

PARIVEDA

IMPACT REPORT



A man in a light blue blazer and a woman in a green turtleneck are walking in front of a modern building with large glass windows. The man is on the left, looking towards the woman on the right. The woman is gesturing with her hands as they walk. The background shows a reflection of trees in the glass.

For Pariveda, doing good isn't an afterthought. It's foundational.

The way we do business is guided by a commitment to *Purposeful Profit*: a belief that long-term value is created when business and social impact are intentionally designed to reinforce each other.

This is our second annual Impact Report, and it demonstrates our fidelity to transparency, accountability, and continuous improvement. Inside, we share how our values guide our decisions, how our people and partners create impact every day, and how we're building a firm designed to endure. Pariveda: serving clients, communities, and each other with integrity and intention.

PARIVEDA IMPACT REPORT

Deepening our commitment

The 2025 Impact Report invites you to explore the ways Pariveda has deepened our commitment to Purposeful Profit as we grow.

Inside the report, you'll find progress we're proud of, lessons that shaped us, and the actions we're taking to create meaningful, durable impact.

By highlighting both our internal and external impact, you'll learn how we're setting the stage for even bolder commitments ahead.

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A LETTER FROM OUR CEO

More than twenty years ago, Pariveda was founded on a simple but bold belief: that purpose and profit can grow together. That belief is deeply personal to me as I celebrate my eleventh year with the firm and my third as CEO. When I stepped into this role in March 2023, my goal was to help Pariveda move closer to its highest potential and to demonstrate that a purposeful profit model can succeed at scale.

This past year tested that conviction. Amid global economic uncertainty and rapid technological change, we faced new realities, yet I am proud of how we responded. Through it all, we've continued to deliver exceptional results for our clients while strengthening the communities we serve. The experiences we've navigated prompted deeper reflection on the kind of leadership required to build resilient, sustainable businesses, ultimately leading to the creation of ***Doing Good By Doing Better***, a podcast that celebrates purposeful leaders in for-profit industries who are proving that values and performance can coexist at scale. Their stories reaffirm my belief that when disruption is guided by purpose, it can become a powerful catalyst for progress.

Few responsibilities carry as much weight right now as how we choose to design, deploy, and govern artificial intelligence. As AI reshapes decision-making and value creation, responsibility must move at least as fast as innovation. I took the stage in 2025 on this topic knowing that our **responsible use of AI** is a commitment to transparency, accountability, and human-centered outcomes, ensuring the impact we create is not only powerful, but principled.

In late 2025, being named **AWS North America Social Impact Partner of the Year** was a meaningful affirmation of these values. Selected from an ecosystem of more than 140,000 AWS partners, the award recognizes innovative solutions and mission-driven customer outcomes, including Pariveda's work with Stop Soldier Suicide to apply data and analytics to reduce veteran suicide. Announced at AWS re:Invent before a global audience of approximately 60,000 attendees, this recognition reinforces our leadership in technology modernization and social impact.

B Corp™ Certification remains an effective business strategy, aligning purpose with performance to drive long-term stakeholder value through brand differentiation, talent attraction and retention, risk mitigation, and disciplined long-term thinking. The decision to pursue recertification reflects our intent to continuously strengthen governance, raise standards, and scale impact responsibly. In a rapidly shifting market, this commitment positions Pariveda to remain trusted, resilient, and well-prepared to execute on future growth.

On behalf of Pariveda, thank you for being part of our journey to make potential possible.



Margaret Rogers
Pariveda CEO



CORE VALUES

As a for-profit firm, our mission is to develop, catalyze, and discover potential in partnership with our people, clients, and communities.



EXCELLENCE

We pursue the highest standards to deliver results that elevate our clients and our team.



INTEGRITY

We act with honesty and fairness, owning our actions and being transparent in all that we do.



PURPOSEFUL PROFIT

We measure success by the value we create, driving growth that matters for our clients.



PARTNERSHIP

We build collaborative relationships grounded in trust and mutual respect, achieving more together.



SERVANT LEADERSHIP

We lead by lifting others, embracing challenges as chances to grow together, and working toward shared goals.

PURPOSE THROUGH ACTION

Our values exemplify who we are and the way we act



GROW BRAVELY

- Encourage stretch opportunities and learning through feedback
- Normalize growth through both successes and setbacks



BE CLEAR TO BE KIND

- Provide direct, actionable feedback aligned to expectations
- Set clear development priorities using Expectations Framework



OWN YOUR IMPACT

- Take accountability for coaching and mentee development
- Connect feedback to outcomes and long-term growth



BUILD THE BOND

- Create trust through consistent, supportive coaching
- Invest in relationships that enable honest conversations



CHALLENGE AND BE CHALLENGED

- Offer constructive challenge, not just reinforcement
- Encourage open dialogue and continuous improvement

GROWING LEADERS THROUGH RECOGNIZING POTENTIAL

Business impact

At Pariveda, our business results are inseparable from the leaders we nurture. From the moment someone joins the firm, they are invited into a learning ecosystem designed to grow leaders who serve. We develop employees who see their work as an opportunity to elevate clients, colleagues, and communities. Through rigorous training, intentional feedback, and everyday mentorship, our employees build the skills, judgment, and courage to take on greater responsibility over time.

Beyond formal programs, we also cultivate leadership in community: through employee resource groups, service projects, and board engagement that connect our people to real needs in the world. These experiences show our employees not only what they can do, but who they can become in the process. Our business impact is measured in more than roles, titles, or headcount; it is reflected in the expanding circle of leaders who use their Pariveda experience to serve with integrity, inclusion, and purpose.

574

Employees

110

New hires

226

Promotions

“From day one, I could tell Pariveda’s commitment to people wasn’t just a tagline. Our culture is collaborative and respectful, where people genuinely care about helping each other succeed.”



Gabriela Paz Danies,
Manager
First Bogotá Employee

TRANSFORMATIONAL LEARNING

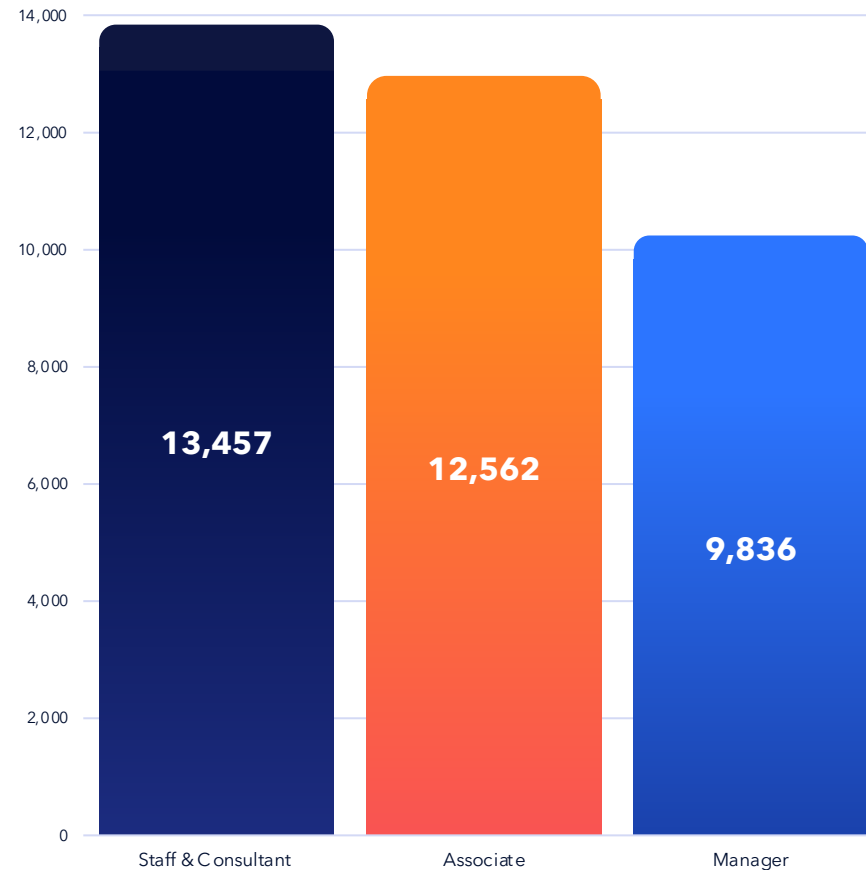
Enabling growth from day one

Pariveda's training ecosystem is two-pronged: we intentionally marry technical skill-building with an emphasis on developing perspective, self-awareness, and equitable leadership.

Our orientation for new hires anchors this journey for the new employees through an immersive, practice-based learning experience.

Training expectations are most extensive for Consultant, Associate, and Manager cohorts, but our Principals and Vice Presidents lead by example when it comes to reinforcing our shared expectations for learning and leadership. Firm leaders are engaged and collaborative participants in several high-level, role-integrated training opportunities for senior executives.

2025 cumulative training hours by employee cohort



“[Pariveda onboarding] set the tone and pace for the work I would be doing with Pariveda. It established key expectations, introduced me to the support networks that were available to me as a new employee, and exposed me to a broad spectrum of individuals across the firm, from our CEO to my fellow new CI's. It reinforced that Pariveda was a firm that has a strong mission, centered around doing right by the people it engages with and dedicated to developing people to perform at a high caliber.”



Max Schmidt
Consultant
Dallas

BENEFITS & SUPPORT

Benefits that put people first

Pariveda makes a substantial investment in our people's overall well-being by offering a comprehensive compensation, benefits, and rewards package. Through our benefits, we demonstrate our commitment to equity by ensuring that our benefits are guided by inclusion and are available to all employees regardless of marital status, gender, sexual orientation, disability, or other historically-excluded category.

- ✓ *Paid parental leave*
- ✓ *401K plan with immediate vesting and employer matching*
- ✓ *Employer Health Savings Account contribution*
- ✓ *Generous PTO and paid holidays (specifics vary by country)*
- ✓ *Life insurance*
- ✓ *Short and long-term disability*
- ✓ *Paid sabbatical (Principals and above)*
- ✓ *Comprehensive medical, dental, & vision insurance*
- ✓ *Employee profit-sharing plan*

JUSTICE, EQUITY, DIVERSITY, & INCLUSION

Expanding perspective through dialogue

In 2025, Pariveda strengthened our learning culture by hosting three external speakers whose work sits at the intersection of technology, justice, and leadership.

During Black History Month, **Dr. Shamika Klassen** challenged us to imagine an Afrofuturist future for technology: one where “design led by Black women, femmes, and non-binary technologists reshapes systems toward collective liberation.”

Tajanae Harris of the University of Colorado Boulder explored how marginalized communities use data and technology as tools for advocacy, resilience, and environmental justice.

And in partnership with Esprit de Femme, **Alycen McAuley**, Chief Business Officer at Monumental Sports & Entertainment, joined Pariveda VP Suzanne Schultz for a candid discussion on leadership, sponsorship, and building a career in male-dominated industries.

Together, these conversations pushed us to examine how systems are designed, how power and data intersect, and how leaders can shape more equitable futures by creating space for reflection that extends beyond our firm.

“We, as technologists, have the skills and perspective to critique technology sharply and cogently. And while there is so much to critique, there are multiverses of possibilities and hopes for technology that are actually rooted in our hopes and joys that can yield innovations that lift us up as people, community, and society.”



Dr. Shamika Klassen
UX Researcher
Google

Enabling inclusion through accessibility

The Fins with Disabilities employee resource group (ERG) is strengthening Pariveda's commitment that every employee, visitor, and guest belongs here.

Through education, advocacy, and lived experience, this community is broadening our collective understanding of disability as a vital dimension of diversity.

In 2025, the group identified a critical gap: the absence of consistent safety and evacuation protocols for disabled visitors across our offices. Rather than treating this as a narrow compliance issue, they framed it as a responsibility to our broader community who entrust us with their well-being when they walk through our doors.

Because of their leadership, Pariveda launched a firm-wide audit of our safety systems and emergency procedures. This is a shining example of how ERGs serve as leadership incubators where Fins learn to diagnose gaps, influence change, and steward our culture. Their work is already driving updates to how we design, communicate, and practice safety, helping to ensure our plans explicitly include and support disabled employees and visitors.

Fins with Disabilities has shown what it looks like when lived experience, technical excellence, and courageous care come together to develop leaders who serve both inside and beyond Pariveda. Their advocacy is reshaping our spaces, our policies, and ultimately, our culture. Our goal: making Pariveda a safer, more accessible place for everyone.

*Pariveda employees are referred to as "Fins," a reference to our long-standing dolphin mascot

“This report is a reminder of what we are capable of when we stay true to who we are. Pariveda has made real progress. But I also know that progress is not a finish line. Creating a place where every single person feels genuinely valued takes constant intention. I am proud of where we are, and I am just as committed to where we are going.”



Scott Roush
Manager
Dallas

INTRODUCING BOGOTÁ

Bogotá expansion & global inclusion

In 2025, Pariveda's Bogotá office grew far faster than expected, surpassing projections by more than 60% in a single year. That momentum reflects strong local leadership and our belief that talented people should be able to build meaningful careers at Pariveda, no matter where they live.

Bogotá is more than a delivery hub. It's a community helping shape Pariveda's future. Employees there are building office traditions, mentoring across borders, and bringing fresh ideas to client work and community efforts. They're already making a mark on client delivery, firm-wide volunteering, employee resource groups, and work across thirteen client accounts. Their energy and involvement reflect the inclusive culture we're building every day.

We're growing internationally with purpose by investing in belonging, local leadership, and relationships that make the whole firm stronger.



SOCIAL IMPACT

Empowering our people to serve so communities in need can thrive

In addition to firm-wide service expectations and volunteer opportunities organized for local offices, we support hands-on experiences aligned to the causes our people care deeply about. In 2025, eight employees took advantage of Pariveda's **40-hour mission trip benefit** to apply their skills in high-impact community settings and solidify their sense of purpose.

These opportunities reflect our belief that service is not separate from professional growth, but an essential part of it. Beyond hands-on service, Pariveda leaders contribute at the governance level by serving on nonprofit boards across education, health, youth development, environmental stewardship, and community development. These roles often carry fiduciary responsibility, reflecting sustained trust and long-term impact.

Through board service, our leaders help mission-driven organizations navigate strategy, accountability, and growth to extend Pariveda's commitment from service to stewardship.

*Pariveda does not engage with regularity in direct lobbying activities or make political contributions through corporate funds, resources, or facilities.

IN 2025

80%

Firm-wide participation

13,684

Hours of service

30+

Employees serve on nonprofit boards

55% in office or fiduciary roles

“Serving on a nonprofit board has reframed volunteering for me as not just supporting the mission but being a steward of it by governing with intention, accountability, and long-term perspective. That mindset mirrors how we lead at Pariveda, driving towards outcomes, not just effort, in service of something bigger than ourselves.”



Jeff Dandy
Pariveda Vice President
Furniture Repair Bank

COLLECTIVE IMPACT

At Pariveda, we understand that each one of us can do good alone, but we can do more, and go further, together.

IN 2025

1,100+

Employee hours annually on
Social Impact team projects

\$500K

Value in donated business &
technical solutions

35

Mission-driven
organizations served

PURPOSEFUL SOLUTIONS

Amplifying nonprofit impact with purposeful solutions

Pariveda's annual Hackathon for Social Good delivers innovative technical and business solutions to mission-driven organizations. Each year, we partner with groups addressing challenges in the social sector by giving the best of our time, ideas, and capabilities. In 2025, Pariveda partnered with organizations of diverse types and goals, including AARP, Baylor College of Medicine, Project 8P, and VolunteerNow.

One extraordinary example of the kind of work enabled by the Hackathon was developed by the team working with the Elizabeth Glaser Pediatric AIDS Foundation (EGPAF) to prototype a digital solution that improves early detection, prevention, and treatment pathways for cervical cancer, with a focus on underserved communities and high-burden regions like sub-Saharan Africa.



Demonstrating purpose through commitment

As a Certified B Corp™, our commitment to the planet begins with our own footprint. We rigorously track and disclose our Scope 1, 2, and 3 emissions, ensuring that our impact is known, managed, and controlled to the best of our ability. However, our greatest impact lies in our partnership with our energy clients. We work side-by-side with them to develop efficiency strategies and transition to renewables, treating their carbon reduction as a shared mission for the global good.



RECOGNITION

Purpose in practice

In 2025, Pariveda achieved a significant milestone: a score of **100** on the Human Rights Campaign's Corporate Equality Index (CEI), a global barometer for equitable treatment of LGBTQIA+ employees that recognizes policies, benefits, and practices that make inclusion real every day. Building on our B Corp Certification, we continued to anchor our impact in third-party standards and recognitions, including EcoVadis sustainability ratings, the Science Based Targets initiative (SBTi), and CDP climate disclosure, alongside the CEI and other required certifications in our Purposeful Profit architecture.

Externally, being named AWS North America Social Impact Partner of the Year affirmed our ability to pair technical excellence with mission-driven outcomes. This was most notably evident through our continuing work with Stop Soldier Suicide, where we applied data and analytics in service of reducing veteran suicide rates. In 2025, Pariveda was also honored as a Best Places to Work company by the Houston Business Journal, extending a long-standing pattern of workplace recognition that includes repeated appearances on Glassdoor's Best Places to Work list.



“Pariveda’s willingness to invest in and prioritize attaining a top score on the HRC Corporate Equality Index demonstrates tangible action behind their longstanding commitment to equality and inclusion. As an LGBTQ+ employee and leader, I’m grateful to be part of a workplace that holds itself accountable to its values and supports my personal mission to build thriving teams of wonderful and diverse people.”



Allison Grindle
Principal
Dallas

EMPLOYEE OWNERSHIP

Creating a future of shared ownership

How do you create a company that lasts 100 years? One way is through our ownership structure. In 2007, we created an employee stock ownership plan (ESOP)* entirely funded by the company.

We believe our employee owners take better care of clients and each other because they focus on sustainable partnerships and maximizing company value for both clients and the firm. Not only does being an employee-owned company benefit our clients, but our ESOP also serves to safeguard our mission and purpose by and for our employees for generations to come.

Our ESOP strategy is a core way we practice purposeful profit. We share the value we create with the people who help create it.

**ESOP participation is open to all eligible US-based employees who are subject to applicable tax laws.*



49%

ESOP ownership as of 2025

\$19.4M

ESOP ownership as of 2025

“Pariveda knows that purpose and profit go hand in hand. Resilient, impactful businesses don’t just drive financial success, they strengthen communities, protect our planet, and create opportunities for others to thrive. We believe this is the kind of future worth investing in.”



Tiffany Lentz
Managing Vice President,
Purposeful Profit & B Corp