



Create Opportunities

CLA Promise Report

Published January 2019



Elevate and Accelerate

2018 has been a truly incredible year for CLA. We have grown our CLA family to more than 6,100 team members across 120 locations. Collaborating as one firm, we will soon cross over the \$1 billion revenue mark and begin our journey toward \$2 billion. All the while, we continue to create opportunities for our people, our clients, and our communities. That’s at the heart of why we do what we do.

It would be easy to mark this milestone and say, “Mission accomplished.” But that’s not the CLA way. Moving forward, every member of the CLA family is empowered to **elevate** his or her interactions with clients and each other to a new level. We chose to embrace technology that enhances the client experience, and not worry about being disrupted by it. It’s our belief that the talent within the CLA family will allow us to innovate to the extent that it quickly becomes a competitive advantage for us. We empower and encourage each other to build inspired careers. And we work tirelessly to always strengthen relationships within our industries and around the world.

Our priorities for 2019 are set. CLA is positioned to **accelerate** toward the potential that is in all of us.

We are thrilled to have you on the journey.

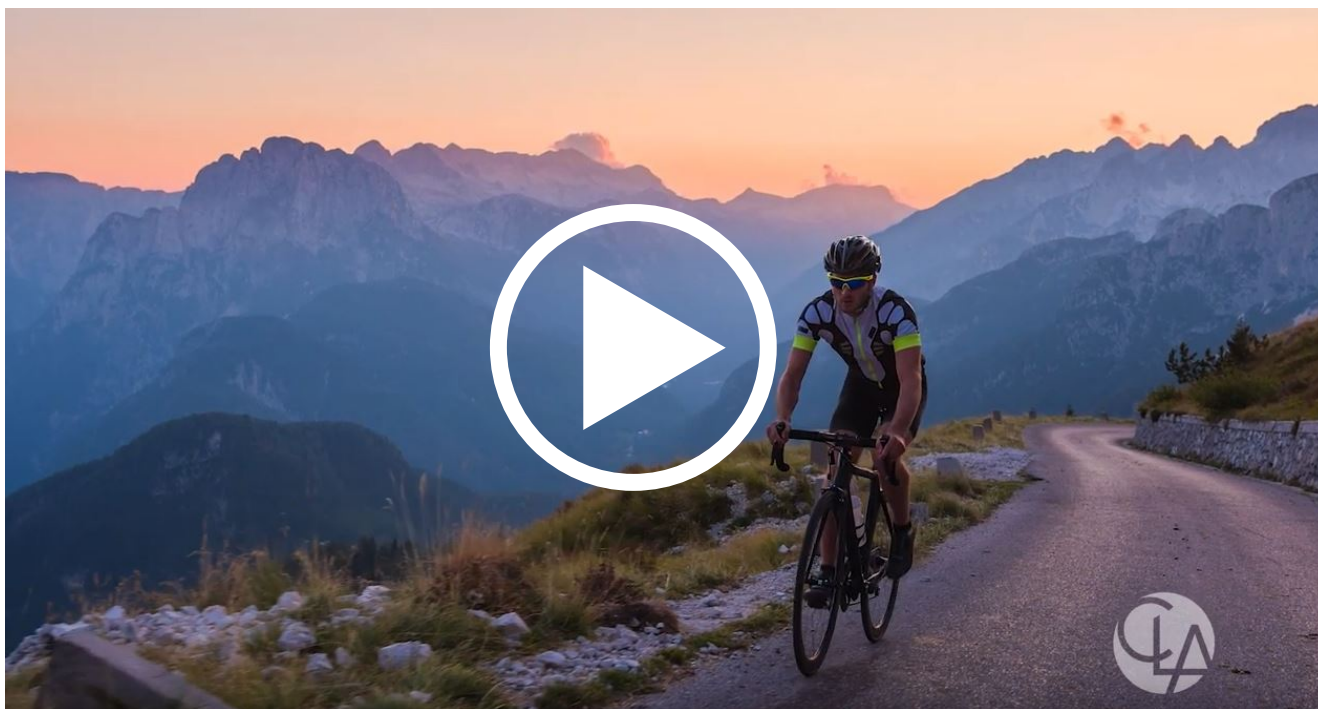


Denny Schleper, CEO

Create Opportunities



CLA exists to create opportunities —
for our clients, our people, and our communities.



Expand the CLA Brand

Although we have been serving clients for more than seven decades, our CLA brand is still relatively young. Our clients and our teams know the CLA brand and we are grateful for their loyalty for many years. In 2018, we decided to create more consistency around our brand internally and in our markets. This was a 2018 firm priority and we had a lot of fun gathering ideas on ways to Expand the Brand.

We chose the bicycle to visualize the *why* of what we do: create opportunities. Think of the bike as CLA and the rider as our client. Without a rider, a bike goes nowhere. Without a bike, progress toward a destination can be slow and uncertain. Together, the two have energy, drive, and direction.

The idea was launched in October 2018 through a live event that was broadcast to all of our CLA family members across 110 locations – a historic event connecting our CLA family around our brand. We look forward to accelerating our brand in 2019.



“[The CLA brand] resonates well because we will be working with our clients, along with our people, to propel ourselves down the path to get our clients where they want to go.”

— *Brendan Kurvers*
Manager, Manufacturing and Distribution



Why a bike?

- It is people-powered
- Recognized by young and old
- Modern and nostalgic
- Simple and sophisticated
- Always moving forward
- Always moving with you

Creating Opportunities for Our Clients

Numbers matter. But deep relationships and personal connections with people are just as important. Opportunities grow from the commitment CLA professionals make to know and help the real people we meet every day.

<p>4,500+ Clients served by CLA wealth advisors</p>	<p>92,000+ Private households served</p>	<p>55,000+ Private businesses served</p>
<p>6,300+ Nonprofit organizations served</p>	<p>2,700+ Government organizations served</p>	<p>400+ Higher education institutions served</p>
<p>1,500+ Financial institutions served</p>	<p>8,700+ Health care organizations served</p>	<p>4,400+ Clients engaging employee benefit plan capabilities</p>
<p>4,000+ Clients engaging global capabilities</p>	<p>23,000+ Clients engaging outsourcing capabilities</p>	<p>83 Active industry segments</p>

Planning for what's next

CLA believes that everyone should have the opportunity to imagine what's next in life. When we connect on a personal level, we can help create a plan to get there.



Helping others do their best



“CLA provides top-notch CFO services, ensures I understand the financials, and helps our board fulfill its duties.”

— *Dave Wickstrom, Executive Director
Alliance of Disability Advocates*

Keeping clients informed on tax reform

CLA’s tax professionals are actively working with clients to provide answers to the many questions they have around how the *Tax Cuts and Jobs Act* will impact them. We’re staying in touch with updates and clarifications, and by doing so, we can discover opportunities and devise personalized tax plans that help our clients make the most of the law. We’re also keeping clients informed through the media, [CLAconnect.com](https://www.claconnect.com), webinars, speaking engagements, and other [thought leadership](#).



Expanding our global services by helping clients understand tariffs and their impact

Global trade disputes and tariffs have had a significant impact on CLA clients domestically and internationally. To help others understand and address this changing landscape, CLA produced a series of videos that explain the thinking behind tariffs and offer strategies for staying competitive.



More than 2,301 views of video series.

Our global services team traveled to various countries to support clients, explore issues, and build relationships where our clients need us most.



Stephanie Markert and Mike Smith in Germany



Samantha Metcalf and Alex Bruneau in China

Making personal and professional connections

We talked to Dan Horner, founding partner of True Homes in Charlotte, about working with the CLA team for his business and personal financial needs.

“I am thankful to have a team that works together for me and my family and gives me a sense of confidence,” he says.



Creating Opportunities for Our People

CLA is more than a place to work. It is a place where you have the opportunity to build an inspired career. At CLA, you have the freedom to explore unlimited opportunities and design your future with unmatched choice, flexibility, and mobility. Your career dreams matter, and we're ready to help you have an inspired career.



Inspired *Careers*
at CLA



Career
Coaching
at CLA

People who join the CLA team stay

Our turnover rate is below the national average for our industry.

1,823

People joined CLA

31

People advanced to signing director

110

People advanced or transitioned to the director path

77

People advanced or transitioned to the principal path

2

Programs for alums: *Alumni Connect* and *Retirement Journey*

207

Alumni returned to work at CLA

786

Learning sessions held

183,197

CPE credits issued

170

Learning bytes offered

434

People declared a new industry

67

Mobility opportunities provided to team members

14

Industries where careers are being built



Choosing the alumni path

The alumni path is a unique career option that lets CLA team members increase their marketplace value by preparing for a career beyond the walls of CLA. Our relationship continues after they leave, with alumni acting as CLA ambassadors on their new career journey. Some CLA alumni even come back.

In 2018, 207 people returned to continue their journey with us



Alumni are extended CLA family members

The relationships that we've built over the years are of great importance, and we are grateful for all who have joined our CLA family. To us, whether they retire with CLA, or chose the alumni path earlier in their career, they'll always be a part of our CLA family. In 2019, we'll be providing more opportunities for alumni to connect with the firm.

Wellness at CLA

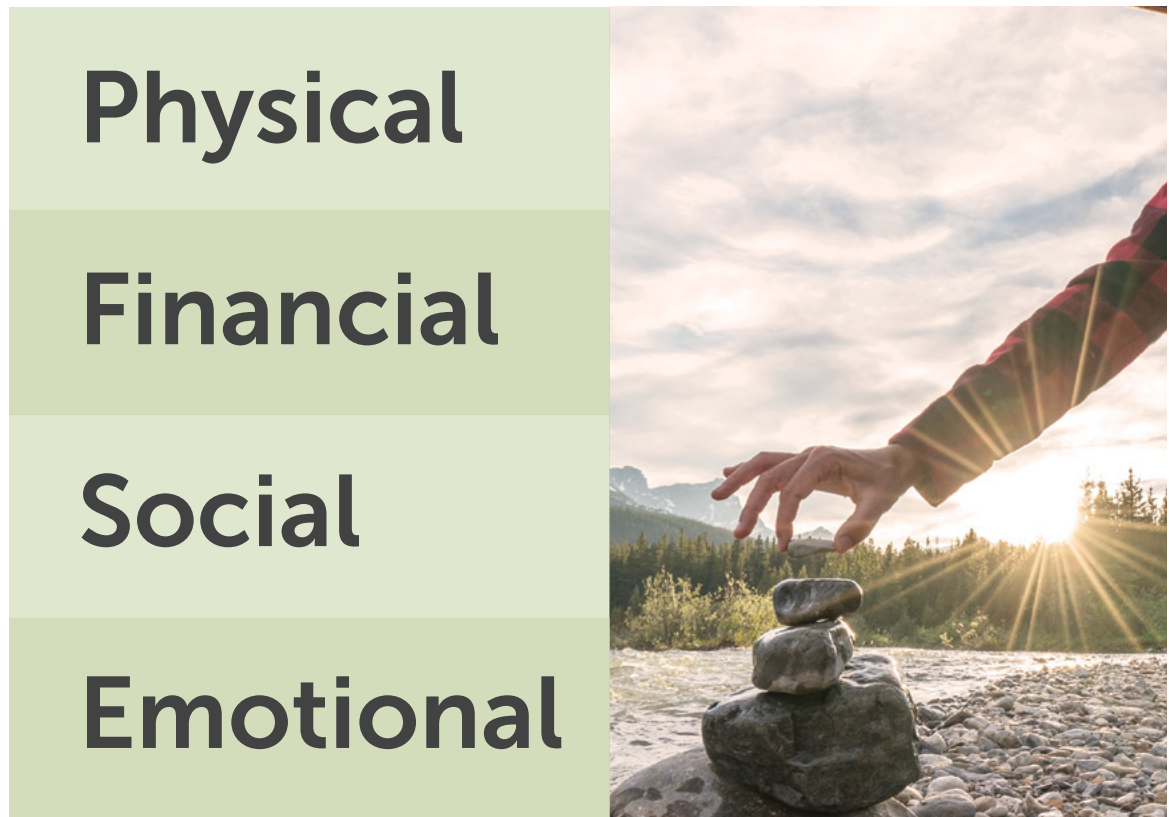
Wellness at CLA is about creating opportunities for our people to be well across four dimensions of life: physical, financial, social, and emotional. We help with health and welfare by focusing on **physical** wellness. We prepare for – and protect – the future through **financial** wellness. Our people feel great about managing their lives through **social** and **emotional** wellness. We’re invested in each individual’s ability to find balance and success.



More than a paycheck

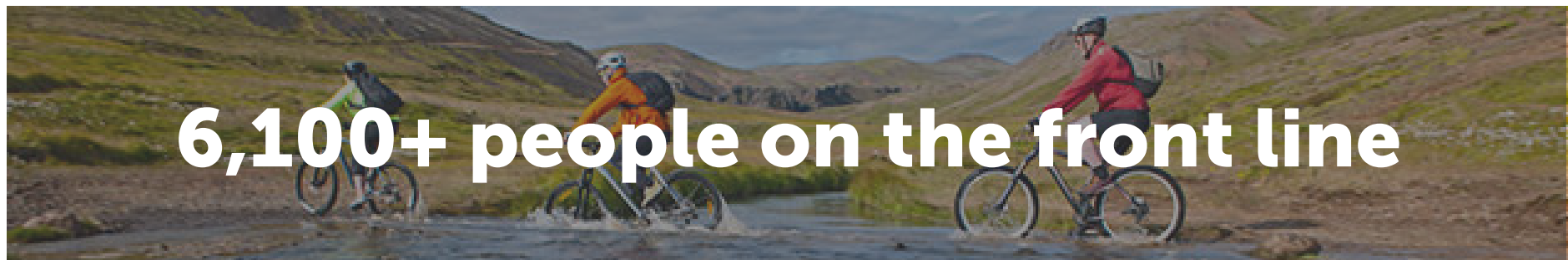
CLA expands the concept of wellness beyond the expected offerings. We are pleased to offer benefits that include “extras” like:

- Doctor on Demand
- Corporate Perks
- Financial planning
- Discounted tax preparation
- Volunteer time off
- Maternity support
- Identity protection
- And more!



Fast-paced, collaborative teams building an inclusive and innovative culture

Curiosity drives CLA’s entrepreneurs to explore new ideas that benefit our clients, our people, and the firm. We continue to harness that energy in specialized teams designed to engage and empower each individual to meet challenges and move the firm forward.



6,100+ people on the front line

Future Innovation Team (FIT)	Young Executive Team (YET)	Executive Team	Industry, Service, and Office Leaders
Leadership Advisory Team (LAT)	Initiative Specific SWAT Teams	Career-Building Leadership Team	Diversity and Inclusion Council

Building our future together: FIT, YET, and YAC

Our Future Innovations Team (FIT), Young Executive Team (YET), and Young Advisory Councils (YACs) obtain first-generation knowledge and seek out disruptors and innovations that either support or threaten CLA’s ability to create opportunities.

2018 discussions brought a focus on blockchain and cryptocurrencies, workforce transformation, data at CLA, robotic process automation (RPA), and other first-generation technology knowledge. 2019 efforts will include further progress with RPA pilots, exploration of artificial intelligence pilots, big data analysis, industry relevance, and supporting our workforce of the future.



*Members of FIT in alphabetical order:
 Matt Anderson, Greenwood Village; Todd Benson, Roseville; Clayton Bland, Seattle; Jill Bosco, Orlando; Reed Matthews, Roseville; Samantha Metcalf, Minneapolis; Steve Noble, Minneapolis; Jessica Platt, New Bedford; Bryon Reinhart, Minneapolis; Cindy Scheid, Owatonna; John Tauer, Minneapolis; and James Watson, Philadelphia*

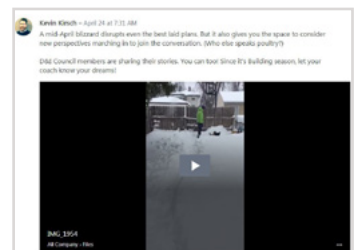
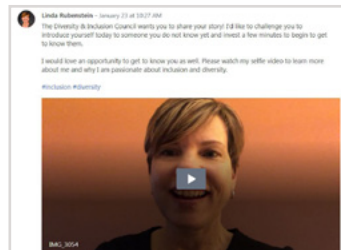
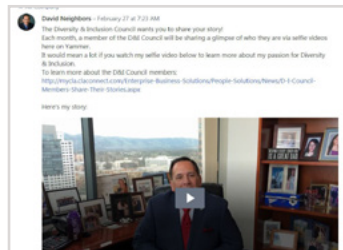
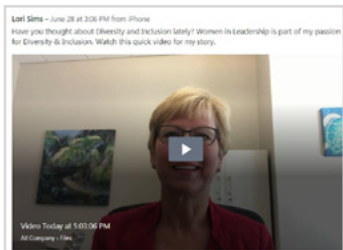


*Members of YET in alphabetical order:
 Katie Austing, Milwaukee; Brian Baumgart, Milwaukee; Paul Bisceglia, Phoenix; Kelly Dennis, Philadelphia; Kadian Douglas, Tampa; Shevar Goonewardena, Roseville; Rahim Habib, Dallas; Deirdre Hodgson, Minneapolis; Chris Schuch, Philadelphia; and Sahan Totagamuwa, Des Moines*

Diversity and Inclusion Council

We encourage and embrace an inclusive culture that includes many beliefs and perspectives so we can truly know and help each other and our clients. When every race, gender, age, ability, sexual orientation, religion, and socio-economic background is a part of the conversation, the opportunities are limitless.

D&I Council members lead the way, telling their stories in quick, personalized selfie videos distributed firm wide on Yammer, our internal social media platform.



Diversity and Inclusion at CLA

D&I Council members in alphabetical order: Sandra Beatty, Milwaukee; Jerry Coveney, Philadelphia (not pictured); Ajay Gupta, Minneapolis; Arnita Hallman, Seattle; Scott Ing, Washington, DC; Navneet Kaur, Akron; Sara Khaleeq, Denver; Kevin Kirsch, Minneapolis; John Laham, Charlotte; David Neighbors, San Jose; Daniel Persaud, Minneapolis; Michelle Peters, Lexington; Linda Rubenstein, Washington, DC; Linda Saddlemire, Glendora; and Lori Sims, Orlando

Feeding the passion for innovation

The **CLA Accelerator** is a community of people, supporting sponsors, and tools for success. It's a place where any CLA team member can begin an entrepreneurial journey within the firm. Over the past three years, CLA Accelerator has paired dozens of individuals with advisors, transforming ideas into opportunities for growth, leadership, and career enhancement.



Accelerator
at CLA

Innovation Lab at CLA

The **Innovation Lab**, a unique forum for CLA's most innovative thinkers, gives fresh ideas a chance to grow. In 2018, two teams pitched ideas for new services to an executive panel. One received full financial backing and support from the firm, and the other will be further developed for possible introduction later. Both demonstrate the power of collaboration and creative thinking.



Innovation Lab
at CLA



The Promise Leadership Series Class of 2018

Forty professionals from across CLA raised a hand and committed to the five-month Promise Leadership Series (PLS). The aim of PLS is to build and strengthen relationships, develop leadership skills, advance innovative programs that align with CLA priorities, and to drive change. Through this series, they gained a better understanding of how our firm is structured, our strategic plans, and what it truly means to be a professional services firm.

“This was by far the best learning and development event I’ve participated in over my 16-year career.”

– 2018 PLS graduate



Front row, left to right: Gretchen Whalen, Sahan Totagamuwa, Nolan Aho, Leslie Boyd, Megan Moore, Jay Triolo, Dave Hickman

Second row, left to right: Barad Dilacar, Sarah Mirzakhani, Cameron Weldon, Kelly Davis, Deb Freeland, Susan O’Malley, Lance Schmidt, Kelly Hardy, Heather Basinger, Brad Boettcher, Ashley Connors

Third row, left to right: Thomas Nordby, Adam Pulley, Scott Bridgman, Luke Pope, James Mann, Tim Wood, Kelly Kienholz, Jodie Bartock, Frank Zawlocki, Brian D’Orazio, Ryan Merryman

Back row, left to right: Scott Klitsch, Mark Trittschuh, Josh Price, Chris Manderfield, Chris Steinhoff, Matthew Borchardt, Peter Alfele, Brandt Self, JD Dietzen, Brent Breckenridge

Not pictured: Tim Crouch

We're not just identifying disruption, we're driving it as a competitive advantage

Change can be slow and ponderous. Or it can be quick and agile, energetic and disruptive. Two groups — one from tax, one from assurance — embraced the second approach during two fast-paced, laser-focused Ninja Sprint Weeks. Teams disconnected from the “real” world and worked together to envision what CLA assurance could look like in the year 2023, and develop the optimal 1040 tax experience.



Tax Ninja sprinters, back row left to right: Aaron Erickson, Bill Dempsey, Jeff Stoub, Reed Powell, Austin Bennett, Jean Marie Saintyl; front row left to right: Jenica Minor, Jen Burkholder, Lisa Roethle, Austin Hendrickson, Kalee Werle, Laura Schembri



Assurance Ninja sprinters, left to right: Jamie Quintana, Stephanie Markert, Brandon Knight, Luke Schmidt, Yuliya Ostapenko, Cassie Kurek, Cathy Clarke, Jordan Miller, Dan Bennett, Jo Westervelt, Paul Weeks, Kira Sexton, Lili Huang, Seth Wilson

The result of their experience has been approved and funded, and firm-wide implementation will continue into 2019 and beyond. We believe that the talent within CLA will allow us to continue to dream about what's possible. We'll continue to upend the status quo and create the client experience of the future, building strong career experiences in the process.



Creating Opportunities for Our Communities

Giving back is our way of saying thank you for the opportunity to be a part of the community. CLA people know where they are needed most and they give fully and unselfishly of their time, talents, and resources.

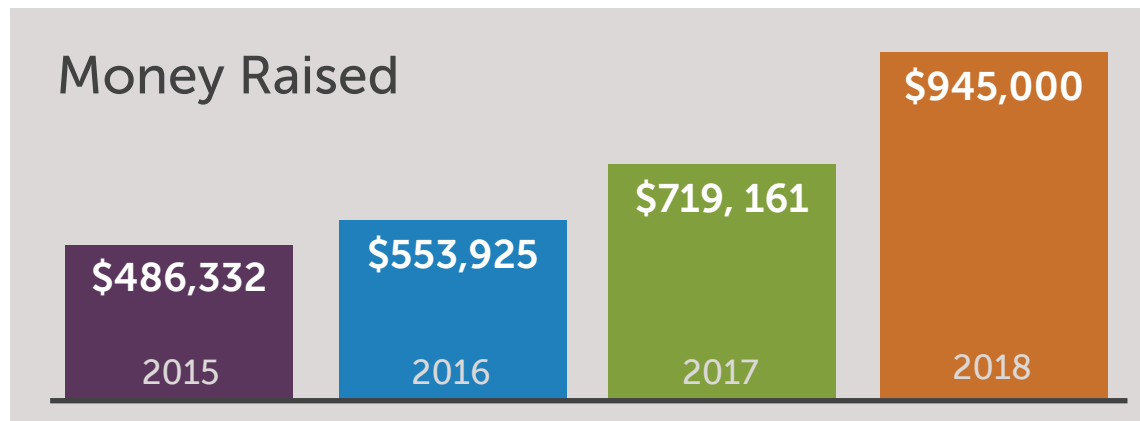
CLA Foundation mission

Creating career opportunities through education, employment, and entrepreneurship.



Supporting employment, education, and entrepreneurship

The CLA Foundation had a record-breaking year in fundraising with a 31 percent increase over the previous year and 2018 total that puts us closer than ever to our \$1 million annual goal. Every dollar raised and granted comes from within the CLA family — an inspiring model that has generated national attention. In total, the Foundation has granted more than \$2.5 million, which has created opportunities for 121 organizations across the country that match our mission. In addition to financial support, more than 200 CLA team members volunteered time to serve on committees, as office champions, and as grant reviewers in 2018.



Our annual goal:
 A million dollars in,
 a million dollars out.

Giving back to the community



Local offices across the firm donated more than 500 children's bikes during the holiday season.



Teams from Dallas and our new Plano office packed 7,000 pounds of food in 5,900 healthy meals for 110 families.

Giving back to the community



The Lexington, Massachusetts, office collected coats, socks, slippers, hats, gloves, and scarves for the Crossroads Family Shelter in East Boston.



Team members from the Bloomington, Illinois, office worked together to fill boxes of food for the Midwest Food Bank.

Giving back to the community



By choosing CLA to prepare your tax return, you have automatically provided **100 days of access to library books to Cambodian children** through our partnership with the global giving initiative, Buy1GIVE1.

At CLA, we promise to know you and help you.
Thank you for joining us in helping others around the world, too.



For every tax return completed in 2018, the Glendora, California, office made a donation to Free to Shine, a Cambodian organization giving children access to books.



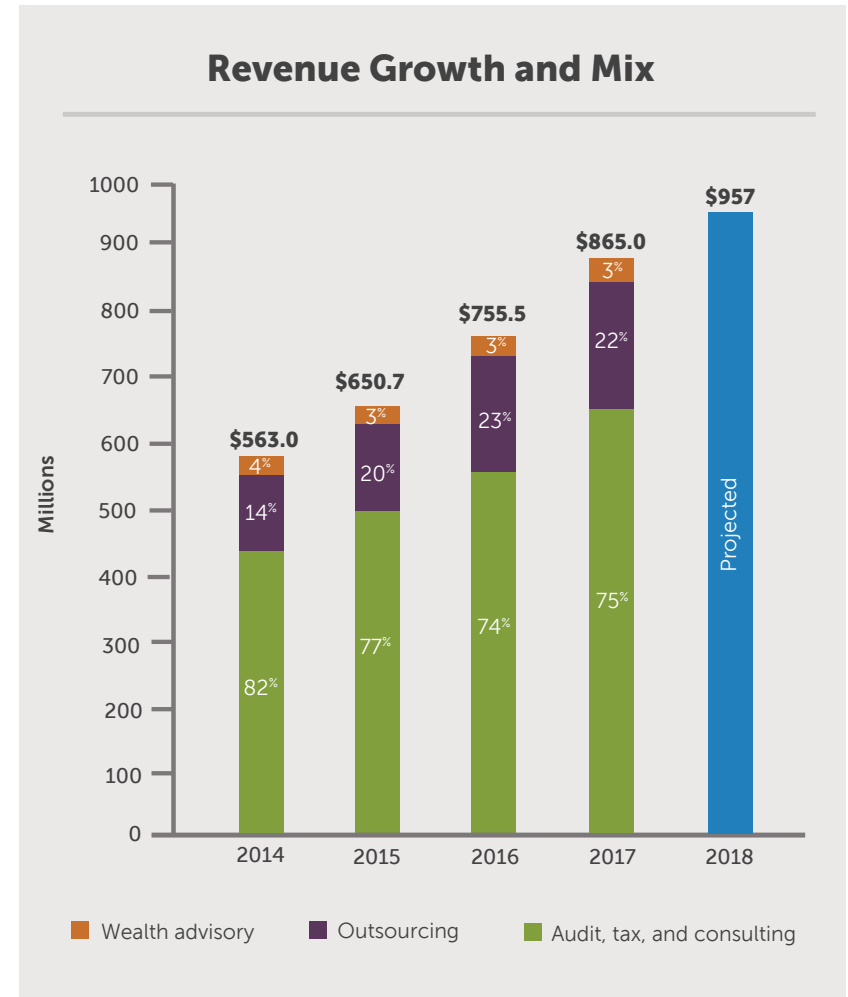
Volunteers in Tampa impacted 8th grade students by helping them with budgeting and finance simulations through Junior Achievement.

Growth

Firm revenue grew in excess of 10 percent in 2018 to more than \$957 million. Seven and one half percent of that growth was organic.

Firm revenue grew more than 10 percent in 2018.

By living the CLA Promise and creating opportunities for our clients and our people, we believe we can reach firm-wide organic growth of 7 percent and beyond in 2019. The firm remains committed to seamless delivery of services to our clients, and over time, shifting our revenue mix to 60 percent audit, tax, and consulting; 30 percent outsourcing; and 10 percent wealth advisory.



Expanding and enhancing our team

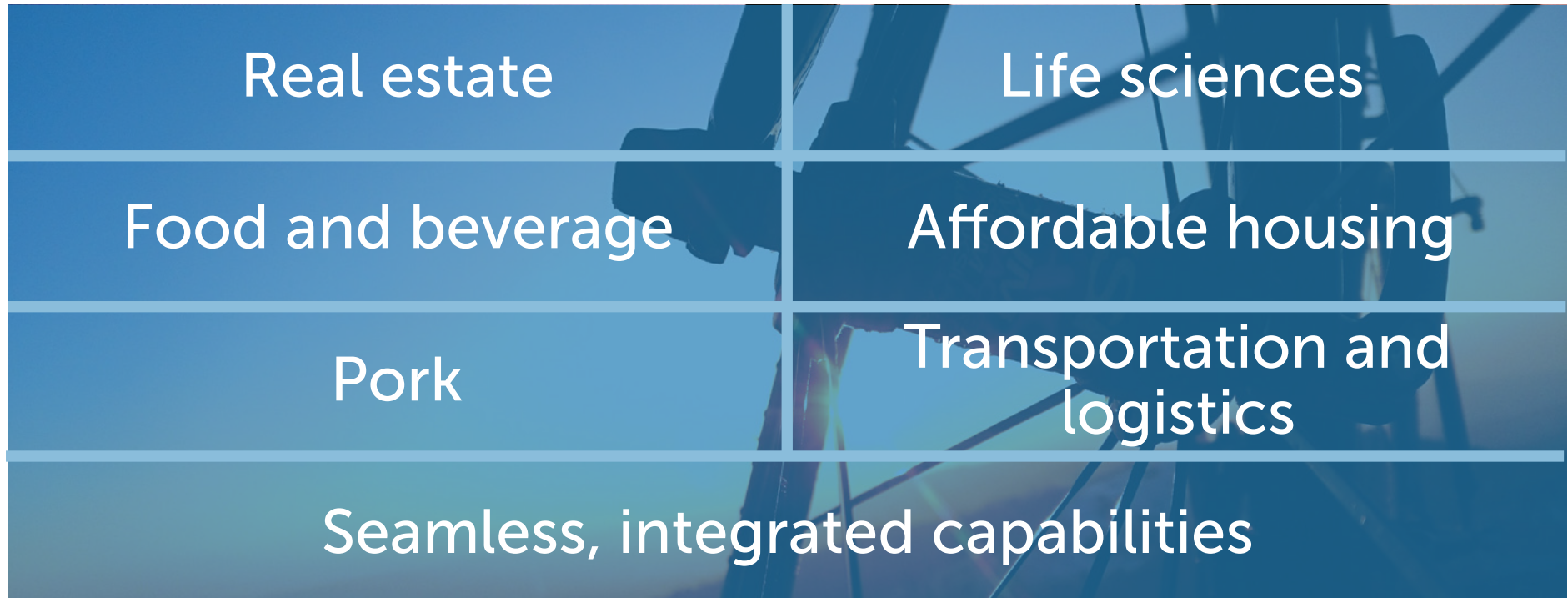
Growth in 2018 was all about creating opportunities by deepening our industry specialization and service diversification in strategic geographic regions. We welcome each new member of the CLA family and look forward to inspiring career growth, getting to know our clients, and matching our expanding capabilities to meet their needs and yours.

Significant personnel additions in 2018-2019

- January 1, 2019** – 600+ new CLA team members from Schenck SC, Wisconsin
- November 1, 2018** – 40+ new CLA team members from M. White & Associates, LLC, Texas
- July 1, 2018** – 20+ new CLA team members from Duggan & Massey PC, Georgia
- July 1, 2018** – 60+ new CLA team members from Darton Group Consulting, North Carolina
- May 1, 2018** – 4 new CLA team members from Laffer & Gottlieb, California
- January 1, 2018** – Nearly 100 new CLA team members from NSBN LLP, California

New industries and industry segments

Deep industry insights and seamless, integrated capabilities are strategic advantages that set CLA apart and enhance every client interaction. In 2018, we established new industry segments in life sciences, food and beverage, affordable housing, and the pork industry, and made real estate its own industry separate from construction. Trucking and transportation is now transportation and logistics.



Seamless, integrated capabilities

At the same time, we continued building our capabilities, including expansions in investment banking, real estate capital markets, CLA Global Concierge ServicesSM, CLA Intuition, financial department assessment, CLArity, industry-specific outsourcing, cyber security, data analytics, predictive analytics, bitcoin, and more.

About CLA

CLA exists to create opportunities for our clients, our people, and our communities through industry-focused wealth advisory, outsourcing, audit, tax, and consulting services. With more than 6,100 people, 120 U.S. locations and a global affiliation, we promise to know you and help you.



WEALTH ADVISORY



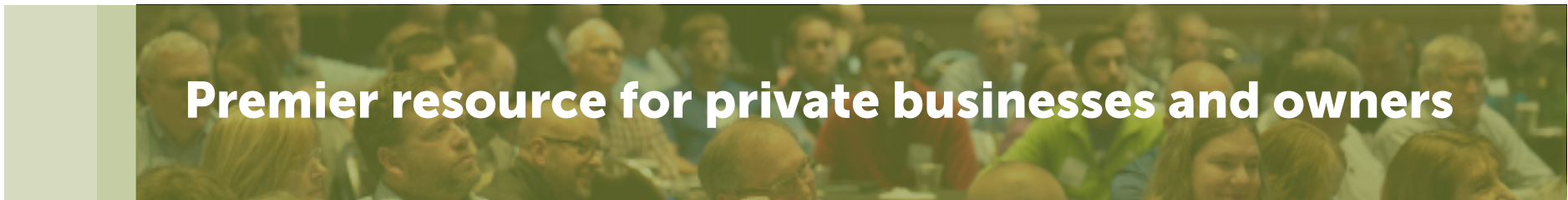
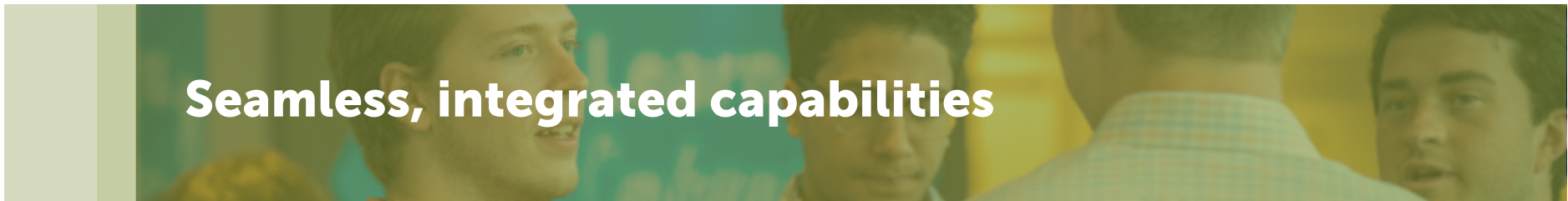
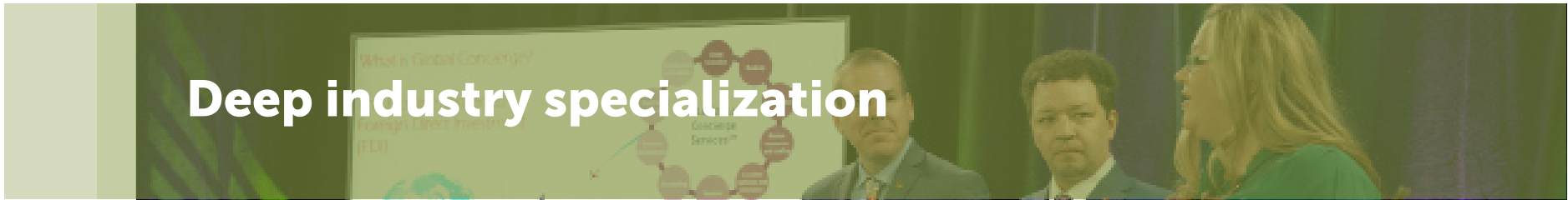
OUTSOURCING



AUDIT, TAX, AND CONSULTING

Strategic Advantages

Our strategic advantages propel us forward as we create opportunities, build deep relationships and provide value for our clients and inspired careers for our people.



CLA Culture

Our people own the outcomes at CLA. As owners, we actively seek and gladly accept leadership as we ask the questions that begin with “why not” and “what if.” As we strive to live the CLA Promise, this impactful mindset is second nature throughout our organization.



Our 2019 Priorities: Elevate and Accelerate

Create opportunities for our clients

Advance the seamless experience

One Firm

Work as one family

Create opportunities for our people

Inspire careers for today and tomorrow

Embrace and execute innovation

Drive innovation as a competitive advantage

Create opportunities for our communities

Engage our CLA family to elevate social impact

Expand the CLA brand

Accelerate brand recognition

Think security and quality

Reinforce our foundation





**Thank you for a year of growth, innovation,
and exciting new opportunities for our clients,
our people, and our communities.**



CLAconnect.com

WEALTH ADVISORY | OUTSOURCING | AUDIT, TAX, AND CONSULTING

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