



JohnsonLambert
cpas + consultants

2021 Annual Report

Agility in Action: Moving Forward Together

All information and data presented
are representative of the time period
January 1, 2021 - December 31, 2021.

JohnsonLambert.com

Moving Forward Together

As the world and accounting industry continue to evolve, agility is key.

“Agile organizations view changes as an opportunity, not a threat.”

Jim Highsmith, author and software engineer

Credits

Our team would like to extend a special thanks to the following people for making the annual report possible.

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Content

Adapting

- 09 Cultivating Growth
of revenue and people
- 12 Strengthening Connectivity
in a hybrid world
- 14 Championing Quality
for client satisfaction

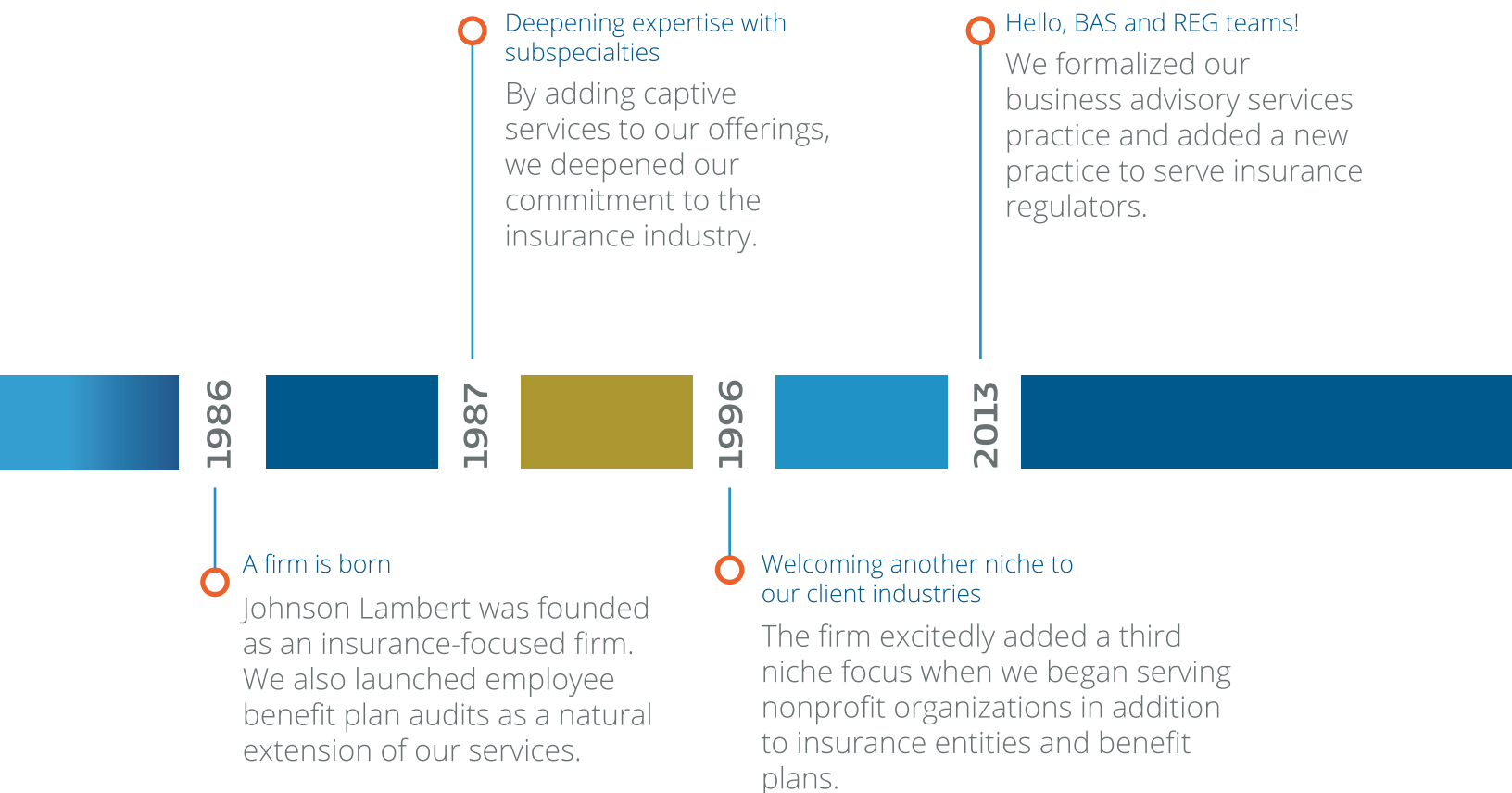
Anticipating

- 17 Prioritizing Leadership
in the industries we serve
- 24 Fueling Knowledge
through thought leadership
- 26 Nurturing Talent
in an evolving landscape

Preparing

- 29 Inspiring Excellence
at every level
- 31 Fostering Inclusivity
from the inside out
- 32 Celebrating Teamwork
all year round

Agility Through **THE YEARS**



CELEBRATING 35 YEARS OF ADAPTING, ANTICIPATING, AND PREPARING

AGILITY

2016



Have you met John?

John Prescott took the helm from one of our founding partners, Debbie Lambert, and became our new managing partner.

2018



Status update: new membership
Johnson Lambert joined DFK International/USA, a worldwide association of independent accounting and management consulting firms.

2020



Focusing on DEI initiatives

We formally launched our DEI Committee to support ongoing diversity, equity, and inclusion efforts at the firm.

2021



Your new favorite streaming platform

Our OnDemand Learning platform launched for insurance professionals, and we look forward to expanding this offering soon.

Message From John Prescott

To our team, our clients, and friends of Johnson Lambert,



In last year's Annual Report, I shared our revised core values of agility, respect, and trust. Since then, it would be impossible to count

the number of times we, as a Johnson Lambert team, have reflected on these values and the weight they carry.

Agility, in particular, has been paramount to how Johnson Lambert has adapted and readapted over the past two years. **Agility** has been a guiding principle in how we're looking ahead to meet and exceed promises made to employees and clients in the coming years.

As much as we've had to work together to strategically pivot back-and-forth in the face of a global pandemic, we've also been smart with using newly-found time from reduced travel and newly-discovered insights from different ways we've worked. The world didn't just change dramatically to respond to a global health crisis; it changed forever in the pace and acceleration of new ideas and new opportunities brought forth by technology and human perseverance.

LOOKING FORWARD Trends in Accounting

When we reflect on the last few years, we recognize some of the major challenges and opportunities facing our clients now more than ever. Here's our 2022 outlook:

▶ Increased need for internal audit services to support insurers and nonprofit organizations facing staffing challenges and looking to augment their teams with specialized expertise.

- ▶ The continuation of captive formations.
- ▶ Audits for MGAs and other similar organizations as AM Best ratings urge financial statement audits.
- ▶ Growth in the insurtech space, particularly with organizations that will bear risk and therefore can benefit from audit, tax, and consulting support.
- ▶ Supporting employee benefit plan clients through new reporting standards.

I truly believe that, guided by **agility**, we've successfully ridden through the worst of the COVID-19 storm and are coming out the other side prepared, in a new and refreshed way, to help our clients with all of their opportunities and challenges thanks to a team of dedicated, hardworking, and caring employees. To borrow a phrase from the Great One, we have been laser-focused on where the puck is going, rather than where it is.

As you read through this report, I hope it will be as clear to you as it is to me that our strategic, smart growth has been no accident. Our employees are involved industry leaders. Our innovative programs for attracting and retaining talent are constantly evolving. Our technology investments make new things possible on a



During the 2021 partner meeting, Johnson Lambert's partners gathered to discuss the firm's strategic plan and 2022 goals.

"Agility has been a guiding principle in how we're looking ahead to meet and exceed promises made to employees and clients in the coming years."

John Prescott, managing partner

regular basis, and we have so much more to come in that regard.

In fact, we feel we have so much more to come in virtually every regard. With our commitment to **agility** in mind, we're already looking forward to what we'll be able to share in next year's Annual Report. Until then, thank you to all of our clients, our mutual business partners, and our dedicated employee group. We have so much appreciation for all who have contributed to our success.

All the best,

John Prescott

John Prescott
Managing Partner

ADAPTING

Johnson Lambert is continuously adapting to meet the needs of clients and staff. Because of our swift ability to embrace change and innovation, our firm continued to not only cultivate growth in 2021, but also strengthen connectivity in an increasingly remote environment. By leveraging our specialized knowledge and emerging technologies, we continued to champion the high-quality services that our clients expect from us.

Cultivating Growth

Johnson Lambert's commitment to quality is the backbone of our ability to continuously adapt and grow alongside clients.

Growth by Revenue

Our firm was proud to see another year of steady growth, even with the ongoing uncertainties accompanying year two of the COVID-19 pandemic.

\$36.3M total revenue
in 2021

Reaching over \$36 million in revenue, Johnson Lambert saw a 4.6% increase from 2020. This growth is in large part due to expanded client relationships, referrals from friends of the firm, brand awareness, and the industry connections made by our team.

New Clients



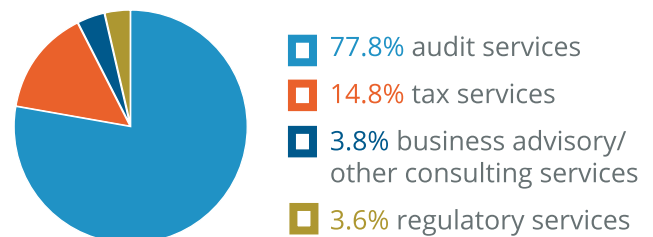
109 organizations joined the team as new clients.

Long-Term Relationships

As a testament to the strong professional relationships we build with our clients, we have **hundreds** of clients who have been with the firm for **5+ years** and many clients that we have served since shortly after our firm's **inception**.

Lines of Business

For 35+ years, we have focused on providing audit, tax, and advisory services to a national and selectively international client base including insurance entities, nonprofit organizations, and ERISA-qualified benefit plans. Our 2021 revenue broken out by practice is as follows:



This year, we also saw an increase in requests for quality of earnings reviews, as well as an uptick in tax consulting for captive formations.

“Very responsive, technically strong, great to work with, build on learnings from prior years to increase efficiency.”

Insurance consultant, alternative risk client

Equally important to our growth of business, is our **growth of people.**

Providing a great client experience starts with providing growth and learning opportunities to our own people. Johnson Lambert continues to prioritize creating opportunities for our talented and dedicated staff.

 **194**

employees firmwide in 2021, including 163 client-facing and 31 business operations professionals.

 **4%**

staff growth from 2020. 85% of new hires were entry level and 15% were experienced professionals.

 **38**

promotions firmwide, including new partners, principals, senior managers, managers, and senior associates.

 **51:49**

women to men ratio. Since our founding, Johnson Lambert has been a welcoming home to women in accounting.

“Our path to continued success is paved through the success of our people and investing in our people.”

Courtney Kiss, chief growth & development officer

FROM INTERN TO PARTNER Featuring Diane Walker



In 1997, Diane Walker started her public accounting career as an intern at Johnson Lambert.

Today, Diane shares about her journey from intern to partner.

1997 — Diane will never forget going to a Dave Matthews Band concert with coworkers as an **intern**.

1998 — The CPA exam looked different for an **associate** in '98. Given on paper twice a year, Diane made sure not to forget her #2 pencil!

2000 — As a **senior associate**, Diane looked to mentors to help her learn how to successfully manage a team.

2002 — While a **manager**, Diane enjoyed traveling to client sites near and far, especially a trip to Bermuda!

2004 — As a **senior manager**, Diane began taking on leadership roles in the firm's quality control and technical aspects, and led our conversion to electronic working papers.

2006 — Diane worked closely with Debbie Lambert, who pushed Diane to her full potential as a **principal** at the firm.

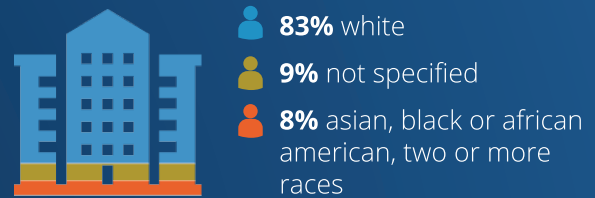
2008 — As a **partner**, Diane oversees the employee benefit plan audit practice and quality control. She is a member of the technical and executive committees.

As the world continues to evolve and change, so does Johnson Lambert. Our team has grown from a firm of two to nearly 200. With eight offices and remote opportunities nationwide, we're happy to reflect on how far we've come.

Leadership Makeup



Firmwide Makeup



ENGAGEMENT RESOURCES Welcoming a New Team

Throughout the last year, Johnson Lambert grew and restructured its business operations team to better support the needs of the firm.

One exciting addition to this group was the engagement resources team (ERT).

The ERT's goal is to centralize Johnson Lambert's internal processes pertaining to client engagements.

This not only helps optimize firm resources, but also empowers client-facing staff to focus on other priorities, including client service and industry involvement.

Led by Regina Lappin, this team comprises seven staff members.

In 2021, we welcomed Rebecca James to the partnership, named Courtney Kiss as chief growth & development officer, and celebrated Greg Daniel's promotion to principal.



Rebecca James, CPA
Partner



Courtney Kiss
Chief Growth &
Development Officer



**Greg Daniel, CISA,
CRMA, CISSP**
Principal

Strengthening Connectivity

Intentional interactions are a key component of living and working in an increasingly hybrid world.

Although our firm comprises nearly 200 employees, serves clients in 40+ states, and specializes in three distinct industries, we truly are **one Johnson Lambert**. No matter where they're located or which teams they sit on, our people work collaboratively on each engagement and take part in the intentional culture that permeates our offices and remote work environments alike.

6 culture roadshows

with all levels of employees firmwide

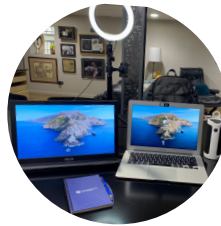
Meet the Hybrid Team

While we have had remote employees for years, the events of the last couple years have created more opportunities to hire remote and hybrid workers and to support all of our employees in bespoke hybrid work arrangements.



With our technological capabilities, our investment in training that supports successful work and management in a hybrid environment, and with clients who are open to increased digital connections, we are confident that hybrid is the “best of both worlds” when done intentionally and thoughtfully.

Meeting employees and clients where they are at in terms of optimal working environments and arrangements has been a success, and we will continue to evolve so that our employees and clients can thrive.



Technology

Utilizing the myriad offerings of our technology platforms, our teams easily and swiftly communicate throughout the day through a variety of channels.

- + Emails and chats
- + Video and phone calls
- + Virtual spaces

Johnson Lambert leadership utilizes these and other channels to provide important information to staff throughout the year.



The Virginia office's end-of-internship celebratory barbecue!

Apple or PC?

Employees get to select which type of laptop they work on. Here's the 2021 breakdown:

33% PC

67% Mac

JL COMMUNITIES

Making New Connections

Launched in September 2021, JL communities are digital spaces for employees to make connections and foster meaningful relationships with people from across the firm who share similar interests, hobbies, experiences, and more:



DEI and YOU



The Water Cooler



Other People's Pets



The Hit List



Healthy Living



Sports Fanatics



Social Butterflies



Working Parents



Reader's Retreat



Out of Office

Intentional Culture

Along with the flexibility of a hybrid work environment, comes the challenge of cultivating and maintaining culture. In 2021, we formed a Culture in Leadership group to explore themes in employee feedback, as well as experiences and observations. The group outlined seven areas that impact our culture and the employee — and therefore the client — experience:

- + Communication and leadership
- + Career path and potential
- + Appreciation and feedback
- + Flexibility
- + Wellness and PTO
- + Diversity, equity, and inclusion
- + Learning and training



The Georgia office taking a busy season break.

Office Initiatives

themed
monthly
meetups



workplace
Wednesdays

regular
office
lunches

Open Communication



6 firmwide
livestreams

hosted by leadership to share firm news, performance management announcements, financial updates, firm celebrations, and more.

Championing Quality

Leveraging our technical knowledge and emerging technologies, our team is committed to providing the highest quality services to clients.



87.65%
Net Promoter Score

Our 2021 combined Net Promoter Score for audit and tax services.

Client Satisfaction

Paramount to our success is the success and satisfaction of our clients. With this in mind, we continued our client survey program in 2021.

Amongst the feedback we requested, we utilized the Net Promoter Score (NPS) methodology to quantify our clients' satisfaction.

Our 2021 scores are at or above the "world class" NPS threshold.



ACCOUNTING TODAY
2021 Firm to
Watch & Southeast
Top Leader

JOHNSON LAMBERT

#118

IPA TOP 200 FIRMS

Recognition

Johnson Lambert was honored to be recognized as a **2021 Firm to Watch** by *Accounting Today*, amongst the **Southeast Region Top Regional Leaders** by *Accounting Today*, and as a **Top 200 Firm** by *INSIDE Public Accounting*, ranking at #118.

We are grateful for our dedicated team and supportive clients that make our continued growth possible.

Industry Involvement

Our team works hard to stay at the forefront of industry trends, laws and regulations, new accounting rules, and other environmental factors that impact clients. We do so through our involvement in a number of key industry organizations, such as:

- + the Association of International Certified Public Accountants (AICPA)
- + the AICPA Leadership Academy
- + the Greater Washington Society of CPAs
- + the Illinois CPA Society Ethics Committee
- + the Vermont State Board of Accountancy
- + the Virginia State Society of CPAs Auditing and Accounting Technical Committee

To ensure the highest quality services to our clients as well as meaningful experiences and professional growth opportunities for our employees, Johnson Lambert has firmwide committees who support the execution of our strategic plan.

1 Executive Committee

Provides firm leadership to support world-class client service.

2 Technical Committee

Discusses new standards and emerging issues to determine employee guidance and training.

3 Client Acceptance Committee

Ensures opportunities are in line with our strategic goals and risk appetite.

4 IT Steering Committee

Implements innovative solutions through digital expertise.

5 Training Committee

Ensures staff are equipped with the skills needed to best serve clients.

6 Data Analytics Team

Guides engagement innovation through custom-designed tools.

7 Lean Six Sigma Teams

Continuously analyze the audit and tax processes to improve efficiency and quality.

8 DEI Committee

Supports continued diversity, equity, and inclusion initiatives.

EVOLUTION OF THE DIGITAL AUDIT

Embracing the Audit of Tomorrow

The audit of tomorrow is here. Utilizing a comprehensive suite of digital tools and technologies, the Johnson Lambert audit experience is not only fully digital, but it is data-enhanced and optimized for precision.

No longer do you need to weigh the benefits of efficiency and thoroughness; the Johnson Lambert audit experience enables a friction-reduced engagement that delivers everything you expect from an audit with the added benefit of more actionable insights.

Powered by a custom-designed suite of tools including electronic confirmations, streamlined document exchange, workflow automation, advanced data analytics, and data visualization, our audit is the agile, modern solution that asks less of your team and drives more value to your organization.

We believe that the success of your business depends on answering the questions you haven't thought of yet. We're here to help you find those questions, and more importantly, those answers.

ANTICIPATING

Johnson Lambert is always anticipating how to best serve our clients in an ever-evolving landscape. In 2021, we continued to prioritize leadership in the insurance, nonprofit, and employee benefit plan industries. We fueled the knowledge of important updates and trending topics by providing clients, colleagues, and prospects with insights and resources. By strategically nurturing talent, we cultivated the talent, resources, and knowledge that our clients desire and our employees deserve.

Prioritizing Leadership

Since our inception, we have been a niche-focused firm, and 35 years later, we continue to serve these industries with passion.

Niche-Focused From Day One



Johnson Lambert was formed in 1986 in the Washington, DC area by Larry Johnson and Debbie Lambert. Prior to the formation of our firm, Larry and Debbie were both affiliated with a national firm as active leaders in the insurance practice.

As they created Johnson Lambert, their vision was to be an alternative to the then “Big-8” firms in providing audit and tax services to the insurance industry.

Continuing the Legacy

Over the years, we selectively expanded our practice to include the nonprofit and employee benefit plan sectors but remain committed to a niche-focused strategy. 35 years later, we provide audit, tax, and advisory services to a national and selectively international client base including insurance entities, nonprofit organizations, and ERISA-qualified benefit plans.

Vision

To support each client and our team in meeting their goals and reaching their full potential.

Our vision statement outlines what we aim to do as an organization, and it has been the overarching goal of our firm

Mission

To provide the highest quality audit, tax, and advisory services within the distinct industry markets we serve, and to earn our clients’ trust as a valued business partner. To be the choice employer for our profession’s most innovative and dedicated talent.

Our mission statement is our why, and it, too, has been our purpose since our founding partners first envisioned what our firm could be and what we could do.

“We are humbled by the trust our clients and mutual business partners have in Johnson Lambert. We are excited to embrace the challenges and opportunities around us and to continue building best-in-class services to meet the needs of our clients. ”

John Prescott, managing partner



Client Satisfaction

 **94.4%**

Net Promoter Score for commercial insurance.

 **91.07%**

Net Promoter Score for alternative risk insurance.

Industry Involvement

Our insurance team consistently speaks at and attends high-profile national and regional insurance-related conferences. In addition, our team attends NAIC meetings.

 **20+**

external speaking engagements in 2021.

 **40+**

relationships with industry organizations, through conference attendance, partnerships, and sponsorships.

Industry Leadership Roles

In addition to involvement on the local level, our professionals are volunteers, board members, and committee members for a number of national industry groups.



AICPA Insurance Expert Panel

Lauren Darr



IASA Annual Conference Program Committee + Professional Development Subcommittee

Tim Flaherty



IASA Chapter Advisory Committee

Steve Plettau



IASA Executive Education Subcommittee and Women in Leadership Subcommittee

Rachel Ferguson



IASA Volunteer Development Subcommittee

Dustin Barnwell

Commitment to the Insurance Community

Johnson Lambert has been serving the insurance industry since the inception of our firm. We understand the dynamic business environment in which insurance companies operate and the regulations to which they are subject.

Commercial Insurance

We work with a myriad of commercial insurance companies writing every line of P&C and Life business, as well as select lines of health insurance business. We have also developed sub-specialties in certain types of commercial insurance organizations, including but not limited to:

- + Medical Professional Liability
- + Workers' Compensation
- + Personal Lines
- + Homeowners
- + Insurtechs and start-ups
- + MGAs and similar DUAEs

"We are very happy with the level of professionalism, knowledge, and willingness to help the team demonstrated over the years. I would change nothing about my experience with Johnson Lambert."

Senior accountant, commercial insurance client

Alternative Risk Entities

We provide audit, tax, and advisory services to 250+ alternative risk entities across all major domiciles, and we have strong relationships with captive management companies that enable efficient audits and strong communication with both the captive managers and the boards of directors.

Public Entity Risk Pools

Our team works with various public entity risk pools, bringing together our insurance industry expertise, extensive experience with Governmental Accounting Standards, and deep knowledge of GAAP, GASB, and statutory-basis accounting.



Our regulatory services team's virtual booth for the 2021 SOFE Career Development Seminar.

Regulatory Services

The regulatory services team works with many US states' departments of insurance to perform full-service financial exams, multi-state coordinated exams (representing lead or participating states), captive and RRG exams, IT review, regulatory cybersecurity reviews, marketing regulation exams, and more.

"I've pushed clients & new formations to you all because you're easy to work with, priced competitively, and transparent in the whole process!"

Captive manager

At a Glance

5th largest auditor of P&C insurance companies*

9th largest auditor of life insurance companies*

*per AM Best's December 2021 "Top Audit and Actuarial Firms"

500+
insurance
clients

MINUTE WITH A MENTOR Featuring Tim Nowak



In 2020, Tim became a mentor with the Global Insurance Accelerator (GIA), a business accelerator designed to foster innovation in the insurance industry by supporting insurtech startups targeting the global insurance industry. He sat down to give us some insight into his work with the organization.

What inspired you to get involved with GIA?

GIA is a phenomenal organization. At Johnson Lambert, we thrive because of our entrepreneurial spirit. The GIA supports entrepreneurs in the insurance industry so it was a perfect fit!

What is your favorite part of working with the organization?

It is so rewarding, personally and professionally, to speak to the start up companies and listen to their passion about solving problems and advancing the insurance industry.

Passion for the Nonprofit World

Our nonprofit team brings experience and technical acumen to each engagement. Even more important, our nonprofit team has a genuine passion and commitment to the community of associations, foundations, and other nonprofits we serve.

 **250+**

nonprofit clients
nationwide.

 **12**

external speaking
engagements.

Types of Nonprofits We Serve

- + trade associations
- + community development financial institutions (CDFIs)
- + political action committees (PACs)
- + membership organizations
- + professional societies
- + private foundations
- + public charities
- + religious-affiliated organizations
- + cultural & arts organizations
- + community development groups
- + social service organizations



It's important for our people to stay involved in the nonprofit sphere. We care deeply about having a seat at the table of the most influential industry groups. We've invested in the nonprofit community, its opportunities, its challenges, and its triumphs.

Positions of Leadership

-  AICPA Nonprofit Industry Conference Planning Committee
-  AICPA Not-for-Profit Advisory Council
-  FASB Not-for-Profit Advisory Committee
-  Greater Washington Society of CPAs & GWSCPA Foundation Board
-  Illinois CPA Society Not-for-Profit Committee
-  Illinois CPA Society Not-for-Profit Conference Advisory Group
-  MACPA Government and Not-for-Profit Conference Planning Committee
-  2021 Northwestern University Kellogg School of Management Executive Scholar in Nonprofit Management



“The audit team did a fabulous job keeping in touch and working through issues sooner than later, so it didn’t take extra time later during fieldwork or draft review.”

Accounting manager, nonprofit client



organizations impacted by Johnson Lambert in 2021.

Our firm gave back to 22 charitable causes financially, and donated time to an additional 13 organizations.



More Than Audit and Tax

Outside of the traditional audit and tax compliance services, we supported nonprofit clients through lease consulting and revenue recognition consulting. Another area of interest was accounting procedures documentation, especially helpful in business continuity planning and organizational transformations.

More Than a Business Partner

Just as much as our team is committed to serving clients, we are also committed to serving the communities in which we live and work. Through office service projects, paid time off for volunteering, and monetary donations, Johnson Lambert strives to make a positive impact on the world.

BRING ON THE BOARDROOM

Featuring Andrea Wright



Andrea works hard every day, not only as an audit partner, but also as a board member for several local social service organizations aimed at creating a safer, healthier, and more empowered community. These include the Oikos Institute for Social Impact, the African-American Legacy Fund, and Coppin Community Center.

What has been the most rewarding part of your involvement as a board member?

Making tangible contributions to these organizations, their missions, and the communities in which each of them serves has been my favorite aspect.

What advice would you give someone who wants to join a board?

Identify an area that you are most passionate about and connect with an organization doing work in that area. The more passion that board members bring to their service, the better they serve the organization and its mission.

Dedication to the Employee Benefit Plan Industry

Employee Benefit Plan audits have been a focus of the Department of Labor (DOL) and the American Institute of CPAs (AICPA) in recent years, as both organizations look to ensure that quality audits of employee benefit plans are being conducted to protect the best interests of plan beneficiaries. Johnson Lambert cares about the best interests of plan beneficiaries and sponsors, and we enjoy partnering with plan administrators to ease the burden of the audit and tax compliance process.

A Leader in Employee Benefit Plan Audits

Two-thirds of firms competing in the employee benefit plan audit market sign off on less than five audit opinions annually, according to Audit Analytics, December 2021. Johnson Lambert is proud to work with a significantly larger number of plans, which enables us to better serve and support our clients.



Involvement and Insights

Our select and specialized group of firm leaders and staff who serve employee benefit plans are passionate about keeping clients up-to-date on important EBP news and topics.



**blogs, white papers,
and webinars.**



**external speaking
engagements.**

These professionals are all active in the EBP space. They are members of key industry organizations and frequently attend employee benefit plan conferences and events.

- + Association of International Certified Public Accountants (AICPA)
- + AICPA Employee Benefit Plan Audit Quality Center
- + Greater Washington Society of Certified Public Accountants

While some audit firms stepped away from employee benefit plan clients in 2021, the Johnson Lambert team remains steadfast in our commitment to the industry.

Types of Plans We Serve

- + 401(k) plans
- + pension plans
- + 403(b) plans
- + health plans
- + 401(a) plans
- + welfare plans

EBP Leadership Roles



**AICPA Employee Benefit Plan
Expert Panel**
Jayme Malimban

Hot Topics

Here are some of the trending EBP topics we covered in 2021:

- 1 How SAS 136 Will Change Benefit Plan Audits**
- 2 Where Fraud Can Occur in Your Plan**
- 3 Identifying Unrelated Business Income From Alternative Investments**

Change is inevitable. It's our job to make it **easier** for you and your organization.

As your organization prepares for seismic changes or has a seemingly small but complicated question, having an experienced and knowledgeable partner to call on can make the future clearer, the questions answerable, and the work more manageable. We offer a wide variety of risk advisory and assurance services as well as technology and systems advisory services, targeted to each of our focused industries.

Internal Audit Solutions

Gain insight into complex processes, and anticipate and mitigate risks.

Cedent Assessments

Understand trends across your cedents to effectively manage your reinsurance business.

System Implementation Reviews

Assess the risks of a system implementation, pre- and/or post-implementation.

SOC Report Engagements

Analyze the efficiency and effectiveness of your control processes.

Cybersecurity Assessments

Evaluate and enhance your cybersecurity program.

Enterprise Risk Management

Identify, measure, and monitor current and prospective risks.

Customized advisory and consulting solutions for your unique needs.



Whether we provide you with audit, tax, or consulting services, we bring knowledge and expertise to each project in a way that differentiates our services from those providers without such deep industry immersion



Collaborative and synergistic audit, tax, and consulting teams provide multi-dimensional client support.

"Johnson Lambert finds a way to make transitions as seamless as possible and always provides a high level of service."

John Prescott, managing partner

Fueling Knowledge

Johnson Lambert equips clients, colleagues, and friends of the firm with industry insights and technical knowledge through our team's thought leadership efforts.

OnDemand Learning

Launched in July 2021, this digital educational program provides short, instructional videos on insurance-specific accounting topics to finance and accounting professionals of every level.



18

videos published to the platform.



3

levels of learning, based on viewer knowledge.



8

accounting topics covered.

With each video under ten minutes in length, OnDemand Learning delivers easy-to-digest education, whether you are new to a concept or just tuning in for a quick refresh.

External Webinars

Our complimentary webinars provide attendees with education on trending topics, as well as the opportunity to receive continuing professional education credits.



7

insurance-focused webinars.



5

nonprofit-focused webinars.



1

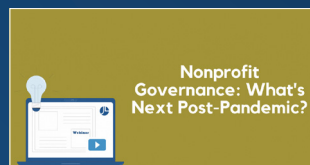
employee benefit plan-focused webinar.



28

presenters, including 14 guest speakers.

In 2021, our webinars explored GAAP and STAT accounting and tax updates, the reinsurance and investment landscapes, mission impacts and outcomes, lease modifications and ASC 842, internal controls processes, and more. Watch some of this year's top webinars:



“Our team puts significant resources into our thought leadership because we know the value it brings to our clients. We are partners in their businesses, and as such want to do everything we can to keep them informed.”

Lauren Darr, insights partner

Industry Insights

Throughout the year, we published 30 articles and 3 white papers to keep our nonprofit, employee benefit plan, and insurance audiences informed on important news and updates.



authors across
the firm.



insurance-focused
insights.

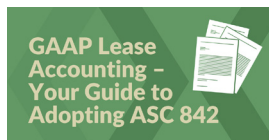


nonprofit-focused
insights.



employee benefit
plan-focused insights.

Other insights covered tax, cybersecurity, COVID-19, and internal controls topics. We also piloted an interview series, featuring leaders from within and outside of the firm. Check out some of this year's top insights:



In addition to Johnson Lambert-published insights, our team was featured in some external pieces:

+ Looking Forward to the Next Century of Black CPAs

Andrea Wright, *Illinois CPA Society Insight Magazine*

+ How Organizations Can Embrace Workplace Wellness

Andrea Wright, *Illinois CPA Society Insight Magazine*

+ Exploring Life & Business with Uso Sayers

Uso Sayers, *Voyage ATL*

+ Cyber Risks Increase, Pressuring Insurers and Providers

Kim Mobley, *MPL Association Inside Medical Liability*

Nurturing Talent

Our firm is committed to cultivating the talent, resources, and knowledge that our clients desire and our employees deserve.

We know that there are many choices of employers for talented professionals, some with bigger names. While those can be meaningful to some professionals in this space, Johnson Lambert's intentional culture and growth opportunities make it a unique and rewarding place to work.



schools recruited from, stretching across ten states.



campus recruiting events, including career fairs, leadership programs, presentations, and more.



participants in our ELITE summer leadership program, 63% of whom became interns.



interns, including 27 in the winter and 22 in the summer.



webinars, covering educational topics for accounting students.



COFFEE WITH A RECRUITER Featuring Lyndsey Wells



As a talent specialist, Lyndsey spends a substantial amount of time talking with students.

Venti macchiato in hand, she sat down to answer some frequently asked questions.



What is your favorite part of working at Johnson Lambert?

I appreciate how much emphasis is placed on being human first -- Johnson Lambert's commitment to work/life integration, encouragement from leadership to explore other aspects of the firm through committee involvement, and the support of my team members and supervisors. Every day, I feel seen, appreciated, and valued.



How does the firm support its employees?

JL supports our employees from the moment they sign their offer letters. Whether that is in the form of continuing education assistance, support with the CPA exam, training and mentorship, or in simply providing a space for our employees to feel like they are able to be themselves.

By prioritizing our employees and their work-life balance, health, and wellness, we look to empower our team members to be well so they can perform at their best in both their professional and personal lives. Below are a few aspects of life at Johnson Lambert that have resonated with employees and candidates alike over the past year.

1 Work-Life Integration

Flexible work schedules, hybrid work formats, and generous PTO.

2 Growth Opportunities

Ability to take on leadership roles and progress in the firm.

3 Commitment to DEI

Diversity in leadership, firmwide committee, and ongoing initiatives.

4 Intentional Culture

Firmwide employee appreciation programs and local activities.



Max Herman and Anabel Crawford at the University of Georgia career fair.

Strengthening Relationships

In 2021, we expanded our involvement with the National Association of Black Accountants (NABA) to sponsor 20 students to attend the NABA virtual career expo. We have supportive partnerships with two local NABA chapters on campuses, and we sponsored an amazing virtual reception at the NABA career expo.

ICEBREAKER WITH AN INTERN Featuring James Brackpool



As a 2021 intern, James picked up many skills necessary for a career in public accounting. He also mastered the art of surviving icebreakers.

Give us three truths and lie about virtual orientation. It is well-structured. You learn a lot. By the end of it, you can't get enough of virtual meetings. All of the instructors are knowledgeable and approachable.

Why did you decide to intern at Johnson Lambert? There seemed to be a strong sense of community and an encouragement of learning. It turns out that was absolutely correct.

Name a must-have desk item. Google Nest to play radio throughout the day and a calculator!

What is something surprising you learned as an intern? The first mutual insurance companies were established in response to the Great Fire of London in 1666 - insurance is old!

PREPARING

Johnson Lambert is continuously equipping our people with the skills and work environment necessary to develop the individual and collective capacity to pivot strategically. In 2021, we inspired excellence among our staff through our extensive training program and growth opportunities. By fostering inclusivity and celebrating teamwork, we continued to build a culture of respect and trust that better prepares us to take on new challenges.

Inspiring Excellence

We make a significant investment in opportunities for our employees to build their professional skillsets.





Internal Training

Johnson Lambert employees enjoy a variety of training and other continuing professional development opportunities throughout the year.

135.5 internal training hours offered in 2021

Through our training program, we issued 6,378 CPE credits to Johnson Lambert staff.

Programs

-  **Audit Winter Training**
Included hands-on case study and discussion groups
-  **Tax Winter Training**
Covered important 2021 tax updates and topics
-  **BAS Summer Training**
Comprised instruction for our business advisory team
-  **Audit Summer Training**
Took a deep dive into new auditing standards, representing the most significant changes to our client deliverables in eight years!

From Day One Onward



Orientation

Our staff welcomed interns and new employees to the firm during our January and August orientation programs.



First Year in Focus

Building relationships and sharing firm culture is one of the greatest challenges in a hybrid workforce. To meet this challenge, we introduced a new program in 2021, called First Year in Focus. All new employees get a chance to meet monthly with the purpose of:

- + Promoting an open door policy with senior leaders of the firm
- + Building camaraderie within the new hire cohort
- + Providing insight about what a career at Johnson Lambert can look like

“I think this time is extremely valuable and well thought out as far as presenters or guests. It should be a mainstay in some form or fashion from now until the end of time.”

First Year in Focus attendee

Developing Leaders

Each year, Johnson Lambert hosts trainings specifically designed to further develop the leadership skills of our staff.



During **senior camp**, 24 of our newly promoted senior associates attended an in-depth virtual training session to help set them up for success in their new roles. 2021 topics included time management, communications and client service, and supervising a team.



When eight of our senior associates were promoted to managers, Johnson Lambert continued to support their professional development through our **manager training** program, tailored to focus on the leadership and technical skills needed in a management position at the firm.

DESIGNATIONS AT A GLANCE Supporting Professional Growth

Employees wishing to further their knowledge of business-related topics can receive financial support for 14+ designations. The firm offers financial support for exam preparation and fees, as well as bonuses for each designation achieved.



12

new designations achieved in 2021, including CPA, CISSP, and FLMI.



17

types of designations held firmwide, including CPA, CISSP, CISA, CFE, CIE, CRMA, MCM, CA, MBA, FLMI, CPCU, AIAF, AIS, AM, ARC, ARe, ALMI.



106

Certified Public Accountants firmwide.

30

partners,
directors, and
principals

countless
growth
opportunities


Coaching Program

Our formal coaching program was launched in 2020 as a specialized opportunity for up-and-coming talent to connect with firm partners.

Cohort One

- + Launched in spring 2020
- + Concluding in spring 2022



Participant breakdown

-  1 principal, 5 senior managers
-  5 men, 1 woman

Cohort Two

- + Launched in spring 2021
- + Concluding in spring 2023

Participant breakdown

-  2 principals, 4 senior managers
-  1 man, 5 women



Fostering Inclusivity

Johnson Lambert has set aside significant time and resources to further the conversation on diversity, equity, and inclusion.

Steadfast Commitment to DEI

While many organizations, like ours, started or reinvested in their DEI commitments in the wake of the social unrest of 2020, we are seeing once-high-profile efforts fade out at some organizations. The opposite is happening at Johnson Lambert; like a groundswell, DEI support and energy continues to grow and deepen.



of employees volunteered
in firm DEI programs.

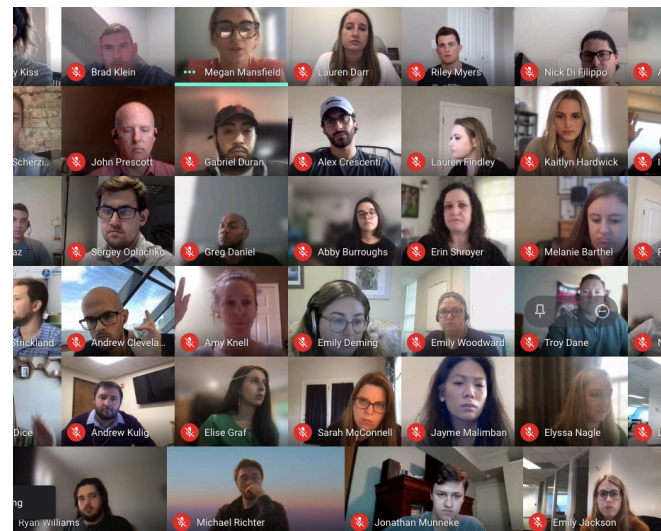


open dialogue sessions
hosted firmwide.

In 2021, we restructured our DEI committee into four working groups aligned with our strategic priorities:

- + **Communications**
- + **Education**
- + **Discussion Series**
- + **HR and Recruiting**

With an executive advisor, each working group developed annual goals and executed those plans in coordination with the other working group members.



Partners actively listened to employees during Johnson Lambert's Day of Leaders Listening and Understanding.

Firm Involvement



DEI committee
meetings for
new hire classes

Other Initiatives

monthly
internal DEI
newsletter

firmwide
inclusive
holiday
calendar

Celebrating Teamwork

Acknowledging and showing appreciation for our people is at the core of our culture. We celebrate the teamwork and dedication of our staff in a multitude of ways throughout the year.

16
milestone
anniversaries

Milestone Anniversaries

In 2021, we celebrated milestone work anniversaries across the firm. It is exciting to see our people grow alongside Johnson Lambert.

Fifteen Years

- + Rebecca James

Ten Years

- + Tim Flaherty
- + Elise Graf

Five Years

- + Ian Howe
- + Taylor Kacur
- + Katrina Luo
- + Ryan Mon
- + Will Motley
- + Michael Richter
- + Emily Woodward

Three Years

- + Josh Edwards
- + Katherine Fitchett
- + Jeremy Gottardo
- + Becca McGovern
- + Peter Nowosielecki
- + Kevin Vikander

15 YEARS AND COUNTING Featuring Rebecca James



In 2021, Rebecca James celebrated her 15th work anniversary at Johnson Lambert. She shared some insights into life at the firm.

"When I started at JL in 2006, I didn't plan to stay in public accounting this long, thinking it would be too demanding and life-consuming. Instead, after I got my CPA license, I found I didn't want to leave. I like how different and unique each one of my clients are, which means no two days are the same and I adore the people I work with! I have, without question, made lifelong friends with so many of my (current and former) co-workers."

Employee Recognition Program

Through our employee recognition program, our people are able to acknowledge the contributions of others in a tangible, real-time, and individually meaningful way.



908

total rewards distributed throughout 2021.



\$48.9k

budget for employee recognition program.

Employee favorites included home improvement projects and Amazon gift cards.


Throughout the year, each team participates in a number of culture-building activities, including office parties, employee celebrations, seasonal outings, and more. In addition to these local events, Johnson Lambert hosts various firmwide initiatives to acknowledge our talented staff.

Virtual Scavenger Hunt

Throughout June and July, 50+ staff members competed in Johnson Lambert's second annual scavenger hunt. During the event, seven teams worked together to complete a list of challenges, including virtual activities with teammates from across the firm, contests against opposing teams, and more!



CHEERS TO 35 YEARS Celebrating Johnson Lambert

 In celebration of the firm's 35th anniversary, John Prescott hosted a virtual toast on April 1. During the festivities, founding partner Debbie Lambert made a guest appearance from

retirement to share stories from Johnson Lambert's early days. Members of the leadership team took turns sharing their favorite work memories.

To acknowledge the hard work and dedication of staff, all employees received a special gift for the firm's milestone anniversary.



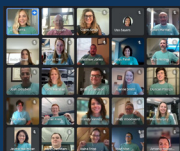
Spirit Week at the Firm

In September 2021, Johnson Lambert hosted its second annual Spirit Week to acknowledge our team for their enthusiasm, dedication, and hard work.



Wellness Wednesday

Office ice cream socials and the firmwide launch of JL communities.



Match-Off Monday

Matching Spirit Week shirts and a tournament-style game night.



Throwback Thursday

A throwback costume contest and nostalgia-themed virtual lunch.



Talent Tuesday

Firmwide talent show with a mix of musical, physical, and artistic acts.



Feel Good Friday

Service projects and the announcement of a new employee awards program.

Our **team members** make life at Johnson Lambert the success it is.

Throughout 2021, our teams enjoyed spending time together outside of their work engagements. Whether virtual, in-person, or a mix of the two, our offices and practice groups shared their passions, tried new experiences, and celebrated life together.

Busy Season Soundtracks

During busy season, the New Jersey office enjoyed "DJ Audit Room," a standing virtual meeting to ask questions and listen to good music.



Kayaking Adventures

Our team in Virginia set out on the water for a much needed break. They kayaked across the Potomac River, enjoying the views and each other's company.



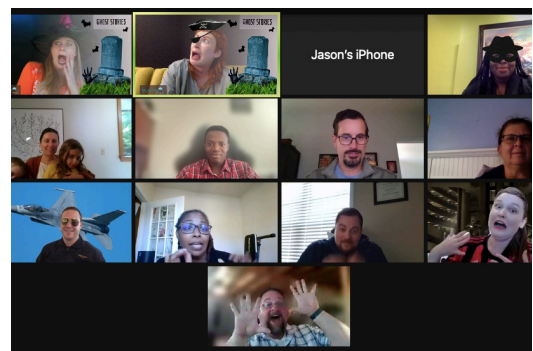
Hitting the Greens

The weather isn't always kind in Illinois, so our team took advantage of the sunshine this summer with an office golf outing! After hitting the greens, they ate lunch and caught up with each other.



Our regulatory services team participated in a ghost stories virtual tour!

Spooky Celebrations



Power Hours

During the year, our South Carolina office hosted "Power Hour" meetings at the bar across the street for weekly regroups!



An Apple a Day

Nothing says fall like apple picking! Our folks in Vermont spent the day at an orchard in South Hero, picking apples to donate to local food banks.

Skiing with
Debbie
Lambert



Out in the Orchards

The vineyards called, and our Georgia office answered! The group had a fantastic time during their team wine tastings.

Meals on
Wheels Service
Project



The North Carolina team went all out to celebrate the promotions of their teammates.

Promotion Festivities



All Dressed Up





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