

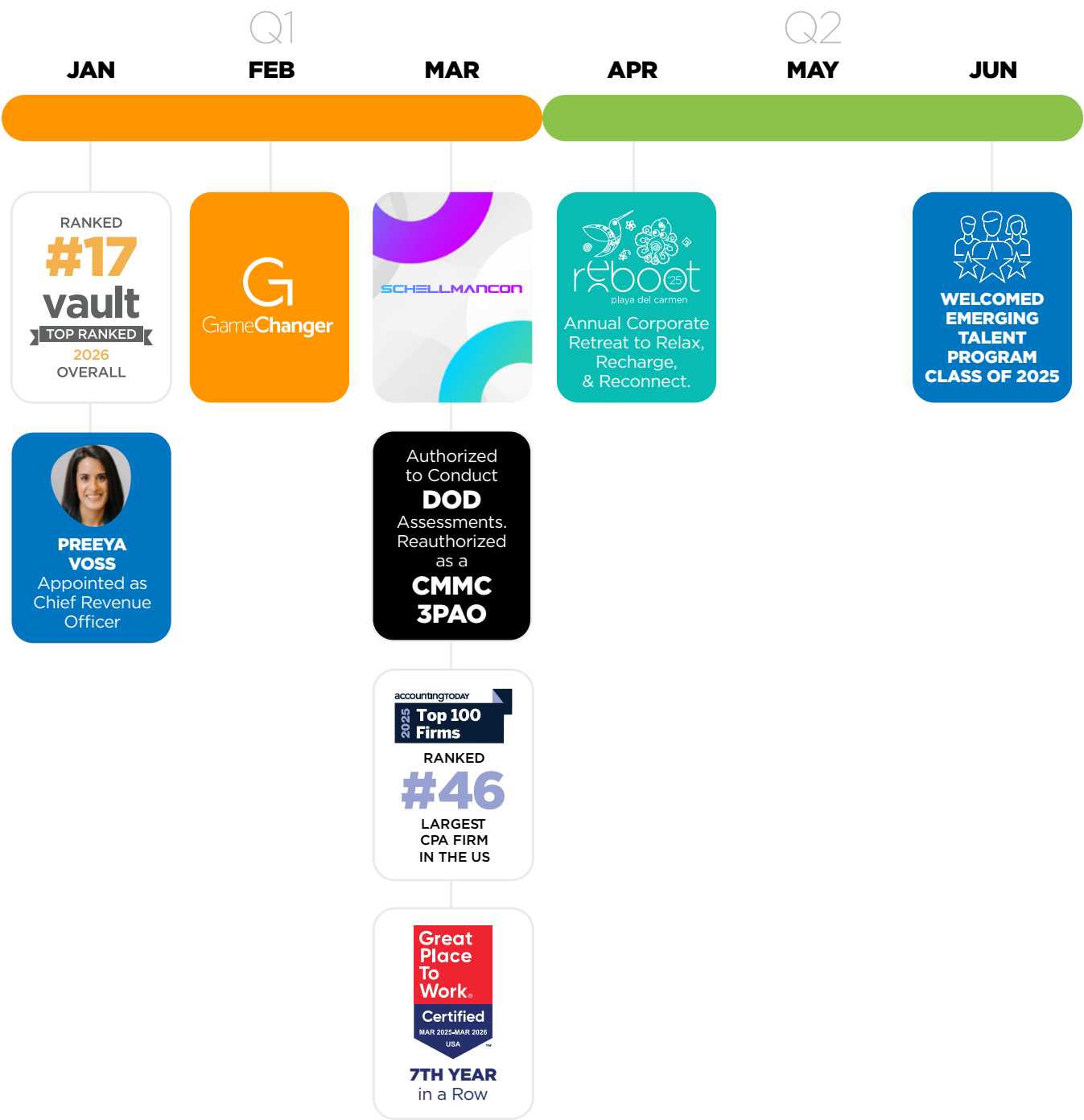
# SCHELLMAN '25

THIS IS US:  
OUR PEOPLE, OUR PURPOSE,  
OUR PROGRESS

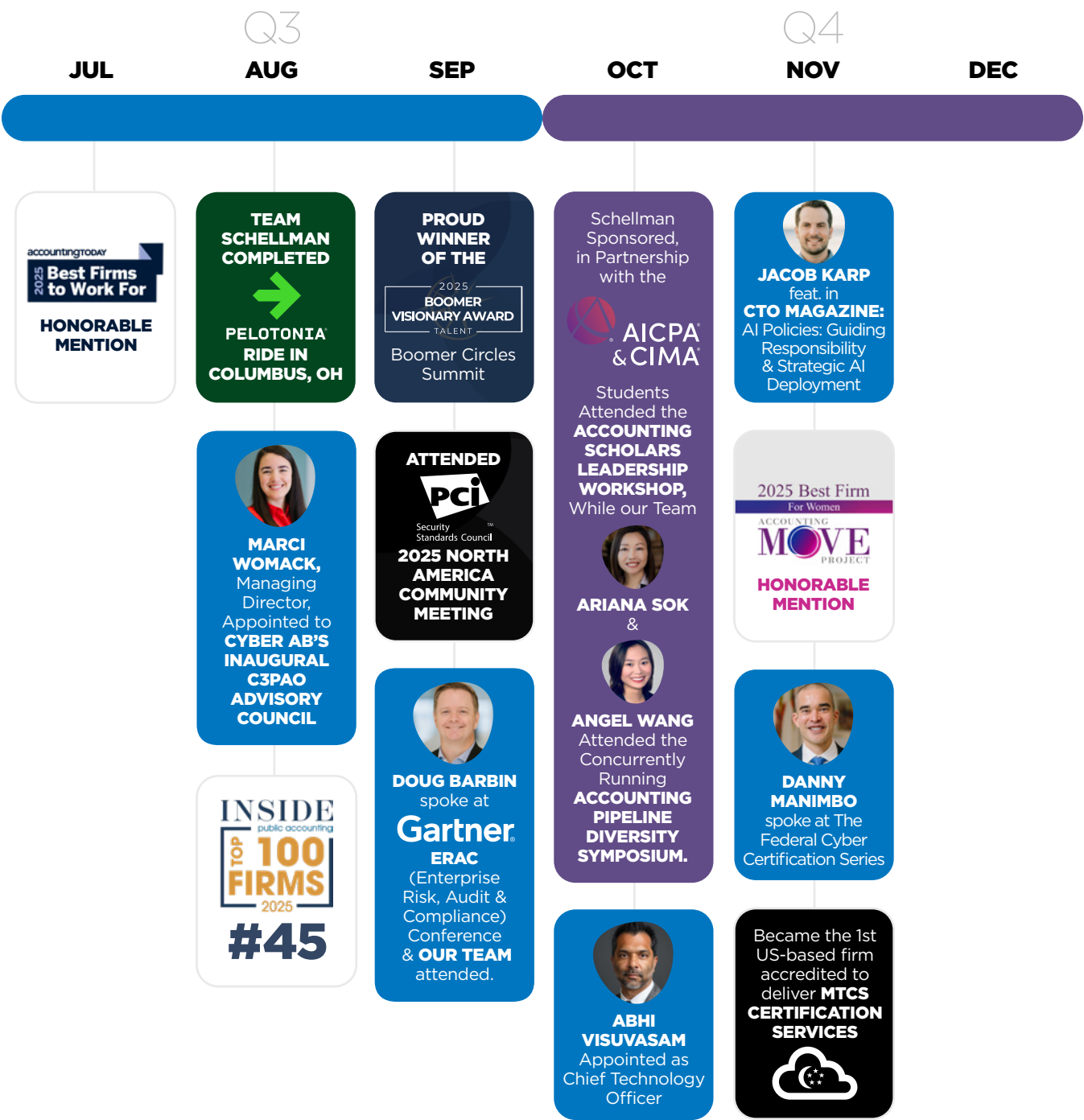


# EXCELLENCE, EVOLUTION, ACHIEVEMENT:

A YEAR OF ADVANCING TOGETHER



Throughout 2025, we affirmed our standing as a trusted leader in compliance and technology services—delivering exceptional service, earning industry recognition, and championing the success of our clients and employees alike. From prestigious rankings and strategic leadership appointments to groundbreaking events and community impact, this year reflected our dedication to quality and advancement. Here are some of the key milestones that shaped Schellman’s outstanding year.



**495**

TOTAL  
EMPLOYEES

**10%**

VETERAN  
WORKFORCE

**4.62**

AVERAGE TENURE  
(YEARS)

**4.74%**

REGRETTABLE  
TURNOVER

**72**

PROMOTIONS

**62**

REGULAR FULL-TIME HIRES

**+15**

EMERGING TALENT HIRES

**18**

SCHELLMAN BABY COUNTER

**16**

IDEAS SUBMITTED TO  
2025 GAMECHANGER

OUR ANNUAL,  
DYNAMIC CONTEST WHERE  
SCHELLMANATORS  
PROPOSE GROUNDBREAKING  
IDEAS TO REVOLUTIONIZE  
OUR FIRM.

**2025 BY THE  
NUMBERS**

# SHELLMAN IS GIVING:

At Schellman, giving back is more than a moment—it's a mindset. Through YourCause, our corporate philanthropy platform, we empower our team to support the causes they care about while strengthening our collective impact. Historically, our efforts have centered on the Giving feature, enabling firmwide donations and inspiring meaningful action when it matters most. The firm further supports employee giving by matching charitable contributions up to \$2,500 per employee.

In 2025, we expanded how our people engage by introducing the Fundraiser feature within the platform. This new capability allowed employees to directly champion causes close to their hearts, with Sully Perella, Danny Manimbo, and Jose Galvan each leading individual fundraising efforts—demonstrating the power of personal advocacy supported by firmwide generosity.

Throughout the year, we also rallied together for two firmwide campaigns supporting California Wildfire relief and the Malnati Brain Tumor Institute, reinforcing our commitment to showing up when it matters most. Beyond direct giving on YourCause, Schellman continued to invest

in the future of the profession by sponsoring students through AICPA and CIMA initiatives.

Our Employee Resource Groups further amplified this impact. WELL, Schellman's wellness-focused ERG, led three initiatives—raising funds for innovative cancer research through a Pelotonia fundraiser in partnership with the Columbus team, encouraging movement and connection ahead of our corporate trip with Moving for Mexico, and promoting healthy habits through Stepping Into Summer—engaging SchelmaNators in giving that supports both community impact and personal well-being. ECO and FAM also led Green Together, a family Volunteer Time Off (VTO) event designed to encourage volunteering together.

Looking ahead, Schellman will continue to build on this momentum by expanding opportunities for employees to give back through both philanthropy and service. The firm provides 24 hours of VTO annually, and by increasingly utilizing the Volunteer feature of YourCause, we aim to deepen community partnerships, encourage hands-on engagement, and create meaningful experiences that reflect our shared values.

**TOTAL AMOUNT DONATED THROUGH  
YOURCAUSE IN 2025**  
**\$132,018**

**EMPLOYEE DONATION AMOUNT**  
**\$68,548**

**SHELLMAN MATCH**  
**\$63,470**

**TOTAL PARTICIPANT ENGAGEMENT RATE**  
**13.79%**  
**(UP 33.26% FROM 2024)**

**MORE THAN**  
**325**  
**CHARITIES SUPPORTED SINCE 2018**

**78**  
**INDIVIDUAL EMPLOYEES CONTRIBUTED  
TO OVER 50 CHARITIES**

**TOP 5**  
**GIVING CAUSES:**  
**PELOTONIA**  
**DONORS FUND**  
**XO WORLD PROJECT FOUNDATION**  
**DALLAS METHODIST CHURCH**  
**LOU MALNATI CANCER RESEARCH FUND**

**VTO HOURS UTILIZED BY EMPLOYEES**  
**1,217**

**WELL INITIATIVES**  
**\$28,500**  
**IN PRIZES DELIVERED**

  
**390,060**  
**MINUTES OF MOVEMENT TRACKED**

  
**55,000,000**  
**MILLION STEPS LOGGED**

**PELOTONIA FUNDRAISER: NEARLY**  
**\$20,000**  
**RAISED FOR INNOVATIVE CANCER**  
**RESEARCH (LED BY THE COLUMBUS**  
**TEAM, IN PARTNERSHIP WITH WELL;**  
**ALMOST \$84,000 RAISED SINCE**  
**INCEPTION IN 2022)**



# ABOUT US



## WHO WE ARE

Serve as your dynamic cybersecurity ally, empowering you to forge a safer & more resilient future.



## MISSION

Provide a frictionless path to a secure digital future.



## VISION

Transform cybersecurity assessments from a burden to a strategic advantage.



## PURPOSE

Help our clients build trust with their customers.



## VALUES

- People come first
- Openness builds trust
- Never stand still



## GREEN MISSION

Committed to empowering our diverse & inclusive employees, clients, & partners to execute a sustainable business that has a positive impact on resources, people, & communities.

# ADVOCACY, ACTION, IMPACT:


A YEAR OF INSPIRING TRANSFORMATION

Q1

JANFEBMAR


Featured Article in the  
**WSJ**

SPEAKER @




Compliance Week

CYBER RISK & DATA  
PRIVACY SUMMIT




**CEO SPOTLIGHT**  
Special Guest  
on the  
Ryan Gorman  
Show

SPEAKER @



"Dare to Lead Lessons in  
Leadership from Trailblazing  
Executives"

SPEAKER @



WORLD  
ECONOMIC  
FORUM

DAVOS



Supports


*Rally*  
**MAKERS**  
as a mentor to guide more  
than 20 fellows through their  
venture journey

Featured Article in

**accountingTODAY**

CLICK TO VIEW

TAMPA BAY  
BUSINESS JOURNAL

**POWER100**

In 2025, Schellman's CEO, Avani Desai, continued to redefine visionary leadership, breaking new ground and guiding the firm through a year of acceleration and advancements while amplifying her influence as a trusted voice in the technology sector. A driving force behind emerging solutions, Avani is recognized as a thought leader, dynamic speaker, and passionate advocate for diversity. Her work reflects a steadfast commitment to progress and inclusion, leaving a lasting impact on our organization, our sector, and the broader community. The following highlights showcase a year defined by meaningful change and achievement.


Q2

APRMAYJUN

Featured Guest on

**TechChannel®**  
"Women Driving Tech  
- Tech Leaders Assess the  
Gender Gap"

SPEAKER @



AICPA | CPA.com  
**AI SYMPOSIUM**

SPEAKER @



WORLD  
ECONOMIC  
FORUM




New Champion's  
Leadership Dialogue  
in NYC

SPEAKER @



WORLD  
ECONOMIC  
FORUM



Annual Meeting  
of the  
New Champions

SPEAKER @



COMPLIANCE IN THE  
**AGE OF AI**  
CONFERENCE

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2025 PEOPLE & TALENT ANNUAL REPORT 11


Q3

JUL

AUG


SEP

SPEAKER @

 anecdotes

GRC Data & AI Summit 2025

SPEAKER ON

 **CEO**

COUNCIL

SUMMIT 2025

SPEAKER @ THE

INNOVATIVE LEADER SERIES

**Crummer**

Graduate School of Business


Rollins College

GUEST SPEAKER ON

The AI Forecast: Data & AI in the Cloud Era Podcast hosted by

**CLOUDERA**

SPEAKER @

 **AGENTS OF TRUST**

The Credo AI Trust Summit 2025

Q4

OCT

NOV

DEC

ATTENDED ANNUAL MEETINGS

DUBAI

ORGANIZER OF

WOMEN STRONG 100

Good Works Social: Halloween Bags For Orlando Health Arnold Palmer Hospital For Children



SPEAKER @



InfoSec World

A CRA Resource

Florida Trend

**FLORIDA 500**

Florida's Most Influential Business Leaders

ATTENDED



**FORTUNE GLOBAL FORUM**

RIYADH, SAUDI ARABIA

Panelist for live "GET AI AUDIT READY!" Webinar with

 **datacamp**

DRIVING IMPACT WITH AI SUMMIT

 **LIGHTYEAR CAPITAL**

SAN DIEGO

**AMERICAN BANKER**

Virtual AI Summit - "AI-Proof Your Firm"

Digital CPA 2025 Conference - Next-Level Success: How Tech, Branding & Cybersecurity Fuel Modern CPA Firms

 **AICPA & CIMA**





# INSIGHTS FROM THE CEO

2025 was a big year for Schellman—one full of progress and supporting our purpose, as enabled by our people. It’s fitting, then that the theme of this year’s People & Talent Report is “People, Purpose, Progress.”

Schellman is currently in the middle of a massive transformation phase. We are no longer an industry upstart...we’re making moves that will make us a major player. And this year, we made great strides toward that future state.

This year’s People & Talent Report will not only prove that, but it’ll also shine a spotlight on the specifics: The purpose in all the different projects driving this year’s internal growth, just how far we’ve come in only twelve months, and all our people working hard, both behind the scenes and in the spotlight...to propel that success.

It’s been another great year, and this report is an important testament to that. And as we continue to make this jump together as a firm, we’ll continue to put people first, lead with openness, and never stand still, holding true to those values that have guided us to this point.

Here’s to the momentum we’ve created in 2025 and may we continue to build on it in 2026.

*Avani M. Desai*

**AVANI DESAI**

CHIEF EXECUTIVE OFFICER

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# INTRO

## THIS IS US: OUR PEOPLE, OUR PURPOSE, OUR PROGRESS

At Schellman, our strength lies in the people who drive our vision, the purpose that guides our work, and the progress we achieve together. Our 2025 People & Talent Report, This Is Us, celebrates the stories, milestones, and innovations that defined our journey this year. From groundbreaking projects to meaningful community impact, this report highlights how the dedication, creativity, and collaboration of our employees advance the firm, creates value for our clients, and leaves a mark on the industry we serve. Join us as we reflect on the year's accomplishments, impact, and growth, and look ahead to an even bolder, more transformative future we will create together.





# ACCOUNTING

## PEOPLE

Led by Jennifer Walsh, Chief Financial Officer, and Sabrina Schmid, Vice President and Corporate Controller, the Accounting Team's achievements in 2025 have been driven by the dedication and collaboration of its members. Over the past year, this group of talented professionals has come together as a cohesive team, building strength, skill, and a culture of continuous improvement. With many joining the company within the last 12 months, they quickly formed strong working relationships and a shared drive for excellence. Their willingness to learn from one another, adopt new processes, and apply creativity has strengthened the department and positioned it for long-term success.



**JENNIFER  
WALSH**

CHIEF FINANCIAL OFFICER



**SABRINA  
SCHMID**

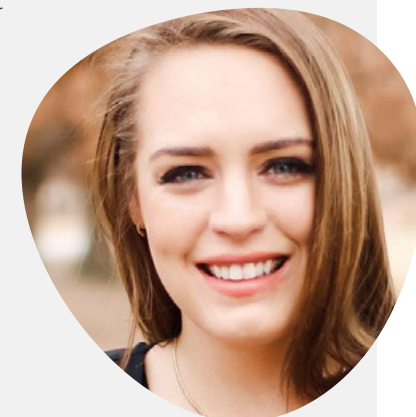
VICE PRESIDENT,  
CORPORATE CONTROLLER



*2025 has been a great year for the Schellman Accounting Team. We've had a lot of wins including consistently hitting our goal of a five-day close and getting team members cross-trained to support each other when needed. We've taken on quite a few initiatives that have increased efficiency and will set us up for success as we continue to scale the Company, including implementing a new bank partnership with JPM Chase which will be live by the end of the year!*

**KELSEY MCKINLEY**

MANAGER OF AR, AP & CASH



“

*Over the past year, the Accounting Team has implemented time tracking and time-based revenue in Workday, streamlined our accounting journal entry process through Excel automation, and completed historical balance sheet clean up. Time tracking and time-based revenue have allowed us to support leadership in uncovering trends and performing analysis that was not possible before. Streamlining our journal entry process and historical balance sheet clean-up has allowed us to accelerate our close process but also paints a clearer picture of Schellman's financial health year over year.*

**AUSTIN JOHN-TSUHAKO**

WORKDAY FINANCIAL ANALYST



## PURPOSE

Focusing on accuracy, transparency, and timely financial reporting, Accounting empowers the organization to make informed decisions that support sustainable growth and operational efficiency. Reliable financial data underpins every major business decision—from forecasting and budgeting to evaluating initiatives and managing resources effectively. By delivering information faster, they enable leadership and other groups across the firm to act with greater agility and confidence.

## PROGRESS

The Accounting Team has consistently achieved a 5-business day monthly close cycle—a milestone that reflects operational efficiency and precision. This improvement has increased the accuracy and timeliness of reporting, providing faster access to key metrics and deeper insights into performance. Ongoing efforts to refine processes and strengthen data integrity continue to drive informed decision-making across the firm.

In 2025, the team also completed a major banking migration. This included migrating ACH and lockbox payments. These enhancements improved financial controls and streamlined payment workflows.

Moving forward, we are implementing additional automation, improving operational efficiency, and expanding reporting capabilities to continue strengthening the Accounting group's strategic value and contribution to the firm's continued growth.



# CLIENT PRODUCT INNOVATION TEAM



## PEOPLE

The Client Product Innovation team, comprised of Todd Miller, Director of Client Product Innovation, and Maggie Trentman, Client & Product Innovation Manager, is small but mighty—driving significant change and innovation across the firm. In 2025, they were instrumental in implementing new systems and processes that streamline work for our service delivery teams, ensuring employees can focus on delivering value to clients, rather than being bogged down by administrative burdens.

The team plays a pivotal role in deploying new technologies and improving existing workflows, consistently collaborating across departments to bring ideas to life. Their work has already produced measurable efficiencies, and they continue to spearhead solutions that enhance firm operations and client service.



**TODD  
MILLER**

DIRECTOR OF CLIENT  
PRODUCT INNOVATION



**MAGGIE  
TRENTMAN**

CLIENT & PRODUCT  
INNOVATION MANAGER

*2025 was an exciting and busy year for the Client Product Innovation team. I am particularly proud of all that we accomplished in AS2.0. To mention a few of our 2025 accomplishments: We worked with the IT team to automate client and engagement setup to reduce manual efforts and drive efficiency in the process, we launched the AI Enablement plan to optimize AI usage across Schellman in the FG platform, and we built out new services in the platform like TISAX, C5, SOC Essentials, HDS, NY DFS, and ISO Internal Audit.*

**MAGGIE TRENTMAN**

CLIENT & PRODUCT INNOVATION MANAGER





# PURPOSE

The Client Product Innovation team exists to champion change and enhance the tools, systems, and processes that drive Schellman forward. Their mission is multi-faceted: they evaluate and implement new technology, manage deployed systems, and foster adoption across the firm. By improving operational processes, the team enables service delivery teams to dedicate more time to high-value client work, reduces administrative burdens, and ensures the firm operates at peak efficiency.

# PROGRESS

In 2025, the Client Product Innovation team made significant strides in advancing Schellman’s technology and process capabilities.

## Key initiatives include:

### NEW SYSTEM IMPLEMENTATIONS

Successful deployment of new project management (Kantata) and contract management software (Ironclad) to improve workflow and efficiency.

### AI ADOPTION INITIATIVES

Leading the charge on AI technology exploration and implementation, supporting smarter and faster ways of working across the firm.

### AUDITSOURCE 2.0 ENHANCEMENTS

Automation of client setup, integration of time reporting with Workday, launch of a dynamic scoping tool, implementation of new reporting workflows, and completion of white labeling—collectively reducing manual effort, improving engagement setup speed, and enhancing reporting accuracy.

### TIME TRACKING UPDATES

Implemented daily sync with Workday, enforced 15-minute increments, locked month-end entries, and updated FAQs- improving accuracy, consistency and usability for time reporting across the firm.

### ONGOING COLLABORATION

Partnering with staff across departments to ensure that innovations are practical, effective, and widely adopted.

Looking ahead, the team continues to build on these efforts, encouraging everyone at Schellman to contribute ideas and suggestions. By leveraging the collective creativity of the firm, the Client Production Innovation team ensures that new systems and processes are not only implemented but also truly impactful.





# CLIENT SUCCESS OPERATIONS



**JACLYN  
HEBBAR**  
DIRECTOR

## PEOPLE

In March 2025, Schellman launched the transformative Client Success Operations (CSO)—a milestone in our commitment to “Never Stand Still.” Led by Jaclyn Hebbar, Director, this strategic initiative created a vital bridge between Service Delivery and Internal Service Delivery teams, systematically improving how we deliver exceptional client experiences. Focused on process improvements and initiatives that enhance audit delivery—from contracting to resource management to client engagement—CSO also strengthens cross-functional integration between traditionally separate areas. By fostering this alignment, the organization ensures insights from technical delivery inform operational processes, while feedback from client-facing teams drives continuous improvement—all

contributing to a more cohesive approach to project management.

Throughout the year, the team collaborated closely with Service Delivery, Client Innovation, IT, Business Intelligence, Compliance, Legal, and Contracting to support the rollout of two critical tools—Kantata, our project management and scheduling system, and Ironclad, our platform for contract and client onboarding.

CSO’s priority in 2025 was to build the function from the ground up, involving recruiting key talent and introducing innovative technologies. Today, it oversees four areas: two newly established—Client Engagement Management and Contract Origination & Support—and two

existing—Resource Management and Technical Editing. This year, the team proudly welcomed new members who bring expertise and energy to our mission:



**ERIN  
RATHBONE**  
CLIENT ENGAGEMENT  
MANAGER



**SABRINA  
PECORELLI**  
SCHEDULER  
(reporting to James Delage,  
Resource Manager)



**NATALIE  
PERRY**  
CONTRACT OPERATIONS  
SPECIALIST



**DEMITRI  
KANELLOPOULOS**  
TECHNICAL EDITOR  
(reporting to Misty Jacusis,  
Technical Editing Manager)

With a strong foundation in place, the group is positioned to foster innovation and deliver meaningful impact in the years ahead.

PURPOSE

CSO’s purpose is clear: to create a better experience for both clients and Schellman teams. They achieve this by increasing efficiency for Service Delivery and elevating the client journey. On the efficiency side, the focus is on reducing administrative burdens, centralizing resourcing, and simplifying contracts so that Service Delivery teams can devote more time to client engagement and project delivery. On the client side, Client Engagement Managers help prepare clients, set expectations, and ensure communication is consistent and proactive.

Streamlined internal processes drive efficiency, accuracy, and consistency across the firm. This focus supports stronger client retention, increased opportunities for cross-sell and upsell, and higher overall client satisfaction and loyalty. Each CSO team contributes uniquely in the following ways:

- Resource Management ensures better utilization and more efficient scheduling, reducing delays and keeping projects on track.
- Client Engagement elevates the client journey, creating smoother handoffs and preparing clients before project work begins.
- Contract Management shortens the time from draft to execution, minimizes errors, and creates renewal efficiencies.

- Technical Editing safeguards deliverable quality, ensuring Schellman reports are accurate, timely, and professional.

Together, these functions create a scalable, consistent, and client-focused foundation that strengthens the firm’s operations and supports outstanding service delivery.

PROGRESS

In its inaugural year, CSO achieved significant milestones across multiple initiatives:

SCHELLMANAC LAUNCH

Developed and launched the Schellmanac, a centralized reference site for managers and above. It consolidates policies, procedures, and lifecycle guidance, captures institutional knowledge, drives clarity, and streamlines onboarding for new leaders.

RESOURCE MANAGEMENT EVOLUTION

Launched the scheduling phase of Kantata, centralizing resourcing, enabling granular scheduling, and supporting more effective forecasting. This sets the stage for expanded service-line support and additional project profitability metrics in 2026.

CONTRACT MANAGEMENT TRANSFORMATION

Implemented Ironclad to centralize the contract lifecycle and streamline collaboration. Contracts are now managed more efficiently, with improved oversight and standardized workflows that position us for improved turnaround times and continuous improvement.

CLIENT ENGAGEMENT MANAGER PROGRAM

Defined an ideal onboarding phase of the client journey and began piloting the Client Engagement Manager role across select client segments to refine scope and impact. Through client experience calls and targeted pilots, this work is shaping recommendations to improve client experience and inform where CEM support will be most effective long term. This role is designed to bridge Service Delivery and Sales, helping reduce delays, strengthen retention, and improve overall client satisfaction.

TECHNICAL EDITING

Piloted an international support model, developing training and materials that created near-term efficiencies and informed future resourcing decisions, while opening capacity for targeted process and content improvements.

Looking ahead to 2026, we will focus on integration and scale. We plan to expand centralized resource management, advance contract simplification, and embed the Client Engagement Manager role more deeply into the client lifecycle. We will continue enhancing reporting templates and content creation to ensure our deliverables remain of the highest quality. We also aim to expand our scope to include predictive analytics for project success, incorporate client feedback more systematically into our enhanced quality framework, and continue evolving our dual career pathways based on team member aspirations and market demands. With these priorities, CSO is positioned to drive greater efficiency, strengthen client relationships, and deliver a consistently elevated client experience across the firm.



# COMPLIANCE

## PEOPLE

The Compliance team is led by Adam Adler, Senior Manager of Privacy and Security, together with Tori Rose, Compliance Security Manager, and Lyndsey Hailey, Compliance Security Lead Specialist, who collectively strengthen Schellman's governance, risk, and security posture through proactive oversight and continuous improvement.



**ADAM  
ADLER**

SENIOR MANAGER OF  
PRIVACY & SECURITY



**TORI  
ROSE**

COMPLIANCE SECURITY  
MANAGER



**LYNDSEY  
HAILEY**

COMPLIANCE SECURITY  
LEAD SPECIALIST

## PURPOSE

The Compliance practice exists to safeguard Schellman's data, systems, service line compliance, and operational integrity. Its work ensures the firm meets regulatory expectations, maintains strong security standards, and provides clients with confidence in how information is managed. By formalizing policies, strengthening controls, and aligning with global frameworks, the practice reduces organizational risk and supports long-term resilience.

## PROGRESS

### ISO 27001 IMPLEMENTATION

Designed and launched Schellman's ISO 27001 program, completing both Stage 1 and Stage 2 certification. This milestone enhances enterprise-wide security rigor and streamlines client vendor assessments by demonstrating a mature and independently validated information security management system.

### SHELLMAN TRUST CENTER IMPLEMENTATION

In 2025, the compliance Team launched Schellman's Trust Center ([trust.schellman.com](https://trust.schellman.com)). The Trust Center serves as a central hub where clients can securely obtain access to Schellman's relevant compliance collateral (including our ISO 27001 certification, SIG Lite, and CSA CAIQ).

In the year ahead, we will continue maturing Schellman's security and compliance posture by expanding our policy framework, deepening control monitoring, and preparing for additional certification opportunities. Our focus remains on practical, scalable controls that enable the firm to operate confidently while meeting the growing expectations of clients and regulators.



# COMMUNICATIONS

Stronger communication within the firm will reduce in-house friction, drive progress, and enable the organization to move forward with purpose and confidence. With this newly dedicated effort to strengthen internal communication, the firm aims to ensure that every team member has the context and clarity needed to remain informed and perform their best work.

## PEOPLE

In 2025, Jordan Hicks transitioned to the People and Talent team, led by Chief People and Culture Officer, Bhavna Dave. Jordan assumed the newly created role of Corporate Communications Manager where she began overseeing a dedicated effort to improve internal communication processes across Schellman.

Using feedback from various sources, Jordan began the year by mapping the current state of communication responsibilities, channels, approaches, and preferences. She then collaborated with Leadership and multiple project teams to engineer initial solutions for the most straightforward

gaps, such as providing written follow-up to verbal announcements and centralizing critical information for easier access across teams.

Collaboration with multiple teams and individuals on communication is an ongoing effort. Jordan has begun analyzing these diverse perspectives to conceptualize a more robust communication strategy, which will serve as the basis of a broader collective effort across the firm to prioritize clearer and more effective communication practices, thereby enhancing transparency and consistency in the years ahead.



**BHAVNA  
DAVE**

CHIEF PEOPLE  
& CULTURE OFFICER



**JORDAN  
HICKS**

CORPORATE  
COMMUNICATIONS MANAGER

## PURPOSE

As the firm continues to grow, it has become clear to leadership that key messages were not always reaching employees, and inconsistency in communication across the board was impacting individual and team engagement, efficiency, and alignment.

This challenge needed to be addressed as the firm's future success depends not only on the strength of its technical expertise, but also on how effectively employees remain connected as they collectively navigate a very fast-paced and evolving industry. To achieve such synergy, establishing clear, consistent, and accessible communication that ensures information flows through every leader and reaches everyone it needs to reach must be prioritized.

## PROGRESS

Throughout 2025, the firm laid the groundwork for an intentional and strategic approach to internal communication by identifying specific communication gaps, exploring practical solutions, and gaining a better understanding of how to upskill the workforce regarding communication.

These foundational efforts position us strongly for 2026, when we will continue building on these insights. In the new year, our focus will shift. We will implement new tools, strengthen existing channels, and refine how and when we communicate key messages. We will also begin work to develop our people's communication capabilities to foster stronger, more connected dialogue across the organization.

# FEDERAL

## PEOPLE

The Federal Team had an outstanding 2025, maintaining Schellman's position as the #1 3PAO in the FedRAMP Marketplace while pioneering the industry's adoption of FedRAMP's new authorization path, known as FedRAMP 20x. They became one of the first 3PAOs to complete a full 20x assessment that led to a FedRAMP authorization. Expertise in defense sector compliance was further validated through early accreditation as a C3PAO for CMMC assessments, positioning the group to support some of the largest DoD contractors in achieving critical CMMC compliance requirements. Led by Principal Matt Hungate, Managing Directors Nick Rundhaug and Marci Womack, the team continued to demonstrate their commitment to client satisfaction, as reflected in a renewal rate of over 99%.



**MATT  
HUNGATE**  
PRINCIPAL



**NICK  
RUNDHAUG**  
MANAGING  
DIRECTOR



**MARCI  
WOMACK**  
MANAGING  
DIRECTOR

## FedRAMP20X



*My career path to Technical Fellow has been driven by a deep commitment to advancing security, governance, risk, and compliance (GRC) practices toward a more dynamic, engineering-driven approach. I've been able to apply my hands-on experience with various technologies to my role. I've been given the opportunity to help lead the development and implementation of technical methodologies and provide technical direction to the group. I am excited to be in a role that allows me to contribute to the rapid evolution of the GRC industry by embracing automation and better aligning with modern software and security practices.*

**CHRISTIAN BAER**  
TECHNICAL FELLOW, FEDRAMP/CMMC



The launch of the Technical career path in January 2024 has proven to be a transformative initiative, creating clear advancement opportunities for technical experts while strengthening service delivery capabilities. A standout success story is Christian Baer, who was promoted to the first Technical Fellow in January 2025, recognizing his exceptional contributions to the group's growth and innovation. In this pioneering role, he has been instrumental in overseeing technology implementations, developing comprehensive training programs, and driving methodology improvements that have enhanced assessment quality and efficiency across all federal engagements. His leadership has been particularly valuable in the 20x authorization path development and the integration of automated testing protocols.



The Technical career path has also cultivated more than a dozen Technical Leads who serve as the backbone of engagement delivery while contributing to broader initiatives. One Technical Lead who particularly distinguished himself in 2025 is Nate Waddell, whose impact extends far beyond day-to-day assessment responsibilities. He serves as a mentor to new hires, accelerating their integration and professional development, while also leading project efficiency working groups that have resulted in measurable improvements to delivery timelines. Additionally, his contributions to Schellman's Audit Source 2.0 continuous testing and development have been invaluable, helping shape the next generation of the assessment platform.



*My path to Technical Lead has been built on experience in previous roles including cybersecurity solution architecture, network engineering, audit, compliance, and risk management. As a member of the Federal team, I've been able to work with a diverse group of professionals that I collaborate with and learn from daily as we help ensure the security of cloud services for federal agencies. Throughout 2025 we continued our progress by enhancing productivity through automation and tools including AuditSource 2.0 and fostering collaboration with our clients and other industry leaders.*



**NATE WADDELL**  
TECHNICAL LEAD, FEDRAMP/CMMC

**PURPOSE**

The Federal Team exists to bridge the critical gap between innovation and security in government technology. They are committed to helping clients deliver cutting-edge solutions to federal agencies while ensuring robust cybersecurity foundations that protect the nation's most sensitive data and systems. By providing comprehensive security assessments and risk insights, they enable federal agencies to make informed, risk-based decisions about where to deploy their most critical assets and sensitive information.

The impact of their work extends far beyond individual assessments or compliance checkboxes. Every FedRAMP authorization completed, every 20x pathway pioneered, and every security insight provided helps strengthen the digital infrastructure that serves millions of Americans daily. Whether enabling a small business to securely serve federal customers, helping agencies adopt cloud technologies that improve citizen services, or ensuring that sensitive national security data remains protected, they contribute to a more secure, efficient, and innovative federal government. The team is not just assessing systems—they are helping build the secure technological foundation that allows the government to serve its citizens more effectively in an increasingly digital world.

**PROGRESS**

A major milestone for the Federal Team in 2025 was completing its first DoD IL6 cleared assessment, marking successful expansion into the defense sector's most sensitive compliance requirements. They also continued to support clients through traditional FedRAMP Rev5 authorizations while pioneering the 20x pathway, participating in PMO feedback sessions, and refining methodologies as the program matured. This dual expertise allowed them to guide clients toward the most appropriate authorization strategy based on their timeline, risk profile, and business objectives.

As the team moves into 2026, we are strategically positioned at the forefront of federal cybersecurity compliance evolution. We are closely monitoring the continued development of FedRAMP's 20x authorization path, actively participating in PMO feedback sessions, and refining our methodologies as the program matures. We also remain committed to expanding our DoD cleared space and CMMC capabilities for both existing and new clients, applying our federal compliance expertise to the unique requirements of defense contractors and classified systems.

# FINANCIAL PLANNING & ANALYSIS

## PEOPLE

The Financial Planning & Analysis (FP&A) team, composed of dedicated finance professionals with strong analytical acumen, drives strategic decision-making across the firm. Led by Jennifer Walsh, Chief Financial Officer, and Don Lichter, Vice President of FP&A, the team strengthened its capabilities in 2025 through targeted skill development, process optimization, and cross-functional initiatives that enabled stronger business outcomes.



**JENNIFER WALSH**

CHIEF FINANCIAL OFFICER  
(CFO)



**DON LICHTER**

VICE PRESIDENT  
OF FP&A

*The FP&A team took a significant step forward in 2025, in both efficiencies and in the insights we're able to provide to the firm. After a successful implementation, we went live with the Adaptive Planning tool at the start of the year. This tool helped streamline our financial reporting, allowing us to more efficiently produce the monthly financial package as well as detailed expense reporting for each Schellman team on an expedited timeline. Further, the team leverages the tool to effectively manage the firm's financial forecast and annual budget, enabling a forward-looking approach to Schellman's financial health while maintaining detailed oversight of key drivers such as headcount, vendors and service lines.*

*Our team utilized the firm's time reporting data to produce insightful reporting and analysis including service line and job-level utilization, which enabled us to uncover opportunities for increased scheduling efficiency. Additionally, we've utilized this data in our Project Profitability reporting, providing Schellman's leadership team visibility on profitability trends by project, client and service line and facilitating key discussions related to revenue and expense planning.*



**EVAN DECKER**

MANAGER OF FINANCIAL PLANNING & ANALYSIS



PURPOSE

FP&A serves as a strategic partner to Schellman’s leadership team by delivering forward-looking forecasts, accurate reporting, and in-depth analysis. By connecting detailed financial drivers to the firm’s goals, FP&A assists with proactive decision-making and sustainable growth. Through timely analysis and scenario planning, the team enables leadership to anticipate risks, evaluate opportunities, and navigate the firm’s financial future with clarity and confidence.

PROGRESS

In 2025, the FP&A team significantly expanded the depth of financial perspectives delivered to leadership, doubling the volume of recurring reporting and deliverables. With each reporting cycle, the team has continued to enhance the quality of analysis, uncovering new findings that support more informed decision-making across the firm. With new systems and processes, the team has greatly improved the turnaround time of all core reporting, enabling leadership to access key metrics and performance insights more quickly, and in turn respond proactively to new risks and opportunities. Looking ahead, the team will continue to refine its core reporting and further accelerate insight delivery to support the firm’s growth.



*2025 was a significant year for FP&A to collaborate with teams across Schellman to provide data-driven insights, rigorous cost analysis, and forward-looking workforce planning. The team partnered with the Talent and Service Delivery teams to identify opportunities to optimize staffing efficiencies with a flexible workforce strategy that included the expanded use of international contractors. The team provided detailed capacity modeling that enabled informed staffing decisions that optimized workforce utilization and controlled costs while aligning staffing levels with operational demand. By balancing financial discipline with operational needs, FP&A helped support organizational growth and margin enhancement.*



**DON LICHTER**  
VICE PRESIDENT OF FP&A

# INFORMATION TECHNOLOGY



## PEOPLE

The Information Technology (IT) team acts as the engine of Schellman, powering every system, process, and interaction that keeps the firm connected and secure. By combining technical expertise with insight into employee workflows, the team ensures technology drives productivity and growth. In 2025, IT, led by Abhi S. Visvasam, Chief Technology Officer; Kevin Beveridge, Vice President of Technology; and Brandon Dohman, Senior Director of Product Management, partnered across the organization to deliver tools and systems that simplify work, improve efficiency, and enhance reliability.



**ABHI S.  
VISVASAM**

CHIEF TECHNOLOGY OFFICER  
(CTO)

## PURPOSE

Technology is the foundation of Schellman's excellence. The IT team's purpose is to equip employees and clients with reliable, intuitive, and secure tools that make collaboration seamless and innovation scalable. Beyond maintaining systems, the team anticipates what comes next—investing in automation, data infrastructure, and cybersecurity to enable Schellman to evolve confidently and stay ahead of change.



PROGRESS

EMPOWERING EFFICIENCY & INNOVATION

IT introduced an AI initiative to automate routine tasks and enhance decision-making, freeing teams to focus on complex challenges and exceptional client delivery. Key efforts included AI-driven evidence analysis for FedRAMP and PCI (increasing analysis quality by 215%) and piloting secure AI capabilities across HubSpot, Atlassian, and Microsoft systems, supported through weekly AI office hours. These initiatives augment human expertise while advancing automation and strategic adoption.

ENGINEERING

Modernizing Our Technical Foundation:  
IT accelerated the move from legacy systems (Quickbase) to modern, integrated platforms. Solutions eliminated manual processes and data silos, creating a more connected and efficient environment.

KEY DELIVERABLES INCLUDED:

- Conflict of Interest compliance platform
- Project Hierarchy Change Management system centralizing data across Hubspot, Kantata, Ironclad, and Workday
- Automated time entry bridging Fieldguide and Workday
- Kantata migration integrating scheduling with certifications, time-off, and client data
- Next-generation certificate management architecture replacing Quickbase
- Harnessing the Power of Data: The Schellman Data Warehouse and Governance framework improved data integrity and accessibility, enabling faster, more informed decisions that benefit internal operations and client outcomes.

MODERNIZING SYSTEMS & INFRASTRUCTURE

- **Laptop Refresh**  
Over 200 new laptops deployed firmwide, improving reliability and speed.
- **Windows 11 Upgrade**  
Transitioned all eligible devices ahead of Windows 10’s end-of-life deadline.
- **Zoom Phone Line Decommissioning**  
Reduced firmwide direct phone lines from 595 to 110, simplifying communications and lowering maintenance costs.
- **Workspace Contractor Setup**  
Streamlined onboarding for international and contract workers to three days.
- **CMMC Government Tenant**  
Launched a secure, CMMC-compliant tenant supporting regulated environments.
- **Darktrace Email Security Implementation**  
Transitioned from Mimecast to Darktrace, enabling AI-driven threat detection, real-time analysis, and a “Messages on Hold” workflow.

- **Enterprise Enhancements**  
Optimized cloud, Active Directory, Teams, and Zoom integrations.
- **Advanced Security Monitoring**  
Expanded AI-powered threat detection and monitoring to safeguard data and address risks proactively.
- **Streamlining Operations & Project Delivery**  
Rolled out Kantata, Ironclad, and Configure Price Quote (CPQ), enhancing visibility into project timelines, contracts, and deliverables for clearer operational oversight.

Looking ahead to 2026, we will continue strengthening automation, cloud integration, and data insights—keeping Schellman secure, connected, and supported by technology that evolves with the organization’s growth and innovation.

## PEOPLE

In 2025, the ISO team, under the leadership of Principal Danny Manimbo, not only enhanced processes, rolled out key initiatives, and improved methodologies, but also achieved broader milestones, including industry recognition, client-focused innovations, and expanded thought leadership.

### PROJECTS / PROCESS IMPROVEMENTS / IMPLEMENTATIONS

#### CONFLUENCE & METHODOLOGY REVAMP

The ISO team has rewritten all methodology documentation, implementing new and exciting technologies, methodologies, and process improvements. All ISO processes are now available via Confluence for the entire firm to view, which will significantly help with consistency and communication.

#### AS2.0 UPDATES

ISO team members, including Will Gould, Jake Atwood, and Zubay Alikhan, have been working tirelessly to improve ISO's implementation of FieldGuide / AuditSource 2.0. These updates have significantly helped with testing and review efficiencies, document management, and the migration out of QuickBase.

#### COMPETENCY EVALUATIONS

Jason Lam's revamp of the ISO competency evaluation process has allowed the team to evaluate and assign competency levels to ISO auditors. This new and improved process will save management personnel hours and will allow individuals staffing projects to quickly identify who is qualified to support the engagement per ISO requirements.

#### ACCREDITATION APPLICATIONS

Jason Lam and Myrthe Van der Meij have submitted accreditation applications for two new services, ISO 45001 and ISO 50001. This effort has advanced to the phase of performing witness audits, which should take place in the coming months.

#### NEW SERVICE - ENS

Kristin Hric and Jeo Coucounas have been working to stand up the new service of Esquema Nacional de Seguridad (ENS), the Spanish National Security Framework. They have progressed to the phase of performing witness audits, which are expected to take place in the coming months.

#### QUALITY CALIBRATION PROGRAM (QCP)

Headed by Ryan Buckner, Chief Knowledge Officer—with the ISO team serving as the first group to partner on the initiative—the program leveraged practitioner interviews, process analysis, and monitored adoption to reduce the risk of material errors, strengthen technical consistency, improve efficiency and profitability, and establish firmwide quality and service delivery baselines aligned with ISO risk management and continuous improvement principles.

#### MARKETING REFRESH

Jenelle Tamura, with input from various ISO team members, has refreshed the ISO practice's externally facing content, including each ISO service landing page and numerous articles. This effort has brought life into the content and has allowed the practice to command a larger presence in online forums such as LinkedIn.



“

*The migration to Confluence represents a strategic improvement in how the ISO team manages knowledge across the service line. By centralizing our documentation into a single, structured platform, we’ve been able to consolidate our document sources and locations, helping ensure that team members are working from the most up-to-date information. This move has enabled efficiency in how we create, share, and find content, while also promoting collaboration and consistency in our methodology. Many thanks to those on the direct ISO team who contributed to the Confluence page’s creation and maintenance: Jake Atwood, Zuby Alikhan, Indre Grigaityte, Hans Bourgeois, and Kathryn Young.*



**WILL GOULD**  
MANAGER

## BROADER ACHIEVEMENTS

### 2025 GAMECHANGER COMPETITION

Two ISO team members (Kristin Hric and Caroline Aulbach, with SOC team member Matt Hintze) participated in and won the annual GameChanger Competition. The concept—client and project profiles—will consolidate pertinent client information to allow for more efficient project management.



## SPEAKING FOOTPRINT

The ISO team has a significant public-speaking footprint in which Schellman is represented on major industry stages. In 2025, the ISO team represented Schellman at over seventeen conferences. Notable appearances include:



PURPOSE

The ISO team’s purpose is rooted in professional excellence and a shared commitment to service. The team strives to strengthen clients’ security and governance programs while also contributing to meaningful change—through internal initiatives that promote volunteerism, connection, and outreach, and through external efforts that make a lasting impact in the communities they serve.

MAKING A DIFFERENCE IN OUR COMMUNITIES

Supporting initiatives outside of the ISO practice is important to the team, and this is reflected through participation in SchellmanCARES. The team has strong representation across SchellmanCARES leadership, including:



RUNNING FOR A CAUSE

Two ISO team members, Danny Manimbo and Jose Galvan, both ran major races this year supporting awareness and raising money for important causes. Danny and Jose’s accomplishments are significant achievements—made even more meaningful through their impact on important causes.

- Danny was one of only 100 runners worldwide selected to represent the U.S. in the “world’s toughest footrace,” Badwater. In running this race, Danny elected to support RESOLVE in its education and advocacy efforts for couples experiencing infertility.
- Jose began his marathon journey with the world-famous New York City Marathon, raising donations for the Hole in the Wall Gang Camp, which provides programs for children with life-threatening illnesses.



*In the ISO practice, we’re motivated by the opportunity to help our clients strengthen the foundation they’ve already built in security and privacy. By extending those programs into the emerging area of AI governance with ISO 42001, we’re ensuring our capabilities scale alongside their evolving needs—providing practical, forward-looking assurance that makes a real impact today and prepares them for the challenges ahead.*



DANNY MANIMBO  
MANAGING PRINCIPAL

PROGRESS

2025 was a truly transformative year for the ISO team. Through innovation, restructuring, and a renewed focus on efficiency, the practice made remarkable progress that has set the stage for continued growth and evolution in 2026.

A YEAR OF CHANGE

2025 has been a defining chapter for the ISO practice. The practice has made major changes to optimize operations, including team restructuring, significant methodology changes, implementation of new technologies, and more. The practice leader, Danny, shared the book

“What Got You Here Won’t Get You There” by Marshall Goldsmith with the ISO management team who has since been living its core themes, focusing on crucial changes—both small and large—to help drive continued success.

THE AI AND ISO 42001 BOOM

In late 2024 and all of 2025, there has been a surge in the awareness and implementation of AI and as a result, a surge in the adoption of ISO 42001. ISO 42001 has been a cornerstone of the ISO practice in the past year, in which Schellman has worked with major players such as AWS and Workday. The ISO team knows this is just the beginning!



“

*ISO 42001 continues to be an incredible vehicle for our clients to demonstrate their commitment to the responsible use and development of AI systems to their clients and to the broader regulatory landscape. We've seen ISO 42001 represent a 'business-enabler' for our clients in the marketplace, allowing them to respond more efficiently to large volumes of AI Governance-related customer inquiries, alleviating compliance burden, while demonstrating their organizational commitment to responsible AI. Additionally, we've seen that our clients' adoption of the ISO 42001 standard has provided them with a structured AI governance program and management system that can be scaled to address the dynamic legal and regulatory landscape around AI use and development.*

**JOE SIGMAN**

MANAGER



## FUTURE PLANS / NEW INITIATIVES

### MORE ACCREDITATION APPLICATIONS

We are working towards obtaining UKAS 42001 accreditation by the end of the year. We are also still actively working on ISO 45001, ISO 50001, and ENS. Additionally, we achieved code extension for Code 35 for ISO 9001 with ANAB.

### ISO CERTIFICATION SYSTEM TRANSITION

The team collaborated with IT in 2025 to migrate the ISO Certification Database and associated workflow out of QB and into a new platform planned for 2026 implementation. This transition supports improved system stability, scalability, and alignment with evolving ISO certification needs.

### GROWTH & OPTIMIZATION

Our year of change will not end in 2025. The ISO team plans to embrace AI to help gain efficiencies, continue to develop strategic partnerships throughout the industry, and continue to standardize our processes and systems.



# KNOWLEDGE & LEARNING MANAGEMENT



## PEOPLE

Knowledge and Learning Management (KaLM)—guided by Chief Knowledge Officer, Ryan Buckner, and supported by the expertise of Sully Perella and Alicia Kelley—continued to strengthen Schellman’s training and educational capabilities throughout 2025. KaLM drives the full spectrum of Schellman’s learning initiatives, including bootcamps, cross-training programs, and professional industry offerings. The team delivered meaningful, high-quality education to employees and global clients alike over the course of the year, empowering learners to grow, adapt, and lead in an ever-evolving technology landscape.



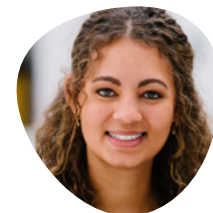
**RYAN  
BUCKNER**

CHIEF KNOWLEDGE OFFICER  
(CKO)



**SULLY  
PERELLA**

SENIOR TRAINING  
SERVICES MANAGER



**ALICIA  
KELLEY**

MANAGER OF KNOWLEDGE  
& LEARNING MANAGEMENT

## PURPOSE

KaLM advances Schellman’s mission to equip clients and employees with the knowledge and skills needed to navigate complex regulatory and cybersecurity challenges. Through engaging, rigorous training programs and educational content, the team keeps the Schellman community informed, capable, and ready to meet the demands of a dynamic technical environment. From internal certification preparation to professional industry offerings, these efforts drive meaningful, real-world outcomes.



# PROGRESS

## CLIENT TRAINING

KaLM delivered cybersecurity training courses to more than 900 client students across four continents. Courses covered established topics, including SOC reporting, PCI, and ISO, as well as emerging subjects such as NIS2, DORA, and Artificial Intelligence. AI emerged as the leading topic, representing over a third of all Training Services efforts. More than 3,000 continuing professional education (CPE) hours were provided to clients, generating revenues exceeding \$120,000.

## INTERNAL TRAINING

The team maintained its schedule of internal trainings and bootcamps for industry certifications, including CISA, CISSP, and CCSK. Team members also participated in cross-training for ISO, PCI, and Privacy, with the addition of a Train the Trainer course. Collectively, these programs accounted for over 200 student hours and more than 500 CPE hours.

## EXTERNAL OFFERINGS

KaLM presented at on-site conferences and in webinars which focused on identity and payment card transactions, data management, privacy, exploring emerging payment technologies, and crypto agility.

## SHELLMANCON

Schellman’s signature client conference achieved new milestones in 2025, doubling its attendance from the previous year to over 1,000 participants. Attendees represented diverse industries including hospitality, managed services, artificial intelligence, cloud services, healthcare, and retail. Over 3,500 CPE hours were facilitated across the two-day event.

## ETTP TRAINING

KaLM, in partnership with Service Delivery, delivered training programs for Service Delivery associates (Emerging Talent) through a multi-week course, with ongoing follow-up provided to participants. These efforts enhanced technical expertise for new associates and expanded future capacity within Service Delivery.

## LEADERSHIP SERIES

Through the SALT (Advanced Leadership Training) program, monthly leadership development sessions were conducted for directors, incorporating required reading and optional enrichment content. The Leading with Purpose complemented this by delivering live sessions for managers and senior managers, providing targeted leadership training, and introducing a dedicated Teams channel to support ongoing engagement. Together, these efforts strengthened leadership capabilities across multiple levels of the firm and supported future growth.

### Building on the successes of 2025, we will expand our certification offerings in 2026:

- CISSP (2 sessions)
- CISA (1 session)
- Two new bootcamps: CCSP, and CISM

### We will continue developing educational content to support cross-training initiatives:

- SOC for ISO
- ISO 42001
- SOC + AI
- HIPAA
- MSDPR

### We are also expanding virtual educational content offerings, including sessions on:

- AI Basics
- AI Intermediate
- AI Prompting
- Encryption
- Serverless technologies

Together, the achievements of 2025 and our strategic initiatives planned for 2026 reinforce KaLM’s ongoing commitment to delivering high-quality, relevant, and future-ready education—advancing both Schellman’s internal capabilities and the expertise of clients around the world.

# MARKET GROWTH & NEW SERVICES

## PEOPLE

In 2025, Schellman continued its focus on staying ahead of the rapidly evolving compliance landscape, anticipating client needs, developing service capabilities that position the firm as a global leader, and ensuring its teams remain at the forefront of emerging regulatory frameworks.

Kate Callans, Director of Services and Strategy, helps translate industry shifts into actionable service lines that solve real client challenges and position Schellman ahead of the market. In 2025, this included building and expanding capabilities across three critical dimensions: emerging AI governance, global compliance, and the evolution of FedRAMP and CMMC.

Recognizing that maintaining market leadership requires a well-informed workforce, Schellman implemented systematic knowledge-sharing mechanisms. The quarterly *Staying Informed* newsletter keeps employees up to date on regulatory trends, emerging requirements, and market shifts. The monthly MasterClass webinar series offers deep-dive training on key service lines, ensuring delivery teams can speak confidently about both technical requirements and strategic implications. Additionally, the client survey process was revamped to capture feedback throughout engagements, enabling the firm to identify successes and opportunities for improvement.



*2025 has been an incredible year for Schellman's market growth and new services. We've gone from explaining what AI compliance means to being the go-to experts clients trust with their complex AI governance challenges. We've added assessment services for European frameworks like ENS, DORA and the EU CRA while expanding in APAC with MTCS, supporting clients wherever they operate. Our MasterClass series and Staying Informed newsletter have been great resources in keeping everyone aligned on our evolving service lines and market trends. I'm excited to see how we build on this momentum in 2026!*

### KATE CALLANS

DIRECTOR, GTM STRATEGY





# PURPOSE

The focus on market growth and service line expansion derives from the fundamental need to remain a trusted, capable partner for clients in a landscape where technology is evolving faster than regulations, with three primary objectives:

## MONITOR & ASSESS

Whether it’s emerging AI legislation, new international frameworks, or federal requirement updates, developing regulations are closely monitored, and the necessary expertise is built to support compliance before it becomes a crisis for clients. This proactive stance transforms potential compliance risks into manageable, planned initiatives.

## ENABLE INNOVATION

As organizations adopt transformative technologies like AI, they need partners who can help validate compliance and remain ahead of emerging requirements. The firm’s AI services portfolio, from ISO 42001 certifications to Red Teaming engagements, enables clients to innovate confidently, knowing they have the governance structures and security testing in place to do so responsibly.

## DELIVER GLOBAL REACH WITH LOCAL EXPERTISE

Schellman’s clients operate everywhere from Tampa and Tokyo to London and Los Angeles. They need a partner who understands CMMC’s requirements for the defense industrial base and DORA’s expectations for European financial institutions. By deliberately building global capabilities, support is provided to enable clients to meet geographic compliance obligations, consolidate audits, and minimize the overall audit burden.

Ultimately, this work strengthens Schellman’s competitive position while directly serving client success. Expansion through new service lines or geographic capabilities is guided by purpose rather than growth alone, ensuring that when any client or prospect faces a compliance challenge, the answer remains: “Schellman can help with that.”

# PROGRESS

Throughout 2025, market opportunities were transformed into service realities, building the foundations for sustainable growth while delivering immediate client value.

The AI practice matured from a single accreditation into a comprehensive portfolio of services. Organizations across industries were supported, and rather than delivering individual assessments, repeatable, scalable approaches were developed, positioning Schellman to serve the growing wave of AI compliance demand.

Geographic transformation also continued, with expansion of APAC and European offerings. Schellman closed the year as a truly global compliance partner, with substantive expertise across major markets, now including Singapore through MTCS and Europe through DORA, the EU CRA, and ENS. These capabilities open new market segments and provide support for existing clients’ international operations. Federal framework leadership was maintained as FedRAMP and CMMC requirements evolved, ensuring Schellman remained the go-to partner for organizations navigating these changes. Competence was not just preserved; leadership was sustained, retaining status as the #1 assessor on the FedRAMP marketplace.

The foundations built in 2025 position Schellman strongly for 2026 and beyond. The AI compliance market is still in early stages—established practice and proven methodologies will allow scaling as demand accelerates. Geographic expansion opens doors to multinational clients and international markets, which we plan to continue expanding in 2026. Our internal knowledge-sharing infrastructure ensures that as we grow, we grow coherently, with every team member equipped to represent Schellman’s expertise.

# PAYMENT & IDENTITY SECURITY

## PEOPLE

In 2025, the Payment and Identity Security team, under the leadership of Adam Bush, continued to deliver at scale across core practice areas (PCI DSS, PCI PIN, PCI 3DS, and SWIFT CSP), while also driving process improvements. They made major strides in implementing the SKU-based pricing model and QA workflows in Fieldguide/Confluence, which has provided more consistency and predictability across engagements.

They supported several high-value net new clients and renewals—including Toast, HEB, Costco, Chewy, and PNC/Tempus—while also cross-serving into SOC, ISO, and FedRAMP. The team maintained one of the largest dedicated assessor groups in the industry, with over 50 full-

time QSAs, and continued involvement with the PCI SSC's GEAR program.

PCI continues to be a cornerstone of Schellman's overall growth, both in revenue and reputation. With one of the largest and most technically proficient PCI practices globally, they're positioned not just to deliver compliance, but to serve as strategic advisors to some of the most recognizable names in financial services, retail, and technology.

Their people are the differentiator: the ability to pair technical depth with trusted client relationships is what makes Schellman a premier PCI partner.



**ADAM  
BUSH**  
MANAGING  
DIRECTOR



**MATT  
CRANE**  
DIRECTOR



**TODD BUSSWITZ**  
SENIOR MANAGER

*The PCI Team has had an outstanding 2025! They've dramatically boosted efficiency year-over-year, powered by cutting-edge tools and the growing expertise of every QSA on the team. Their reach has expanded significantly—both within the PCI ecosystem and into exciting new territories. Team members are earning advanced certifications that let them deliver a broader, more sophisticated range of services to clients. Simply put, they're growing and strategically adding top talent to meet (and exceed) clients' evolving needs. It's been a banner year, and I couldn't be more excited for what 2026 has in store!*



PURPOSE

The PCI Team’s work ensures the security and integrity of global payment systems. Their purpose is to help clients safeguard cardholder data, maintain trust with consumers, and meet rigorous compliance requirements in a way that also supports business growth.

By standardizing processes, refining QA, and investing in assessor development, they’re not only improving client outcomes but also raising the bar across the industry. Through participation in GEAR and ongoing dialogue with the PCI SSC, they influence guidance that shapes how payment security evolves worldwide.

PROGRESS

Significant milestones were reached in 2025, including:

- Advanced automation of QA through Fieldguide, cutting review cycles while improving report accuracy.
- Rolled out the pricing SKU matrix across all PCI services, helping balance win rate with margin targets.
- Secured multiple multi-year renewals, providing stability and visibility into 2026–2027.
- Attended the annual PCI SSC Community Meeting in Fort Worth, co-sponsoring events with Jscrambler and reinforcing brand presence.

Looking forward, we’re building additional cross-service integration (SOC/ISO bundling), investing in assessor training (including PCI 3DS, PIN, P2PE credentials), and preparing to support clients with v4.0 transition challenges such as segmentation testing, 6.4.3 change management, and 11.6.1 script integrity monitoring.



# PENETRATION TESTING

## PEOPLE

The strength of Schellman's Penetration Testing (Pen Test) Team lies in the expertise and innovation of its people. In 2025, under the leadership of Josh Tomkiel (Managing Director) and Kent Blackwell (Director), the team focused on building capabilities, advancing professional growth, and driving initiatives that enhanced efficiency, expanded service offerings, and reinforced its position as a thought leader. These efforts were reflected in process improvements, automation, AI Red Teaming, cleared work, and knowledge-sharing initiatives.



**JOSH  
TOMKIEL**  
MANAGING DIRECTOR



**KENT  
BLACKWELL**  
DIRECTOR

## PROCESS STREAMLINING

Authorization letter requirements were eliminated, with all requests now flowing through AuditSource 2.0, significantly reducing administrative overhead.

## TALENT DEVELOPMENT

The Penetration Tester School hosted more than 20 internal training sessions, with nearly half focused on associate development—underscoring the team's commitment to fostering emerging talent.

## ADVANCED SOLUTIONS

Enhanced automation tools, including domain tracking and automated infrastructure deployment processes were rolled out. Additionally, the AI Red Teaming service line was successfully launched, expanding the firm's ability to address emerging cybersecurity threats and deliver innovative client solutions. Cory Rey was instrumental in developing and launching the AI Red Teaming service line, and Jonathan Garella led automation initiatives and infrastructure improvements.

## EXPANDING CAPABILITIES

Security clearances were achieved to perform FedRAMP IL6 penetration test assessments—marking a significant expansion into cleared work and setting the stage for future federal engagements.

## THOUGHT LEADERSHIP

By sharing expertise through conference presentations and publishing insightful technical blog posts, the Pen Test team strengthens the broader cybersecurity community, underscores Schellman's reputation as a trusted authority, and reinforces client confidence. In August, Josh Tomkiel and Danny Manimbo presented at the ISACA GRC conference on AI Red Teaming and ISO 42001, and the team regularly contributes compelling technical content to the Schellman website.





*As a Lead Penetration Tester specializing in red team engagements, 2025 was a year of significant innovation in social engineering tradecraft. With traditional phishing becoming increasingly difficult as organizations mature their defenses, our team focused on developing novel attack vectors that better simulate real-world threat actors. We expanded device code phishing techniques beyond Microsoft to target GitHub and AWS environments and leveraged AI to rapidly develop polished, convincing desktop applications that serve as initial access tools.*

**PHILIP HOLBROOK**

TECHNICAL LEAD, PENETRATION TESTER



**PURPOSE**

Guided by a mission to lead in cybersecurity, the team remains at the forefront of technology and methodologies while delivering exceptional results.

**OPERATIONAL EXCELLENCE**

Streamlined internal processes and developed secure internal tools to improve firm efficiency while maintaining rigorous security standards.

**CLIENT VALUE DELIVERY**

Expanded service offerings—including AI Red Teaming and cleared assessments—and built automated client portals to provide faster, more transparent findings and continuous testing capabilities.

**INDUSTRY LEADERSHIP**

Elevated cybersecurity knowledge through conference presentations, training programs, and forward-driven AI security practices.

**CLIENT OUTCOMES**

Success is measured by the year-over-year improvements clients achieve in their security posture through our assessments and guidance.

**PROGRESS**

The Pen Test team continues to advance its capabilities and expand its impact, building on key accomplishments from 2025 while preparing for new initiatives in the coming year.

**COMPLETED IN 2025**

**AI RED TEAMING SERVICE LINE**

Fully operational, delivering advanced assessments that go beyond traditional payload attacks to evaluate comprehensive AI system vulnerabilities and deployment security.

**CLIENT ENGAGEMENT GROWTH**

Significant increase in client engagements, particularly with large enterprise clients, demonstrating the impact of broadened service offerings and enhanced operational efficiency.

**CLEARED ASSESSMENT CAPABILITIES**

Established FedRAMP IL6 penetration testing services with competitive pricing, enabling secure assessments for cleared client work and augmenting the team’s capabilities in federal engagements.

**OPERATIONAL AUTOMATION**

Established comprehensive automation across red team operations, including streamlined internal processes, automated infrastructure deployment, and improved resource management.

**FUTURE INITIATIVES**

**CLIENT PORTAL DEVELOPMENT**

Automated external attack surface management and client self-service capabilities.

**CLEARED WORK EXPANSION**

Scaling IL6 and other cleared assessment services in 2026.

**INTERNAL TOOL SECURITY PROCESS**

Establishing formal security review processes for internally developed tools.

# PEOPLE EXPERIENCE

## PEOPLE

The People Experience Team drives a connected, informed, and empowered workplace where every employee can thrive. Led by Bhavna Dave, Chief People and Culture Officer, and Carrie Davis, Director of People Experience, the team plays a vital role in fostering collaboration and support across the firm. In 2025, the team strengthened internal collaboration, enhanced access to resources, and built scalable workflows—ensuring a supportive and rewarding experience for employees across Schellman.



**BHAVNA  
DAVE**

CHIEF PEOPLE  
& CULTURE OFFICER

## PURPOSE

The team elevates the Schellman employee journey by standardizing procedures, providing timely access to knowledge, and streamlining employees' daily processes. Using data-driven insights, phased rollouts, and ongoing feedback, the team empowers employees to navigate systems confidently, supports professional growth, and fosters engagement—ensuring a resilient, adaptable, and efficient environment that supports the firm's ongoing success.



**CARRIE  
DAVIS**

DIRECTOR OF  
PEOPLE EXPERIENCE

## PROGRESS

Throughout 2025, the People Experience Team continued to advance its initiatives—refining systems, expanding capabilities, and preparing for the next phase of growth into 2026.

### IMPLEMENTED & EXPANDED THE P&T HELP DESK

To start the year, the team successfully launched a confidential Help Desk instance—an initiative led by Marly Ramsey and Candace Griner—allowing employees to securely submit sensitive information such as leaves of absence, employee concerns, and payroll details. Previously, this information could not be submitted through ZenDesk due to visibility restrictions. Since implementation, the team has developed numerous specialized forms that automatically route requests to the appropriate People & Talent (P&T) team member, created automated responses, and built a comprehensive metrics dashboard. In 2025, the Help Desk successfully resolved 615 tickets, enabling P&T leaders to review data monthly, track resolution times, identify the most utilized forms, and recognize peak ticket days. Over time, these insights will be used to strengthen communication plans and proactively reduce preventable inquiries.



Later in the year, the Help Desk platform was expanded to include the Reboot team within the ZenDesk instance. Marly conducted extensive security testing to ensure access remained limited to the appropriate forms, protecting confidential information. In the coming months, Marly and Candace, with assistance from team members, will continue adding custom forms to further streamline submissions and ensure requests are routed efficiently. P&T leaders will begin reviewing data trends early next year to inform future process improvements.

**LAUNCHED & ENHANCED THE LIBRARY SERIES**

Marly also created and launched the Library Series, a voluntary program designed to help employees expand their knowledge of Schellman tools and resources. Topics have included Lattice features, giving effective feedback, using YourCause (our corporate philanthropy platform), and practicing inclusive workplace language. Most sessions are recorded and made available in Workday for on-demand viewing, allowing team members to engage with the material at their own pace. To support continuous improvement, a live survey link was added to sessions, enabling participants to provide real-time feedback on content and delivery. Looking ahead to 2026, the team plans to expand the series beyond People & Talent resources to include broader tools and professional development topics.

**ESTABLISHED & ADVANCED THE SOP FRAMEWORK**

As part of a broader effort to strengthen internal controls and documentation, Candace led the creation of a comprehensive Standard Operating Procedure (SOP) framework for P&T operations. Working collaboratively across the function, she developed a centralized tracking system to outline active procedures and prioritize documentation based on operational cycles, such as aligning benefits-related SOPs with Open Enrollment in May. The team is currently tracking 112 SOPs. This growing repository provides a strong foundation for consistency and operational efficiency across P&T. Following Devyn Bendickson’s transition to the People and Talent Team, and the resulting expansion in SOP scope, the team completed more than 75% of SOPs by year-end.

**ENHANCED & CONTINUED THE LATTICE PLATFORM ROLLOUT**

Kate Middendorf continued to enhance the firm’s Lattice platform by rolling out the Goals feature to all Directors in Spring 2025, following a successful pilot with select leaders in 2024. She developed training materials, conducted sessions, and ensured a smooth system configuration for launch. Later in the year, in September 2025, Kate implemented the Performance Improvement Plan tool within Lattice, replacing the interim Microsoft Forms and DocuSign process. This new tool—used for Success Plans—streamlines workflows, increases visibility, and enhances collaboration between employees, leaders, and People Engagement Managers (PEMs). Planning is underway to extend Goals to all employees in 2026, continuing the firm’s phased rollout strategy.

**OPTIMIZED ONBOARDING PROCESSES**

The Onboarding project, headed up by Ginger Brosnahan, Devyn Bendiksen, and Steffanie Singh, focused on moving from a historically intensive, week-long model led by the People Experience Manager (PEM) and Knowledge and Learning Management (KaLM) teams to a more sustainable and consistent experience. While the current state relies on separate PEM and KaLM sessions and manager-driven SD training, the future state introduces a centralized, year-long SD Service Delivery Onboarding Path in Workday (WD). This path will standardize tools, systems, and methodology training using curated content from sources like Library Series, Masterclass, Speaking Volumes, Brain Dates, WD Learning, and service line materials, while PEM and KaLM sessions continue (with potential KaLM recordings added to WD). Overall, this approach creates a cohesive, scalable, and comprehensive onboarding journey for new hires.

These accomplishments underscore the People Experience Team’s ongoing dedication to strengthening systems, supporting employees, and driving operational excellence across Schellman.

# PRIVACY

## PEOPLE

Under the guidance of Chris Lippert, Director, 2025 was a year of significant growth and collaboration for the Privacy team. With new team members, expanded cross-training, and refreshed methodologies, the practice strengthened its technical expertise and firmwide impact. This work lays the groundwork for continued innovation in the year ahead. The team expanded in 2025 with the addition of manager Caroline Aulbach and part-time resource Frank Kyazze, reflecting the practice's growth. It has also begun cross-training ISO resources to support the increasing amount of ISO 27701 engagements.



**CHRIS  
LIPPERT**  
DIRECTOR



**CAROLINE  
AULBACH**  
MANAGER



**FRANK  
KYAZZE**  
SEASONAL SENIOR  
ASSOCIATE PRIVACY

“

*This year's Privacy summer education series focused on all facets of data privacy to support cross-training initiatives in what was truly a year of growth for the Privacy Practice. With the CBPR / PRP system going global and the pending update to ISO 27701:2024, the timing has never been better to help other service lines familiarize themselves with data privacy concepts! Over six summer Fridays, participants across the ISO and SOC service lines learned about data privacy fundamentals, and the many privacy obligations that organizations have when acting as controllers and processors of personally identifiable information (PII), that they can apply to any privacy framework or assessment.*



**KATHRYN YOUNG**  
TECHNICAL LEAD, PRIVACY

## PROJECTS / PROCESS IMPROVEMENTS / IMPLEMENTATIONS

### PRIVACY SUMMER EDUCATION SERIES

Privacy Technical Lead, Kathryn Young, created a six-week summer education series, presenting a training each Friday to share knowledge and testing methodologies related to privacy concepts. The series educated many individuals across the firm and enabled those outside the Privacy practice to support testing efforts. This knowledge sharing is critical as clients continue to prioritize privacy.



MARKETING UPDATE

Emily Heintz, with support from other Privacy team members, refreshed the team’s external-facing privacy content, including the services pages and numerous articles. This initiative revitalized the team’s content and strengthened its presence on the website.

CONFLUENCE / METHODOLOGY REVISION

Chris Lippert, Emily Heintz, and Kathryn Young revamped methodology and documented it in Confluence for Microsoft DPR, CBPR/PRP, and ISO 27701.

- Working on new certificate publisher in parallel with ISO and HDS teams.
- Privacy guidance documentation put together and in process for SOC 2 and HDS.
- ISO 27018, CBPR/PRP, and MS DPR engagement and deliverable templates refreshed.

BROADER ACHIEVEMENTS

SPEAKING ENGAGEMENTS

Schellman’s Privacy team significantly expanded its presence in the public speaking arena in 2025, showcasing its expertise at the following conferences and organizations:

- SchellmanCON (Chris Lippert and Caroline Aulbach)
- Executive Women’s Forum (Caroline Aulbach and Kathryn Young)
- IAPP New Jersey Chapter (Chris Lippert)
- AI Office Hours (Chris Lippert)

TRAINING / EDUCATION PROGRAMS

Throughout 2025, the team expanded its impact through a variety of internal and external privacy trainings:

- ISO 27701 trainings provided externally for SAP and Elsevier (Chris Lippert and Kathryn Young)
- ISO 27701 trainings provided internally during ISO/Privacy Team Training and Weekly ISO Summer Education Series (Kathryn Young)
- Privacy MasterClass (Chris Lippert and Emily Heintz)
- TISAX privacy training (Emily Heintz)
- ETPP Privacy and Microsoft DPR training – scheduled December 2025 (Emily Heintz and Kathryn Young)

PURPOSE

The Privacy practice remains driven by a clear mission—to help clients navigate the evolving global privacy landscape with confidence, compliance, and care. By combining technical expertise with deep regulatory knowledge, the team equips organizations to protect data and uphold individual rights in a rapidly advancing digital world.



*In an environment of ever-changing privacy regulations and the advancement of technology (specifically AI) across the globe, Schellman’s privacy practice looks to provide clients with a little peace of mind when it comes to compliance and responsible data handling. Our goal is to help our clients navigate emerging privacy issues and assist in maturing privacy processes to meet best practices for the adequate protection of data and individual rights.*



CHRIS LIPPERT  
DIRECTOR

MAKING A DIFFERENCE IN OUR COMMUNITIES

Supporting initiatives outside of the Privacy practice is important to our team. The Privacy team located in Atlanta has participated in numerous in-person volunteer events for local organizations in 2025, including Junior Achievement, Techbridge, and the Atlanta Food Bank.

# PROGRESS

Throughout 2025, the Privacy team made significant progress in expanding its capabilities and preparing for the evolving needs of clients and the broader privacy landscape.

**GROWTH & CAPABILITY EXPANSION:** The Privacy team continued to strengthen its capabilities through cross-training and enhanced methodologies, supporting the increasing demand for ISO 27701 engagements.

With our strategic momentum, new methodologies, and leadership in emerging frameworks, we are well-positioned to lead continued innovation and advancement in 2026.

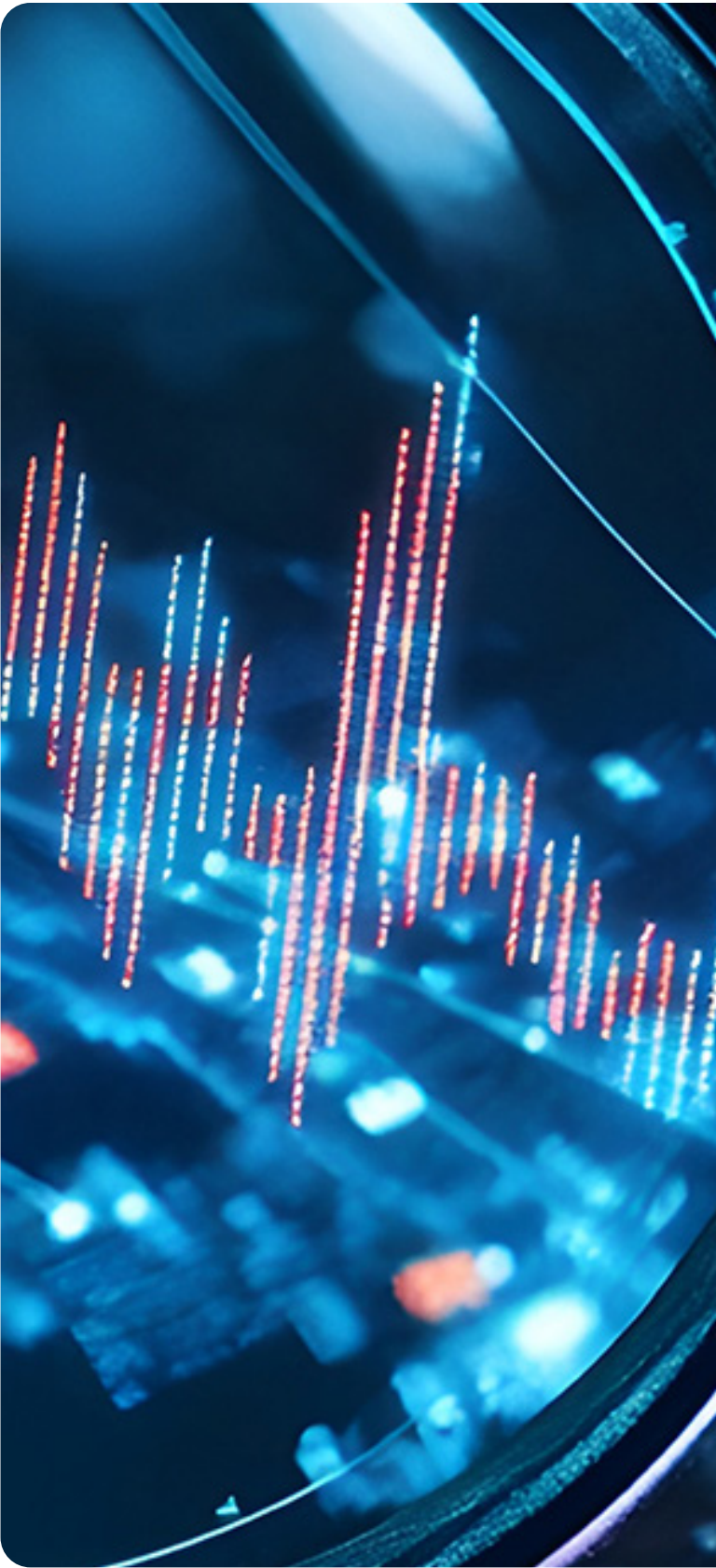
**ISO 27701 UPDATES:** We will be at the forefront of the ISO 27701 update, in which a new standard will be released involving the Privacy Information Management System (PIMS) breaking away from the Information Security Management System (ISMS) of ISO 27001. This change will allow organizations to independently pursue a PIMS, which we anticipate will create an uptick in ISO 27701 clients.

**CCPA CYBERSECURITY ASSESSMENT:** Emily Heintz is building out engagement methodology and mappings for incorporating CCPA Cybersecurity Audit requirements into existing compliance engagements performed for clients and an additional readiness approach.

**UMDPCSR:** Chris Lippert attended the latest stakeholders meeting for the University of Maastricht’s Data Protection as a Corporate and Social Responsibility (UMDPCR) Framework in Maastricht, Netherlands, in September. The framework is continuing to gain support, and Schellman remains the only option for independent verification. The European Centre on Privacy and Cybersecurity (ECPC) and ICT Legal Consulting are currently working with the European Centre for Certification and Privacy (EPPC) to get a website live for hosting certifications. The framework covers security, privacy, AI, and sustainability and is expected to be operational in 2026.

- Emily Heintz is set to attend UMDPCR auditor training in February 2026.

Building on the framework’s 2025 successes, we will leverage its progression to expand capabilities and strengthen client impact in 2026.





# PROJECT MANAGEMENT OFFICE

## PEOPLE

This year, the Project Management Office (PMO), led by Bryan Harper, continued to serve as the bridge between vision and execution, helping turn complex strategies into measurable results. The team's work connected every part of the organization, driving alignment, efficiency, and accountability across departments.

At the heart of the PMO are its Project Managers—Kim Fendya, Steffanie Singh, and MeChele Key—each bringing a unique blend of organization, communication, and leadership to every initiative they manage. Together, they guide cross-functional teams, balance competing priorities, and ensure projects are delivered with clarity and purpose. Their roles go beyond managing timelines—they help foster collaboration, transparency, and problem-solving across Schellman. Whether leading large-scale system implementations or supporting cultural and operational initiatives, the PMO team exemplifies what it means to lead with both precision and partnership.



**BRYAN  
HARPER**

PROJECT MANAGEMENT  
OFFICE (PMO)



**KIM  
FENDYA**

PROJECT MANAGER



**STEFFANIE  
SINGH**

PROJECT MANAGER



**MECHELE  
KEY**

PROJECT MANAGER

## PURPOSE

The PMO's mission is to turn strategy into action—driving operational excellence by standardizing project execution, optimizing resource utilization, and delivering high-impact initiatives that align with Schellman's goals. The team ensures that Schellman's most important initiatives move forward with structure, accountability, and collaboration.

Each project begins with a simple question: *How can the PMO enable Schellman to work more efficiently and effectively for its people and clients?* From there, the team provides the framework and focus to bring that vision to life—bridging departments like Information Technology, People & Talent, and Client Success Operations to create lasting, scalable impact.

# PROGRESS

In 2025, the PMO played a critical role in propelling 23 strategic initiatives that advanced Schellman’s operational excellence, innovation, and collaboration. They ensured each project moved forward with precision, accountability, and measurable impact—helping turn strategy into action and vision into results.

## MAJOR SYSTEM IMPLEMENTATIONS (KIM FENDYA)

### Kantata

A cross-functional effort involving Client Success Organization, Information Technology, Business Development, Knowledge and Learning Management, and Service Delivery that improved project visibility and collaboration across departments.

### Ironclad

A legal and contract management transformation involving Client Success Operations, Information Technology, Knowledge and Learning Management, Service Delivery, and Legal that streamlined workflows and strengthened compliance firmwide.

### CPQ

(Configure Price Quote) – Following Kantata and IronClad, this initiative across Client Product Innovation, Client Success Operations, Information Technology, Business Development, and Service Delivery introduced structured pricing and proposal processes, increasing accuracy and efficiency.

## AI & DATA INITIATIVES

- **AI Engine (Steffanie Singh)** – Focused on Intelligent Assessment, which includes a QA tool for FedRAMP managers, Evidence Collection (FedRAMP & PCI) and Internal Enterprise AI chat, laying the groundwork for automation, compliance, and smarter workflows.
- **Data Warehouse & Governance (Kim Fendya)** – Strengthening analytics, data quality, and decision-making across the firm.
- **HubSpot Revamp (Steffanie Singh)** – Transforming analytics and data quality to drive better decisions across the organization.

## SYSTEM RETIREMENTS



**QuickBase Decommissioning and DOMO Replacement (MeChele Key)** – Streamlined legacy systems and improved data consistency across platforms.

### NAVAN

**Navan Replacement (Steffanie Singh)** – Enhanced travel and expense management while ensuring a seamless user experience.

## OPERATIONAL IMPROVEMENTS (STEFFANIE SINGH)

- **Time Tracking, Contract Entry v2, and Project Hierarchy** – Enhanced visibility and accountability across departments.
- **Global Support** – Optimizing hiring, managing, and offboarding international contractors.



CULTURAL & FIRMWIDE INITIATIVES (MECHELE KEY)



The firm's annual corporate trip, designed to promote firmwide engagement and relationship building.





Supported planning and execution of Schellman's flagship professional development event.



Early planning is underway to continue fostering collaboration and connection across the firm.



Through these initiatives, the PMO has strengthened alignment, consistency, and impact across Schellman, ensuring each project drives long-term success. In 2026, we will build on this momentum—expanding automation, refining data governance, and enhancing project management frameworks to keep Schellman agile, connected, and ready for the future.



# REVENUE ORG

(SALES, MARKETING,  
& BUSINESS DEVELOPMENT)

## PEOPLE

With Preeya Voss stepping in as Chief Revenue Officer in January, 2025 became a year of alignment across Sales, Marketing, and Business Development. Their biggest talent investments were expanding the Strategic Account Executive team to six new members and welcoming a new VP of Marketing, Rachel Hamasaki. Together, these teams drove meaningful progress toward their Net New annual revenue goal of \$20M.

This group has stood out for its curiosity, adaptability, and willingness to rethink how they work. They've built a strong foundation for scaling their go-to-market motion and a more consistent pipeline-generation engine, while also improving how they partner with Service Delivery to pursue and win their most strategic opportunities.



**PREEYA  
VOSS**

CHIEF REVENUE OFFICER  
(CRO)



**RACHEL  
HAMASAKI**

VICE PRESIDENT  
OF MARKETING

“

*This year, the Marketing Team, working with many internal stakeholders, refined our HubSpot instance while restructuring our marketing and sales processes to prepare for the continued growth of the firm. The project aimed to reduce friction in the adoption, usability, and visibility of the system, effectively positioning HubSpot as the driver of sales and marketing activities for the firm and allowing the firm to track and measure its influence on and relationship with its prospective and current clients. Our HubSpot instance can evolve with the firm and better align with future technical and strategic changes.*

**ALEX AHEARN**

HUBSPOT ADMINISTRATOR





“

*This year, our Business Development team implemented a streamlined inbound lead-routing process that eliminated gray areas for assigning leads, increased visibility, and expanded exposure across all service lines. We enhanced our qualification approach by adopting the FAINT framework, allowing us to have more meaningful, higher-quality conversations with the right prospects. We also prioritized speed-to-lead and proactive outreach (email, calls, LinkedIn) supported by a shift from managing leads in the inbox to a dedicated leads board for clearer visibility. Finally, we established a consistent handoff process to Sales and refocused our efforts away from deal management toward true revenue-generating activities, ensuring a smoother, more seamless buying journey for prospects.*

**NICK HOOF**

BUSINESS DEVELOPMENT SPECIALIST



“

*2025 has been a foundational year for the sales team and we expect to make a huge impact in 2026. Thank you all for your partnership. The team has been hard at work covering hundreds of net new accounts, ensuring that the Schellman name and depth of expertise is front and center for prospects as we search for new revenue opportunities. Though the primary mission of the team has been to open conversations in new accounts, the team has also partnered with Business Development to ensure that inbound leads are qualified and converted, and Service Delivery by assisting with Operation Surge and other expansion revenue opportunities. Additionally, the team has helped to hone overall GTM processes and systems and is working closely with marketing to build and execute campaigns and consistent messaging in the market.*

**JACOB KARP**

STRATEGIC SALES DIRECTOR



“

*This year, our events and partnership initiatives have advanced significantly. We restructured our partnership program to focus on key partners who align with our go-to-market strategy, ideal customer profiles, and organizational goals. We also developed a more intentional event strategy centered on our growth areas and areas of expertise. In collaboration with our new Sales Account Executives, we participated in high-value industry events that generated quality leads and increased visibility across our service lines. Additionally, we improved our CRM tracking and reporting processes, giving us clearer insight into partner engagement, event performance, and pipeline contribution.*

**CHARISHMA CHULANI**  
DEMAND GENERATION MANAGER



## PURPOSE

Sales, Marketing, and Business Development exist to fuel Schellman’s growth engine—creating demand, shaping market perception, driving new client acquisition, and serving as the beginning of a client journey.

By combining market insight, targeted outreach, compelling storytelling, and disciplined sales execution, the Revenue organization enables the firm to:

- Focus on the clients and industries where we win most effectively
- Build meaningful, trusted relationships early in the buyer journey
- Drive predictable revenue with data-driven forecasting
- Connect the dots across the organization to ensure a cohesive client experience

Our mission is to create clarity in the market, deliver value through every interaction, and ultimately grow Schellman’s impact and reach.

## PROGRESS

In 2025, the Revenue organization made significant strides in building a scalable and predictable revenue engine. Among the most notable advancements:

- Established a foundational outbound sales motion by building the processes, targeting models, and multi-touch outreach required to engage non-active buyers—recognizing that outbound cycles are inherently longer and more effort-intensive than inbound, which typically converts 2-3x faster due to existing intent.
- Shifted Marketing toward pipeline generation and measurable ROI by operationalizing integrated campaigns tied to revenue goals, improving attribution, and aligning campaigns tightly with Business Development and Sales outreach.
- Implemented a new inbound qualification, routing, and scoring framework that standardizes follow-up, prioritizes high-quality leads, ensures faster and more accurate handoffs, and protects Account Executive capacity through clearer disqualification criteria.

Together, these steps have increased visibility, accelerated execution, and built the foundation for a more durable, high-performing revenue engine heading into 2026.



# SHELLMAN CARES

## PEOPLE

The Charity, Advocacy, Resources, Employee Engagement, and Service (CARES) program enables employees to champion meaningful causes while connecting with colleagues across the firm. Through these Employee Advocacy and Resource Groups, Schellman team members can build community, share experiences, and make a positive impact - both inside and outside the workplace.



### **Accessibility for Better Lives for Everybody**

**Mission:** Foster a culture of support, mental health awareness, neurodiversity, and physical enablement.



### **Bringing Resources and Awareness to Veterans Opportunities**

**Mission:** Promote veteran inclusiveness, provide opportunities, and educate on outreach.



### **Environmentally Conscious Organization**

**Mission:** Increase knowledge and commitment to positive environmental change.



### **Schellman Family**

**Mission:** Support employees balancing family and work, provide mentorship, and foster community.



### **Paws And Whiskers of Schellman**

**Mission:** Cultivate relationships, adoption advocacy, and engagement through love of animals.



### **PRIDE**

**Mission:** Empower LGBTQ+ employees to bring their authentic selves to work and promote solidarity and inclusion.



### **Promoting Racial Inclusion and Supporting Multiculturalism**

**Mission:** Challenge prejudice and racism while fostering an inclusive environment.



### **Schellman Partnerships In Reducing Risk in Information Technology**

**Mission:** Raise cybersecurity awareness and help underserved organizations reduce risk.



### **Schellman Wellness**

**Mission:** Promote physical, financial, and mental health, encourage personal growth, and celebrate achievements.



### **Women's Influence Network**

**Mission:** Empower women with strategy, mentorship, and opportunities to succeed in and beyond the workplace.



### **Young Professionals Network**

**Mission:** Provide young professionals opportunities for growth through programming and events.

## PURPOSE

Through CARES, Schellman's social responsibility program supports initiatives that reflect the values, interests, and needs of the evolving team. CARES fosters pride and belonging, strengthens inclusion, and enables meaningful contributions within our communities, allowing the firm to lead with purpose at work and beyond.



PROGRESS

CARES  
2025 HIGHLIGHTS:

- **BRAVO**  
Military Trivia, branch celebrations, and Hire Heroes support.
- **WIN**  
Financial wellness programs and Women’s Equality Day events.
- **ECO**  
Plastic Free July, Green Together VTO event, and eco-friendly holidays.
- **WELL**  
Moving for Mexico, Stepping Into Summer, and Pelotonia fundraising.
- **FAM**  
College Savings workshops, Green Together VTO event, and holiday celebrations.
- **PRISM**  
Newsletters for World Humanitarian Day, Hispanic Heritage Month, and AAPI Heritage Month.

- **PRIDE**  
National Coming Out Day event, Drag Bingo, Movie Discussion, and articles on authenticity.
- **PAWS**  
Two Trivia events and a Happy Hour discussion.
- **SPIRRIT**  
“Bring a Hacker to Work Day” sessions and online family safety discussion.
- **ABLE**  
World Autism Month, Inclusive Competencies Initiative, mental wellness collaboration with WELL, and Microsoft Ability Summit.
- **YPN**  
Paint & Sip Social, Auditing Scary Stories, and How to Use Gen Alpha Slang @ Work.

As we look ahead to 2026, CARES will continue to expand its reach, launch new initiatives, and create even more opportunities for employees to build relationships, give back, and grow together.





# SERVICE DELIVERY LEADERSHIP

## PEOPLE

In 2025, Schellman not only improved quality but redefined it. “Quality Above All” has always been the firm’s tagline, but this year, the Leadership team, guided by Lauren Edmonds, devoted time to determine what quality truly means in today’s evolving compliance landscape.



**LAUREN  
EDMONDS**

EXECUTIVE  
MANAGING DIRECTOR



**DOUG  
BARBIN**

NATIONAL  
MANAGING PRINCIPAL



**DOUG  
KANNEY**

MANAGING  
PRINCIPAL

This holistic approach to quality depends on team members to implement and uphold these standards:

### CLIENT EXPERIENCE QUALITY

Ensures every touchpoint - from initial scoping to final report delivery - reflects a commitment to exceptional service.

### TEAM EXPERIENCE QUALITY

Provides processes and tools that enable professionals to deliver their best work while maintaining work-life balance.

### COLLABORATIVE QUALITY

Implementing new techniques for internal collaboration and client engagement that foster transparency and trust.

### CONTINUOUS IMPROVEMENT OF QUALITY STANDARDS

Leveraging feedback loops to refine tools, techniques, and processes based on real-world experiences.

Recognizing the diverse aspirations within our talented workforce, Schellman’s Leadership redesigned our career advancement structure in 2024 and refined it further in 2025. Team members now have multiple pathways for professional growth:

### TECHNICAL EXCELLENCE TRACK

Advanced technical certifications, cross-training opportunities, leadership roles in methodology development, ownership of internal projects, and recognition as subject matter experts.

### CLIENT RELATIONSHIP & PEOPLE LEADERSHIP TRACK

Mentorship programs, graduated responsibility for client relationship management, leadership training on team building and strategic thinking, and clear progression toward principal and managing director roles.

Both tracks empower team members to advance based on their strengths, support the firm’s evolving needs, and provide competitive compensation growth alongside leadership opportunities.

“

*During my time as a Technical Lead at Schellman, I leveraged my project management experience to improve our testing methodology and process improvement initiatives. I was selected as a FieldGuide (FG) Champion, holding weekly office hours and representing our region on firmwide calls. As part of the SOC and Attest Methodology Group, I contributed to a firmwide template update for compliance and refreshed “The SOC Audit Guide.” I was also selected as an instructor for the Associate ETTP in Columbus, OH. Finally, I monitored SOC projects meeting the Advancing Fieldwork Initiative threshold, coordinating across departments to reduce project backlog. This work strengthened my skills, broadened my understanding of firmwide processes, and allowed me to make meaningful contributions to both methodology and team development.*

**ADAM RUSSELL**  
TECHNICAL LEAD, SOC



## PURPOSE

The expanded quality framework moves beyond a traditional focus solely on deliverable excellence to a broader definition of quality that encompasses the full audit experience—for both clients and internal teams alike. This aligns with Schellman’s “People come first” value and emphasizes that exceptional client experiences stem from empowered, well-supported teams.

The dual-path career framework reinforces this purpose, helping team members achieve their individual career goals while meeting the firm’s evolving needs. It ensures that technical experts can grow without being forced into business development roles, and those with Leadership strengths can develop systematically—supporting excellence in multiple forms.

## PROGRESS

The firm has made measurable strides in both initiatives, with improvements evident across multiple practices. The ISO practice has been a standout—enhancing internal workflows, increasing client satisfaction, and strengthening consistency across deliverables—establishing a strong foundation for continued growth in 2026.

The new career framework has already shown a measurable impact across the organization. Within the Technical career path in Service Delivery, the firm currently has:

- **46 TECHNICAL LEADS**
- **6 TECHNICAL FELLOWS**
- **1 TECHNICAL DIRECTOR**

These figures reflect our commitment to putting people first and advancing a highly talented, expert team.

Together, these initiatives demonstrate Schellman’s commitment to exceptional quality, empowered teams, and career growth, setting the stage for continued excellence across the firm.



“

When we set out to redefine quality in 2025, we asked ourselves: What does **‘Quality Above All’** really mean in today’s environment? The answer became clear—it means quality at every level, not just in the reports we deliver. Quality in client service, quality in our methodology and approach, quality in how we support our teams, and quality in how we invest in individual careers.

This year required significant change—new systems, evolved processes, and thoughtful transitions across our team. Change is never easy, but it’s essential. Our ‘Never Stand Still’ value reminds us that growth demands evolution, and I’m deeply grateful and incredibly proud for how our people embraced these shifts with resilience, adaptability, and unwavering commitment.

These transformations were guided by our core values at every step. **People First** meant designing career frameworks that honor individual strengths and aspirations—whether through technical excellence or leadership pathways. **Openness Builds Trust** meant being transparent

about the ‘why’ behind these changes and creating feedback loops to refine our approach based on real experiences. And **Never Stand Still** meant acknowledging that good enough isn’t good enough—we must continuously evolve to meet the needs of our clients and our teams.

By creating pathways that honor both technical mastery and leadership development, we’re not just building a stronger firm; we’re building a place where talented people can truly thrive. The work we put in in 2025 positions us to accelerate our impact in 2026 and beyond. This isn’t the end of our transformation; it’s the launchpad for continued excellence. Thank you to everyone who contributed to this important work. Your dedication makes our vision possible.

**LAUREN EDMONDS**  
EXECUTIVE MANAGING DIRECTOR



# TALENT



## PEOPLE

The Talent team, led by Bhavna Dave, Chief People Officer, and Laura Breitzman, Director of Talent Acquisition, strengthens Schellman's workforce and culture through strategic hiring, sustainable growth, and targeted engagement initiatives. In 2025, the group focused on attracting top talent while expanding capacity, combining regular full-time hires with seasonal and international contractors to provide flexible support across teams and regions. Each new hire contributes to operational success and advances Schellman's mission, values, and long-term vision.

## PURPOSE

Guided by a mission to connect the right people with the right opportunities, the team—including Jake Thomas, Kaylan Vrana, and Lori Jendrucko—ensures a diverse, values-aligned talent pool, leads engagement initiatives, and supports employee-driven programs. Kaylan and Lori serve as CARES liaisons, Lori co-chairs ECO, Schellman's Green group advancing sustainability, and the team manages YourCause, the firm's corporate philanthropy platform, helping employees turn their passions into meaningful impact.



**BHAVNA  
DAVE**

CHIEF PEOPLE OFFICER



**LAURA  
BREITZMAN**

DIRECTOR OF  
TALENT ACQUISITION



PROGRESS

In 2025, the Talent team advanced initiatives in hiring, international expansion, Workday enhancements, and culture to support the firm and its people.

TALENT ACQUISITION & INTERNATIONAL EXPANSION

Hiring strategies were refined to broaden reach and attract diverse talent. The team integrated regular, seasonal, and international resources at all levels to align the right expertise with evolving operational and client demands.

- **EMERGING TALENT:**  
15 new Associates from 7 different universities across the country, including:
  - University of Montana
  - University of Houston
  - Ohio State University
  - University of Buffalo
- **REGULAR FULL-TIME HIRES:**
  - 20 in Internal Service Delivery (ISD)
  - 42 in Service Delivery (SD)
- **US SEASONAL/CONTRACT WORKERS:**
  - 22 across ISD and SD (full-time and part-time)
- **INTERNATIONAL SEASONAL/CONTRACT WORKERS:**
  - 49 across ISD and SD (new in 2025)

To expand Schellman’s international workforce, the team developed strategies and processes to hire international contractors while ensuring compliance with local requirements. Partnering with key vendors streamlined global contractor engagement and provided flexible support for client and operational needs.

WORKDAY ENHANCEMENTS

To further support operational efficiency, Jillian Tancrell, Senior Workday HCM Analyst, led the team in implementing extensive Workday improvements:

- Cleared more than 1,500 outstanding tasks and inactivated over 100 obsolete recruiting questionnaires, reducing system clutter and improving accuracy.
- Configured and launched Candidate Purge Requests, enabling candidates to request removal of personal information and supporting privacy, compliance, and trust.
- Converted the offer letter process into Workday Docs, improving data accuracy, reducing manual intervention, and ensuring cleaner, more consistent formatting.
- Updated candidate and job notifications with relevant verbiage for recruitment marketing purposes.

- Optimized file clean-up and audit information.
- Updated the Job Requisition Request form to capture all necessary information.
- Optimized recruiter flow steps on job requisitions, providing greater flexibility when advancing candidates.
- Made improvements to increase automation, enhance application flow from external sites, and additional configurations around career profiles, worker profile summaries, and job posting templates.

CULTURE & ENGAGEMENT PROJECTS

In addition to recruitment, the team led initiatives to improve the workplace environment, elevate the firm’s brand, and encourage collaboration:

- **Surveys**  
Conducted internal and external surveys with strong participation, translating responses into actionable insights.
- **Focus Groups**  
Held sessions based on survey feedback—Growth and Development, Well-Being, and Alignment and Communication around Expectations—which generated valuable ideas for further implementation in 2026.

- **People & Talent Reports**  
Published the annual People and Talent Report in partnership with our Graphic Designer, Keith Brinker.
- **Brain Dates**  
Facilitated sessions including “This Is My Why: Defining My Personal Purpose” and two episodes of “Schellman Differences: Insights From Our Team” (Professional Development and Culture and Benefits).
- **Careers Page Revamp**  
Redesigned with our Website Developer, Wilson Nash, to better highlight the firm’s culture and opportunities.

In 2026, the Talent team will leverage data-driven insights to refine recruiting strategies, enhance the candidate journey, and increase overall hiring efficiency. SchellmanConnect, our new Talent Community, will expand outreach, cultivate career advocates, and strengthen candidate relationships. The team will continue advancing flexible workforce strategies to increase organizational agility and team performance. Together, these efforts will ensure Schellman’s culture thrives, the workforce is well-positioned for growth, and the organization is equipped for continued success.







# **SHELLMAN '25**

THIS IS US:  
OUR PEOPLE, OUR PURPOSE,  
OUR PROGRESS



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