



2025 Impact Report

Great MINDS | Great HEARTS in Action: Inspiring Belonging,
Community Connections, and Sustainability

Certified



Corporation





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Highlights

Attained Certified B Corporation™ status.

400+

Team members now working across 20 U.S. states.

7

Countries where team members work, thanks to our flexible Work from Anywhere model.

47%

Representation of women and minorities in leadership.

+20

Languages spoken fluently, strengthening how we serve diverse communities and clients.

\$350,000

Donated directly to nonprofits in 2025, a year of record giving.

\$30,000+

Raised via GivingTuesday, bringing the 10-year total to nearly \$263,000.

75+

Nonprofit board positions served, delivering pro bono governance and strategic insight.

90+

Pounds of litter removed from Moakley Park.

84

Totes of clothing sorted for Cradles to Crayons.



57

Children at Nurture Early Education provided with holiday gifts.

Joined the Hidden Disabilities Sunflower Program to better support colleagues with invisible disabilities.

Participated in ground-breaking inclusion research study.

Maintained a paperless office and LEED-certified headquarters.

6th

Annual Impact report since 2020.

About AAFCPAs

AAFCPAs is a strategically independent U.S. Top 100 accounting and consulting firm with a culture rooted in integrity, curiosity, and shared purpose. Our strategic focus—people, culture, and a growth mindset—guides how we lead and how we serve.

We invest in our team with the belief that when our team members thrive, clients benefit. We value character, collaboration, and continuous learning. At every level, we encourage meaningful contribution and recognize the strengths each person brings to their work.

Our culture supports both excellence and well-being, principles that continue to drive our organic growth and long-term success.



A message from our Managing Partner

Dear colleagues, clients, and community partners,

Every year, we release this report to share our impact, but the real story has never been about metrics. It's about our people. AAFCPAs is, at its core, a community of humans who care deeply about their work and one another. Our longstanding commitment to **donating at least 10 percent of net income to nonprofits** reflects a culture rooted in accountability, generosity, and trust—values that guide us across offices, teams, and time zones.

This past year was no exception. In a landscape marked by urgency and complexity, our team continued to lead with clarity, empathy, and purpose. Our impact does not come from a single initiative; it comes from hundreds of people who show up each day with curiosity and a commitment to making things better.

In 2025, AAFCPAs achieved **Certified B Corporation™ status**, joining a global community of businesses held to the highest standards of social and environmental performance, transparency, and accountability. This has been a goal for a long time, and I'm incredibly proud of our team and the culture we continue to build together. At our core, our values guide us: integrity, curiosity, connection, and a commitment to doing what's right even when it's hard. So what does it feel like to work here? It feels like belonging. It feels like purpose. It feels like people coming before profit. We've been on a journey to create a truly people-first culture, and this certification is another step in holding ourselves accountable to the ideals we talk about every day.

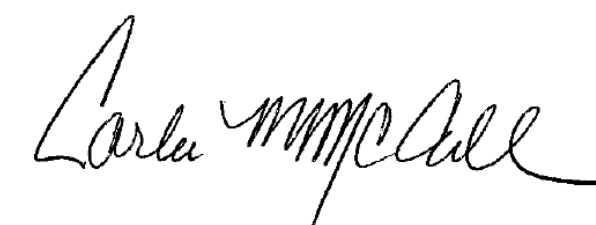
Throughout this report, you'll see how AAFCPAs partnered with clients and communities to advance important work, from expanding financial education to strengthening nonprofits. These accomplishments are possible because our team is empowered to use their talents boldly and generously.

What fills me with pride is not just what we achieved, but how we achieved it—with transparency, empathy, and a human-first mindset. When people feel seen and supported, they lead with purpose. They innovate, collaborate, and create ripples of positive change.

We are continuously inspired by clients and community partners working on the front lines of housing, healthcare, education, and social change. Their courage reaffirms our belief that business can be a conduit for meaningful, lasting impact.

Thank you for the trust you place in us and for the work we advance together. I'm deeply grateful for our people—whose heart, talent, and drive continue to shape who we are and who we strive to become.

With gratitude,



Carla McCall, CPA, CGMA
Managing Partner



Recognizing Excellence: How We Reinforce Our Values

One of the key ways we nurture our human-first culture is by celebrating and rewarding the behaviors that define who we are. Recognition is not just about acknowledging great work. It's about reinforcing the values that make AAFCPAs a place where people and communities thrive.

Peer-Nominated Awards

Peer-Nominated Awards That Influence Culture

At AAFCPAs, we believe our culture is defined by the collective contributions of our people. By honoring and amplifying awareness of those who demonstrate character, leadership, and innovation, we reinforce the values that we think set us apart. Our peer-nominated awards recognizing kindness, emerging leadership, innovation, growth mindset, and inclusion are more than accolades; they reflect our ongoing commitment to fostering a workplace where excellence and integrity thrive.



Mary Scaduto
Michael Oliveira Kindness
Award



Hui-Ting Grady
Growth Mindset Award



Shannon Veilleux
Inclusion and Belonging
Award



Joseph Santese III
Emerging Leader Award



Erin Cann
Innovation Award



Patrick Downes
Exceptional CPA
Achievement Award

The Joel Aronson Character Award

In 2025, Chris Bango received the Joel Aronson Character Award. This annual partnership-nominated honor recognizes one individual who best reflects the honorable character, work ethic, and client dedication exemplified by Joel Aronson, founding partner of AAFCPAs and founder of AAF Wealth Management.

Chris' selection reflects his dedication to his clients, his thoughtful mentorship of colleagues, and his commitment to helping organizations and communities thrive. His colleagues describe him as "the definition of high character and everything we look for in a professional." His impact on clients is profound, "he has an amazing impact on our clients," and peers note, "I receive countless accolades for his approach to client service." Over the years, Chris has built a reputation for putting the firm, staff, and clients first. "He emulates so many of the amazing qualities that Joel instilled in me and so many others," one colleague shared, underscoring his commitment to excellence and mentorship.

Past recipients include Julius Wakaba, CPA (2019), Nichole Reilly, CPA, MBA (2020), Richard O'Neil, CPA (2021), Alison Williams (2022), Olga Yasinnik, CPA, MBA (2023), and John Casassa, CPA, MBA, MST (2024).



CHRIS BANGO
2025 Character Award

External Honors & Accolades

AAFCPAs celebrates not only internal excellence but also the commitment of team members who elevate our culture through active roles in the profession and community.



Leadership Honors



Carla McCall

CPA, CGMA received the Boston Business Journal's 2025 Icon Award. The 2025 Icon Awards: A Women Who Mean Business Program celebrates the significant impact Carla and fellow honorees have on Greater Boston's business ecosystem through their leadership in their organizations and communities. Carla was also recognized by The Women's Edge and The Boston Globe Magazine amid Top 100 Women-Led Businesses in Massachusetts, celebrating female power players driving the Massachusetts economy.



Kaite Valliere

CPA, MSA was a recipient of the MassCPAs' 2025 Women to Watch Award in the Emerging Leader category. "Kaite brings a rare combination of technical excellence, innovation, and heart to her work," said Carla McCall. "She has strengthened our firm through her leadership in nonprofit accounting and forensic engagements. But what truly sets her apart is the way she invests in others and in giving back to the community. Kaite's recognition is well deserved, and we are grateful for the energy and vision she brings to our clients and our firm every day."



Destiny J. Flood

CPA, Partner, Commercial Outsourced Accounting & Fractional CFO was nominated for the 2025 CalCPA Women to Watch Award in the Experienced Leader category. This nomination recognizes her exceptional leadership, mentorship, and dedication to advancing the profession. Destiny also shared her insights on authentic leadership as a panelist at the 2025 Elevate: Women's Leadership Forum.



Charitable Giving

We believe that nonprofits are the heartbeat of thriving, resilient communities, inspiring us to champion their vital work every day. Our longstanding commitment to nonprofits is rooted not only in our values, but also in our deep services, specialization, and decades of firsthand experience working alongside purpose-driven changemakers. Over the years, our close partnership and witness to their impact have further motivated us to support their missions in meaningful ways. AAFCPAs supports this work by donating 10 percent of net income each year to charitable organizations, a core value since our founding in 1973. In 2015, the firm formalized this commitment through its **10% Back to Nonprofits** program. Contributions are made through AAFCPAs charitable foundation via direct giving, employee matching, board service, and hands-on volunteer efforts that reflect our values in action.

The firm encourages broad participation by organizing service opportunities that make it easy for team members to get involved. Additionally, each team member receives a paid day of service annually. This gives more than 350 team members a chance to experience the rewards of giving back and carry that spirit forward.

Volunteer Engagement Board Service

Across AAFCPAs, board service is not a line on a résumé; it is a reflection of who our people are. In 2025, more than 75 nonprofit organizations relied on the steady leadership, lived experience, and heartfelt commitment of our team members. From youth development and education to housing, healthcare, the arts, and community well-being, our professionals show up not just as financial advisors, but as neighbors, mentors, and advocates.

Our people give their time because they care deeply about the communities we call home. They help nonprofits navigate pivotal decisions, strengthen governance, steward resources responsibly, and plan boldly for the future. Their board work elevates missions, unlocks opportunities, and supports leaders who are doing the hard work on the ground every day.

When our team serves, they bring more than their technical skill; they bring empathy, curiosity, and a desire to make a meaningful difference. That human impact can't be captured in a list. But it's felt in every organization we support and every life those organizations touch.



“As with the boards of many small nonprofits, having an able treasurer to serve as both the board’s financial watchdog and also to present and interpret finance reports to the board is a critical position to fill. Kasey (Kasey Moran, CPA, Director) has been a godsend for Metro North Housing, fitting in very nicely with the rest of our board members, but also carefully scrutinizing our monthly financials through our finance committee and presenting those to the board. As a highly skilled accountant specializing in affordable housing nonprofits, Kasey has been, and continues to be, exactly what Metro North Housing needs in its treasurer.”

— **Danny LeBlanc**, Executive Director, Metro North Housing Corporation



“Ernie (Ernest Carruthers, CPA, MST, Tax Manager) turns good ideas into standing traditions that make veterans feel seen. As Post Commander, he helped launch the Franklin VFW’s Vietnam Veterans Day lunch and, last year, the first Korean War Veterans appreciation lunch. He coordinates Franklin’s annual Memorial Day parade, which is a highly visible event in our town. He also organizes remembrance wreath ceremonies for Franklin’s Fallen Heroes to make sure they are never forgotten. Add in the holiday dinners, the back to school and Christmas gift drives, and the state-level insight he brings as Homeless Veterans Committee Chair, you see a leader who shows up when it matters most.”

— **Shannon Nisbett**, Director of Veterans’ Services, Town of Franklin

75+ Board Roles in 2025
anchored in service, stewardship,
and meaningful impact.



Franklin, MA Thanksgiving Volunteer Crew:
Ernie, pictured right, with fellow veterans

Days of Service: Creating Changemakers

Days of service give our team members meaningful, hands-on opportunities to support the community, pairing volunteer work with education about each nonprofit's mission and the needs they address. Every team member receives one paid day each year to step away from work and contribute to a cause that matters to them.

In summer 2025, AAFCPAs proudly participated in the 13th Annual National CPA Day of Service, supporting several of our nonprofit clients. These efforts further our 10% Back to Nonprofits commitment, blending volunteer time with financial contributions from the AAFCPAs Charitable Foundation to deepen our impact.



Days of Service: Highlights



Boston Harbor Now Cleanup

Twenty-three volunteers from AAFCPAs and AAF Wealth Management joined client Boston Harbor Now for a two-day shoreline cleanup at Moakley Park in South Boston. The team collected more than 90 pounds of litter, helping to maintain the city's largest waterfront park as a safe and accessible public space.



Cradles To Crayons Sorting and Packaging

Eleven volunteers worked at our client's Newtonville Giving Factory to sort, check, and prepare 84 totes of clothing for children across Massachusetts, supporting families facing economic hardship.



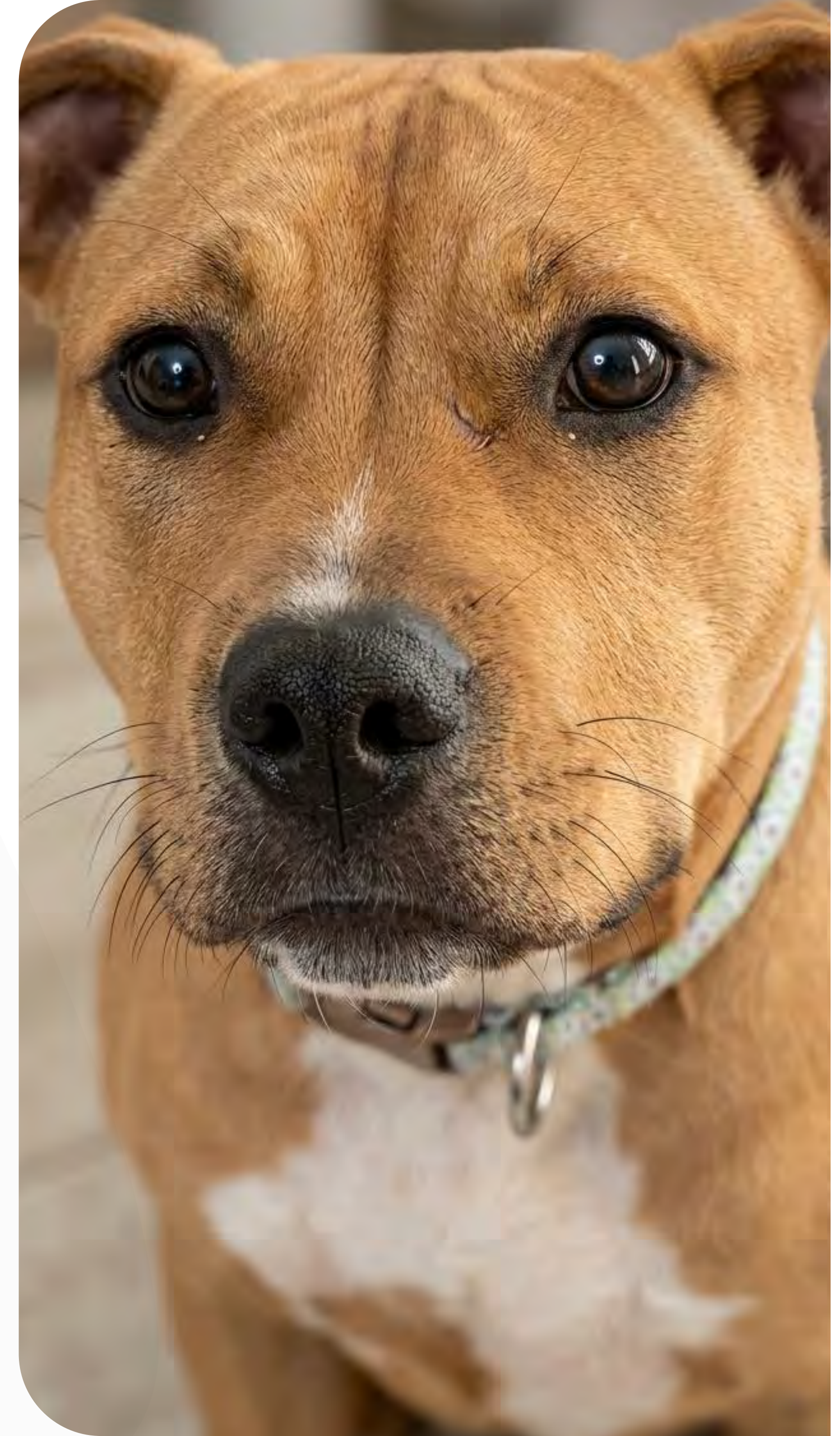
Animal Rescue League of Boston Support

At the Dedham campus, 24 team members volunteered across two days, cleaning barns and shelters, maintaining outdoor areas, and socializing with animals to create a welcoming environment for pets awaiting adoption. One shelter resident found his forever home.

”

"Volunteering at the ARL felt like the perfect way to spend my day of service, caring for animals who just need someone to believe in them. What I did not expect was to fall completely in love with one of the residents. Sammy had been waiting for her forever family and, when I looked into her eyes, I knew she was meant to come home with me. Now, every morning when she greets me with that tail-wagging enthusiasm, I'm reminded that sometimes the greatest impact we make is simply opening our hearts. Community service is not just about what we give, it is about what we discover about ourselves and the connections we never saw coming."

— **Caryn Francese**, AAFCPAs' team member
and Sammy's proud new mom



Day in the Life: Volunteer Hour

During our July Day in the Life event for undergraduate students exploring accounting careers, participants supported AAFCPAs' Black and Latinx women-led client Brookview House by Assembling 150 welcome bags for women, children, and youth experiencing homelessness. Thanks to donations from AAFCPAs team members, students organized more than 600 self-care items for the bags, which were distributed to Brookview House residents, offering comfort, dignity, and a reminder that their community is invested in their journey forward.



Direct Giving

AAFCPAs' Charitable Foundation supports nonprofits through cash donations, sponsorships, capital campaigns, and multi-year pledges. Our primary beneficiaries are nonprofit clients who serve communities across the country and around the world. In 2025, the firm contributed more than \$350,000 through direct giving.

Additionally, as part of our annual holiday giving tradition, AAFCPAs made a year-end donation of \$1,000 to our client **Spoonfuls**, which supports the recovery and distribution of healthy, fresh food to organizations across New England. AAF Wealth Management partnered with a local holiday card vendor that donates 20 percent of its revenue to nonprofits, allowing our team to designate **Feeding America** as the beneficiary, an organization dedicated to keeping nutritious food within reach for families nationwide.



Employee Matching Gifts



#GivingTuesday

Annually, during the month leading up to GivingTuesday, our team comes together in a powerful way supporting the causes they care about, knowing every dollar they give is matched 100 percent by AAFCPAs' Charitable Foundation. In 2025, that collective generosity added up to more than \$30,000 in donations and matches. Since 2016, this shared spirit of giving has grown into more than \$263,000 as part of our annual GivingTuesday tradition invested back into nonprofits making a real difference.

Toy Drive

Our annual holiday toy drive collected gifts valued at more than \$2,800 in 2025 for approximately 57 children served by AAFCPAs' client Nurtury Early Education, which supports vulnerable young children and families in Greater Boston. Every child was sponsored by an AAFCPAs team member in less than 48 hours, a remarkable achievement. AAFCPAs' Charitable Foundation matched our team's generosity with a cash donation to Nurtury.

GivingTuesday 2025 at AAFCPAs

#GivingTuesday



Year-Round Match

Throughout the year, the Foundation boosts our team members' charitable giving with a 50 percent match to nonprofit clients. With an intentionally low minimum donation, the program invites every team member to take part—because even small acts of generosity can spark big change and values that endure.



Summer Outing Raffles

Team members raised more than \$2,600 through a volunteer-curated raffle—doubled to more than \$5,200 through a Foundation match and directed to 10 nonprofits chosen by our volunteers.

Gift Basket Raffle Beneficiaries

- Second Step
- Boston Healthcare for the Homeless
- Justice Resource Institute
- American Foundation for Suicide Prevention
- Sam G. Hughes Memorial Scholarship @WSU
- Fenway Community Health Center
- MSPCA-Angel
- Immigrant Family Services
- Animal Rescue League of Boston
- Boston Health Care for the Homeless



Through financial support, volunteer engagement, and employee-driven philanthropy, AAFCPAs strives to create lasting positive change in the communities we call home.



Inclusion and Belonging

Inclusion and belonging are commitments rooted in AAFCPAs' people-first culture and our community of professionals with a growth mindset. These principles shape how we show up, lead, collaborate, and approach challenges—with awareness, respect, and a recognition that no two lived experiences are the same.

We are guided by the insight and contributions of our team and by a commitment to fostering an environment where people feel safe to contribute fully. This mindset strengthens our ability to serve organizations working across geographies, backgrounds, and points of view—many of whom face complex challenges shaped by more than one dimension of identity.

We see this as part of what it means to lead with integrity—in our firm, in our work, and in the relationships we build with our communities.



“At AAFCPAs, inclusion and belonging aren’t initiatives—they are the way we show up for each other every day,” said Shannon Veilleux, Accounting Manager and leader of AAFCPAs’ I&B Council. “When every team member feels seen, valued, and empowered to contribute their perspective, we do our best work. Our diversity of experiences strengthens our firm, our clients, and our community, and it’s on all of us to continue building a workplace where everyone feels they truly belong.”





Leadership and Champions

AAFCPAs' commitment to inclusion and belonging is shaped and advanced by a dedicated group of leaders who champion these values across the firm. Our I&B Council oversees firmwide initiatives, embedding inclusive practices into policies, culture, and client solutions. Complementing this effort, our Learning and Development champions focus on equipping team members with the knowledge and skills to foster a welcoming, equitable workplace.



Meet Our I&B Champions

- Ana Rodriguez
- Dawn Hagman
- Emma Janssen-Kennedy,
- JoAnne Starks
- John Larkin
- Shannon Veilleux
- Sorie Kaba
- Veronica Biehl
- Amanda Hoxha
- Nicole Steele
- Rebecca Chamberlain



Meet Our Learning & Development Champions

- Emma Janssen-Kennedy,
- Kayla McEwen
- Mary-Katherine Hardy
- Shauna Sullivan



New 2025 Initiatives

Advancing Inclusion Through Evidence-Based Research

This year, we were proud to participate in **groundbreaking research on workplace inclusion** led by Guillaume Turmel, Graduate Researcher at the University of Melbourne.



“What intrigued us most was Guillaume’s compelling analogy: inclusion, he suggests, works much like the Five Love Languages—thoughtful actions only have impact when they resonate with the person receiving them,” said Emma Janssen-Kennedy, MS, SHRM-CP. “In other words, if we’re not speaking the ‘language’ that makes our team members feel included, even well-intentioned efforts may fall flat.”

As we continue partnering in this important work, our commitment remains clear: to foster a culture rooted in continuous learning, a growth mindset, positive change, and stronger inclusion and belonging across our organization.

Ongoing Programs & Initiatives

AAFCPAs continues to build meaningful pathways and support systems that promote inclusion and opportunity.

E3 Intern Accelerator Program

Through AAFCPAs' E3 Intern Accelerator Program, we partner with community colleges to provide paid, hands-on experience to a diverse range of learners—including minorities, first-generation students, and adult learners—while helping them confidently explore careers in public accounting. E3 was intentionally designed to help remove barriers that make advancement confusing or inaccessible for many emerging professionals.

E3 brings clarity, usability, and shared language to the development journey, helping interns understand the skills they're building and how to grow. Equity is the design principle behind the program, ensuring early-career exposure is meaningful and accessible for historically underserved groups.



We also recognize that the tools alone are not enough. Effective advising and navigation support are essential, which is why we have invested in manager coaching, structured guidance, and clear development pathways. The result is a program that not only opens doors into the profession but supports interns with the direction, confidence, and inclusive environment they need to thrive.

LGBTQ+ Allyship

For more than five decades, AAFCPAs has stood beside nonprofit leaders who recognize that financial stewardship extends far beyond spreadsheets and budgets. Their work protects the communities and causes that make real change possible, and we understand the weight of that responsibility.

This year brought particular challenges for many of our LGBTQ+ clients, who faced unprecedented funding uncertainty while continuing their vital mission work. Beyond providing targeted advisory support, we deepened our commitment to the community by participating in the **LGBTQI CFO Network Annual Conference in Washington, D.C.** this past December. Partners Courtney McFarland and Lauren Duplin shared their expertise in a session titled "Navigating Financial Leadership in a Changing Landscape," addressing the

complex funding realities nonprofit CFOs encounter daily.

Our support extends internally as well. Working closely with AAFCPAs' Inclusion & Belonging Council, we've created meaningful ways for team members and allies to express their authentic selves. Employees may include pronouns in their email signatures and access custom-branded LinkedIn headers during Pride Month—small gestures that signal our larger commitment to belonging.

The I&B Council brought people together in June 2025 through a Pride and Juneteenth Potluck and Mixer, sharing information and fostering connections that strengthen both our workplace culture and our ability to serve diverse communities with genuine understanding.



Hidden Disabilities Sunflower Member

AAFCPAs joined Hidden Disabilities Sunflower program in 2024, which has allowed us to enhance resources and awareness to better support team members with invisible disabilities, so they may feel valued and acknowledged without disclosing their disabilities. We leverage the resources provided by Hidden Disabilities Sunflower year-round to help build understanding of non-apparent disabilities and encourage more inclusive environments.



Individual Membership Stipends

AAFCPAs supports professional development through an annual stipend of up to **\$200 for memberships** in organizations advancing diversity, equity, inclusion, and belonging. Some examples include the Association of Latino Professionals in Finance and Accounting (ALPFA), National Association of Black Accountants (NABA), and White Men as Full Diversity Partners (WMFDP).

Courageous Communication & Engagement

Ongoing dialogue and shared learning are key to sustaining an inclusive culture. The firm maintains an Inclusion & Belonging Teams channel that encourages respectful conversation, empathy, and continuous growth, guided by principles of kindness, openness, and positive intent.

Additionally, the I&B Council Contributes to the monthly Talent Management Newsletter to provide updates on events, professional development opportunities, and resources that extend the reach of inclusion efforts throughout the firm.

Training & Development

Ongoing learning is key to fostering a workplace where inclusion is actively practiced. We offer training that equips engaged team members with tools to make equitable decisions and recognize how unconscious bias may influence outcomes.

Examples of 2025 training include:

Flying on Autopilot:

Navigating the Impact of Unconscious Bias at Work: Guest speaker Jina Etienne led an interactive session on how unconscious bias influences decisions, relationships, and workplace culture.

TypeCoach Training:

Firm-wide sessions enhance understanding of personality types to improve collaboration, leadership, and working relationships.

Resilience in Times of Change:

In 2025, we offered a firm-wide virtual session on developing resilience to sustain performance, adapt to uncertainty, and support well-being.

Empathy Workshop:

Team member Kayla McEwen led an interactive session focused on building empathy skills to strengthen inclusion and belonging.



“As someone new to the firm, the empathy session made our values tangible. It gave me practical tools to navigate tough moments with curiosity instead of judgment.”

Additional development opportunities include credentialed career coaching to support individual growth and the Professional Advancement & Development (PAD) program, which provides new professionals with structured guidance on confidence, organization, and time management. By offering these resources, we help ensure every team member feels supported, included, and empowered to thrive.

Multinational & Bilingual

At AAFCPAs, our team's collective voice resonates in a remarkable symphony of languages ranging from English, Spanish, and French to Cantonese, Shanghainese, Mandarin, Japanese, Ukrainian, Italian, Portuguese, Cape Verdean Creole, Greek, Russian, Afrikaans, Swahili, Albanian, Bulgarian, Tagalog (Filipino), Vietnamese, Urdu, Hindi, Arabic, Taiwanese, Swedish, Norwegian, and Danish. This rich tapestry of languages not only reflects our global perspective but also strengthens our ability to connect with diverse clients and communities. Each language spoken here adds a unique note to our culture, transforming everyday conversations into bridges across continents and experiences.

Recognition & Culture

AAFCPAs' **peer nominated I&B Award** annually honors a team member who leads by example in advancing inclusion, educating others, and fostering an inclusive workplace culture.

Shannon Veilleux is the outstanding recipient of the 2025 Inclusion and Belonging (I&B) Award.

Shannon's colleagues describe her as the heart of the firm's Inclusion & Belonging efforts. "She is an invaluable member of the I&B Council and routinely steps in to run events, ask good questions, and champion actual inclusion and belonging every day," one teammate shared. Her impact extends far beyond council work. Those who work with Shannon see an active listener who is "open-minded, conscientious, and warm." Many say, "I am honored to work with her and believe she embodies and exemplifies I&B just by being herself." Through her genuine care for others, Shannon creates a workplace where everyone feels welcomed, respected, and included.



Measuring Progress

At AAFCPAs, inclusion and belonging are at the heart of everything we do—shaping how we connect with one another, collaborate with our peers, engage with our client communities, and make a positive impact in the world around us. We strive to foster an environment where every voice is heard, valued, and empowered to contribute fully, both within our firm and beyond.

While some aspects of identity are difficult to capture in current reporting methods, we work to broaden our understanding of the people who make up our firm.

Data on self-identification in race and ethnicity from the EEO-1 Component 1 report, provides a snapshot of our team's composition. Monitoring these insights helps us foster a workplace where everyone can contribute fully and authentically.

17% of team members identify as non-white.

47% of leadership roles are held by women and minorities.

40% of partners and 58 percent of directors are women.

28% percent of 2025 new hires identify as non-white.

Transparency & Accountability

AAFCPAs prioritizes transparency and accountability through ongoing engagement with our team and clear communication of our progress. Since 2020, we have published this annual **Impact Report** to measure and share our social contributions and outcomes. This practice reinforces our commitment to social responsibility and reflects our core values.

Semi-annual **I&B Employee Engagement Surveys** help us listen closely to team perspectives, identify opportunities for improvement, and track progress toward a workplace where everyone feels valued and supported.

Our **competency matrices** provide a clear roadmap for advancement by defining the skills, behaviors, and expertise needed at each level. This transparency supports fair evaluations, encourages merit-based growth, and aligns individual development with organizational goals.

The firm's **360-Degree Feedback** tool allows team members to provide anonymous input year-round. We also host an **Ask I&B portal** to accept anonymous comments or suggestions.



Health and Wellness

AAFCPAs fosters a culture where health—mental, physical, and financial—is considered foundational to individual and organizational success. Our benefits reflect this belief, offering support that is inclusive, accessible, and aligned with the varied needs of our team.

Expanded Access to Mental Health Care

Since 2024, AAFCPAs has partnered with BetterHelp to expand access to mental health resources. Team members and their immediate families receive up to eight no-cost online therapy sessions annually. This supplements our Employee Assistance Program (EAP), which provides confidential support for mental, financial, and legal challenges. Further, we offer an annual Mental Health Wellness Examination as part of our preventive care plan at no cost to those enrolled in firm-sponsored health insurance. Our flexible Paid Time Off (PTO) model—free of mandated holidays—supports cultural inclusivity, autonomy, and wellness.

Commitment to Physical Wellness

Team members have access to on-site fitness centers in our Westborough and Boston offices, as well as nearby nature trails. AAFCPAs joins the annual MassCPAs Fitness Challenge to promote movement during the busy winter season.

Career Well-Being and Growth

Led by **Mary-Katherine Hardy**, the Career Development & Engagement team supports employee career health and wellness by offering confidential coaching and development resources that honor the whole person, not just the role. Through individualized coaching, success-skills training, and peer support programs, the team helps employees manage change, reduce stress around career decisions, and build sustainable, fulfilling career paths at AAFCPAs.



Financial Well-Being

At AAFCPAs, supporting financial well-being is an integral part of our commitment to caring for every aspect of our team members' lives. Through **AAF Wealth Management**, our employees have access to personalized financial planning guidance that empowers them to confidently pursue personal milestones, prepare for retirement, and navigate estate planning. By providing these resources, we aim not only to ease financial worries but also to help foster a sense of security and lasting stability for our team and their families.

Flexible, Work-from-Anywhere Model

Our work-from-anywhere model promotes autonomy and balance, empowering team members to manage personal responsibilities and work preferences while maintaining high performance and strong collaboration.

Working at AAFCPAs means I'm trusted to manage my own schedule in the way that's best for both my work and my life," said Julius Wakaba, CPA. "The flexibility to work from anywhere has allowed me to do my best work while also being present for my family. It's empowering to know the firm trusts us to deliver results and contribute in a way that supports both personal and collective success.

Environmental Sustainability

At AAFCPAs, our sustainability philosophy centers on an enduring commitment to minimizing our environmental impact while continuously advancing efficiency and embracing corporate responsibility. We view sustainability not as a one-time achievement, but as an ongoing journey that guides our daily decisions and long-term strategies.



LEED-Certified Headquarters

Our Westborough, MA headquarters is Leadership in Energy and Environmental Design (LEED) certified. It incorporates advanced sustainability measures, including enhanced energy management, water-efficient systems, and low-impact building materials, all designed to reduce carbon output and improve air quality.

Paperless Office

We have operated as a fully paperless firm for more than a decade. Digital workflows support efficiency, enhance data security, and reduce waste. We advise clients on similar practices that align with their sustainability goals.

Employee Engagement

In 2025, AAFCPAs team members partnered with Boston Harbor Now for a Moakley Park cleanup event. Volunteer efforts support both environmental stewardship and community enrichment.



Electronics Recycling

Our Westborough and Boston offices participate in semiannual take-back events that help team members properly dispose of or recycle personal electronics, reducing e-waste and supporting a circular economy.

Remote Work and Sustainability

Our flexible Work from Anywhere policy lowers commuting emissions and supports work-life balance. Travel is limited and based on client needs for on-site collaboration, training, or advisory engagements.

As of 2025, more than 350 team members work across 20 U.S. states and seven countries



Data Responsibility & Ethics

At AAFCPAs, we recognize that advancing our profession means embracing new technologies while upholding the highest ethical standards. Our commitment to responsible innovation guides how we evaluate, implement, and govern emerging technologies, particularly AI, to serve our clients and community with integrity.

Responsible Innovation

We rigorously evaluate new technologies for ethical alignment with our mission, professional standards, and legal requirements. Our written AI governance framework addresses privacy, security, confidentiality, and nondiscrimination across all applications. AI tools are strictly prohibited from any employment decisions. Hiring, promotion, discipline, demotion, or termination remain exclusively human judgments. Through ongoing training and open dialogue, we ensure our team understands both the potential and the pitfalls of AI, promoting responsible adoption that enhances rather than replaces professional judgment.

Information Security Safeguards

We protect client information through a Written Information Security Program (WISP), regular risk assessments, and a Defense in Depth strategy. We also advise clients on best practices to help safeguard their own data and technology environments.

Code of Professional Conduct

All AAFCPAs and AAF Wealth Management team members follow a strict Code of Professional Conduct. We are expected to act with integrity, objectivity, due care, competence, and diligence while serving clients' best interests. The code requires disclosure of any conflicts of interest, preservation of client confidentiality, and transparency regarding fees or commissions. These expectations are reinforced during onboarding, annual ethics training, and performance reviews.

Enterprise Risk Management Council

Our internal Risk Council helps ensure ethical decision making and accountability in a fast-paced, high-growth environment. The Council monitors independence, supports sound judgment, and guides firm leaders in managing risk. Team members receive ongoing support to uphold ethical standards that protect the firm, our clients, and the profession.

AAFCPAs remains committed to serving the public interest through transparent governance, ethical conduct, and active engagement in the communities where we live and work. We thank our team members and community partners for their continued dedication and support.

Looking Ahead: Reflections from our Managing Partner

As we look ahead, I'm reminded that our strength as a firm has never been defined solely by metrics—it has always been defined by our people. The world around us continues to evolve at a pace none of us could have predicted, and yet our commitment remains unchanged: to lead with humanity, to stay grounded in our values, and to approach every challenge with clarity, courage, and optimism.

At AAFCPAs, we have embraced a human-first culture not because it is trendy, but because it is the most sustainable path forward for our profession. When people feel valued, supported, and empowered to bring their full selves to work, they innovate more boldly, collaborate more generously, and deliver exceptional outcomes. This belief has shaped every evolution of our firm, from the initiatives we've launched to the way we show up for each other and our clients. It is the heartbeat of who we are.

Our future is deeply connected to a global community that is more interconnected than ever. The conversations I've had throughout my tenure in national and international leadership roles have reinforced something important: talent, ideas, and opportunities are borderless. When we actively listen to diverse perspectives, share knowledge across regions, and cultivate belonging across cultures, we strengthen not only our firm but the profession as a whole. This broad viewpoint will continue guiding how we collaborate, learn, and grow.

The coming years will require adaptability—not as a reaction, but as a mindset. Technology will keep reshaping our work, and that's something to embrace. Automation, analytics, and emerging AI capabilities allow us to eliminate the mundane and elevate the meaningful. They free our talent to do what humans do best: think critically, solve complex problems, and build trusted relationships. Our responsibility as leaders is to ensure that innovation does not overshadow our humanity, but rather amplifies it.

What gives me the most pride and the most confidence is the way our team meets every shift with curiosity, compassion, and a deep sense of shared purpose. This culture did not happen by accident. It was built intentionally through transparency, inclusion, gratitude, continuous learning, and the belief that we really can be better today than we were yesterday.

As we move into 2026 and beyond, our focus remains clear:

- Invest in our people and their well-being.
- Strengthen our global perspective and community connections.
- Embrace change with agility and a growth mindset.
- Lead with authenticity and human-first values.

The world will continue to shift, and we will continue to evolve with it. But one thing will remain constant: our unwavering commitment to creating a workplace and a profession where people thrive. That is how we will continue to scale, contribute, and make an impact that extends far beyond our walls.

I'm grateful for every one of you who contributes to this shared journey. Together, we will shape what comes next.



Carla McCall, CPA, CGMA
Managing Partner



AAFCPAs' Mission

The mission of AAFCPAs is to improve the economic well-being and quality of life for all constituents. This includes our clients, employees, vendors, and the communities we serve.



Learn more at www.aafcpa.com.