbelt office and integral to our NABA relationship

"If you think about the demographics of our country and community shifting, it's the same thing with the demographics of our workforce. We're building the workforce of the future. CLA will welcome more than 2,000 people per year into our firm. We're excited about that. Of those 2,000, approximately 30% come from diverse backgrounds. That will continue to increase. The relationship with NABA and welcoming more talent from the Black community is a priority, and it's important for us to think about not only how we recruit great Black talent, but how we retain that great Black talent."

**— JEN LEARY, AS QUOTED IN
ACCOUNTING TODAY**



COMMUNITY AND CLIENT IMPACT

DEI, community engagement, and the CLA Foundation

Our community and client engagement efforts are designed to unify the work and missions of DEI, the CLA Foundation, our community engagement team, and our client service efforts. This focus area challenges us to live the CLA Promise in a bold way as we work with community leaders to draw upon the wisdom, strength, and initiatives already present in our communities.

Across the country, CLA family members use paid volunteer hours to connect with professional and charitable organizations. We invest time, talent, and treasure to learn, to solve problems, and to strengthen our communities.

Nashville

Our expansion into Nashville is unlike any other before, blending our client service approach with a diversity, equity, and inclusion lens. Working alongside the CLA Foundation, we connected with the Nashville Entrepreneur Center (NEC) to provide mentorship and support for entrepreneurs of color through the [Twende program](#).

"As we came to Nashville, it was important for us to build an inclusive environment from day one, so that we do it naturally. It's who we are." — Mike Slavik, Firmwide Expansion Leader



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COMMUNITY AND CLIENT IMPACT

CLA Foundation — impact in our communities

The CLA Foundation joined the CLA family in committing to making “DEI part of our DNA.” To better understand the communities connected through our grants, we worked with past grant recipients to update our application to learn more about demographics, including whom they serve as well as the makeup of the organization’s staff and board. Our grant committee is focused on how grantees represent our core mission of creating career opportunities in the areas of education, employment, and entrepreneurship through connection to diverse networks that are inclusive of all genders, races, Veterans, and the disability community. Our 2021 grant recipients included:

76% focus on serving people that identify as Black, Indigenous, Latinx, Asian, or more than one race

85% serve people who identify as low income

23% serve people who identify as having a disability

7% focus on Veterans

We opened five new board seats in 2020, and welcomed diverse board members, across gender, career level, industry, service, ethnicity, and CLA region.



ACCOUNTABILITY

How we are accountable



DEI is a continual practice

Diversity, equity, and inclusion is — and will remain — a work in progress at CLA. Our culture must reflect the diverse makeup of our family and the communities in which we live and serve. Change has not and will not be easy. But it is necessary to an organization dedicated to excellence and succession. Our nation's population is growing more diverse with each passing day, so we can't let a day go by without working to eliminate bias, expand our cultural knowledge, and welcome everyone into our family. Doing so will make us stronger, more competitive, and more prosperous. Doing anything less would be a violation of our cultural values.

We are honored to have been named by *Forbes* as one of the best places for diversity in 2021, but we know our journey has just begun. Our ultimate success depends on our entire CLA family's participation. Each of us must fully adopt our values; embrace our commitment to diversity, equity, and inclusion; and aim to truly get "DEI in our DNA."



"Our hope is that our CLA family members will spend some time with these pages and think about what we can do as individuals to bring DEI to life with every interaction we have."

— KEVIN KIRSCH





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