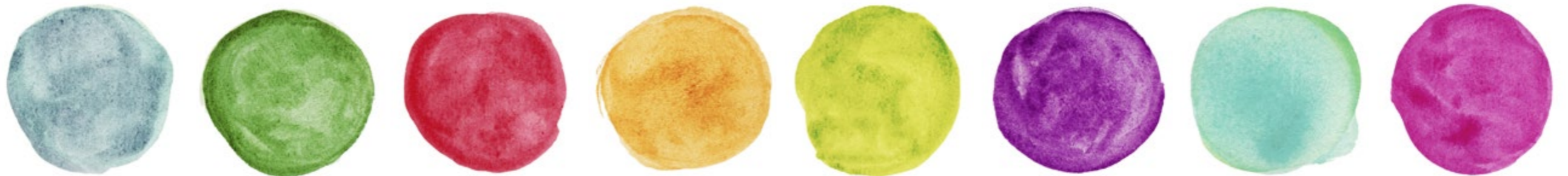


MOSS ADAMS_{LLP}

Certified Public Accountants | Business Consultants

FORUM|W

ANNUAL REPORT 2014

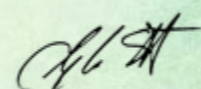


Where Women Thrive

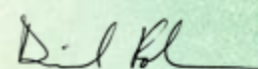
Forum W remains a top priority for Moss Adams. It's part of how we deliver the Moss Adams Advantage to our people—by fostering a diverse and inclusive culture that values women, their voices, and their ideas. It's become a forum for developing professional relationships, engaging in open dialogue about experiences with the firm, developing careers, and increasing access to role models and mentors. We need to continue to encourage women to engage in their careers and build an environment where women thrive.

We believe Forum W benefits not only our firm but also the clients we serve. As women continue to advance into leadership positions, we find our client base becoming more and more diverse. Embracing that same diversity within the firm helps us align with our clients' values.

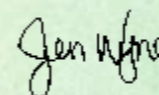
Since we began our efforts in 2008, we've made great progress—and we remain open to learning where additional opportunities lie. As we move through our own journey as a firm, we've made a commitment to share what we've learned to help advance women across our profession as well.



CHRIS SCHMIDT
Chairman and CEO



DICK FOHN
President and COO



JEN WYNE
Director of HR



WHERE WOMEN THRIVE



WHAT WE DO & HOW WE DO IT



KEEPING COUNT



PROGRAM HIGHLIGHTS



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LEADING THE WAY



FORUM W RESOURCES



ABOUT MOSS ADAMS



What We Do & How We Do It



OUR MISSION

To accelerate the firm's success in attracting, developing, retaining, and advancing talented women.

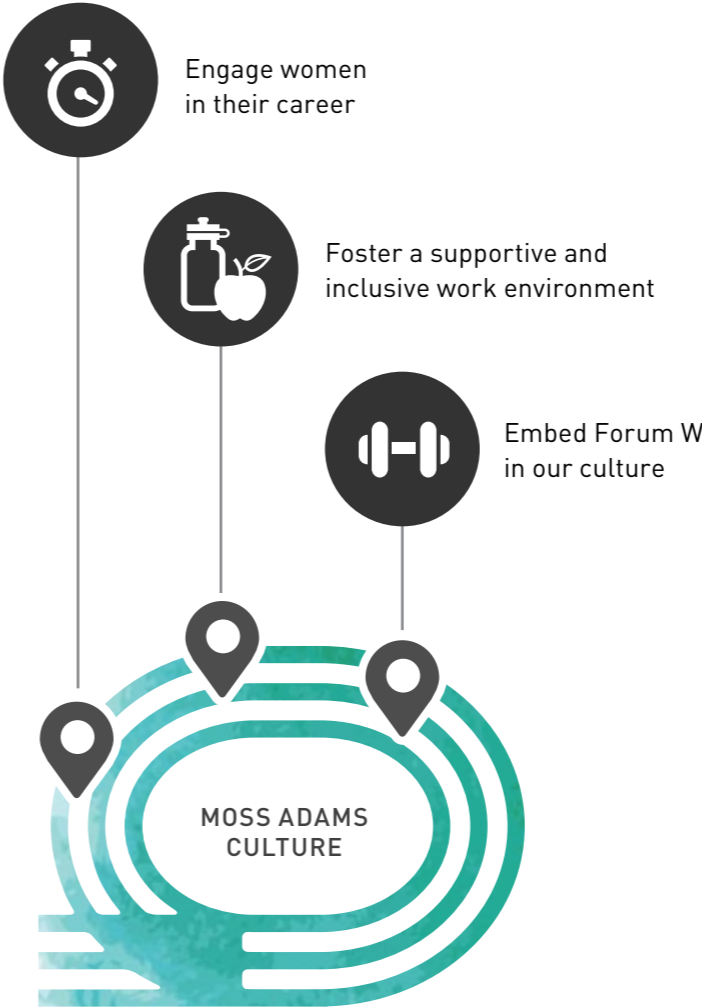


OUR PRIORITIES

- Dialogue** Listening to women regarding their career goals and experiences at Moss Adams
- Networking** Building and leveraging relationships to benefit individual and firm growth
- Mentoring** Connecting those who are developing with those who have already achieved
- Advancement** Providing ample growth opportunities and encouraging the pursuit of leadership roles



OUR GOAL



WHERE WOMEN THRIVE



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LEADING THE WAY



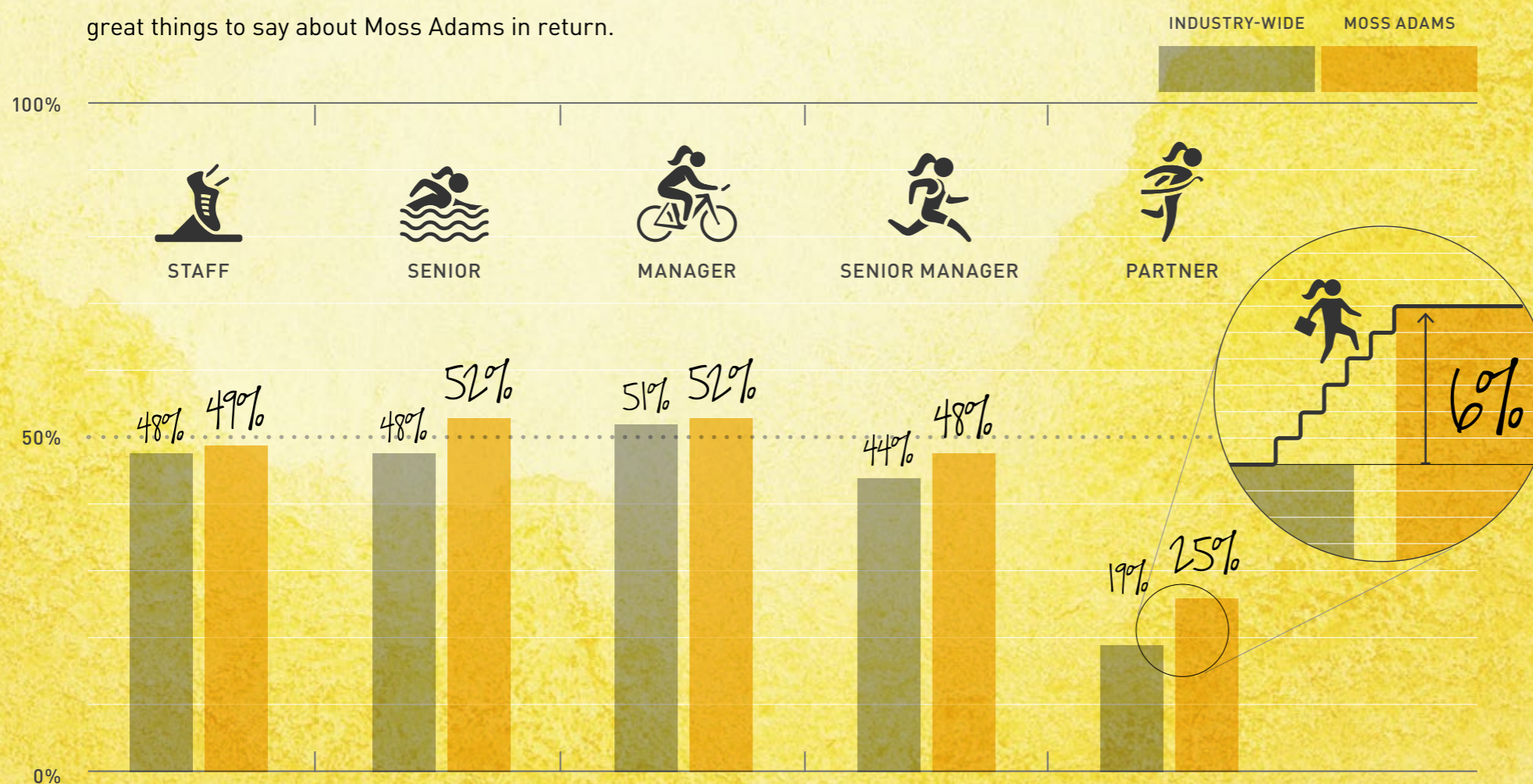
FORUM W RESOURCES



ABOUT MOSS ADAMS

How We Stack Up

What gets measured improves. Women represent about half our firm. Since 2009 we've experienced a 5 percent increase in the number of women partners, now at 25 percent—6 percent above the industry average. The numbers of women in leadership roles continue to grow, and women have great things to say about Moss Adams in return.



Source: 2014 Accounting MOVE Project Report. Moss Adams data includes client service professionals as of July 31, 2014.



WHERE WOMEN THRIVE



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ABOUT MOSS ADAMS

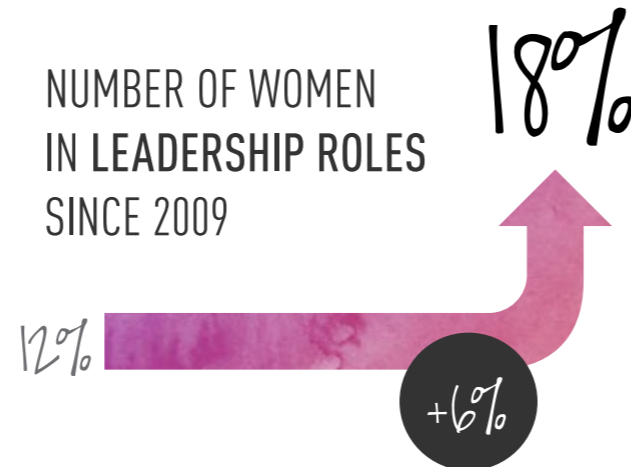
The Stats



TURNOVER AMONG
WOMEN SENIORS
SINCE 2012



NUMBER OF WOMEN
IN LEADERSHIP ROLES
SINCE 2009



52%

OF EXPERIENCED HIRES
ARE WOMEN



WHERE WOMEN THRIVE



WHAT WE DO & HOW WE DO IT



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LEADING THE WAY

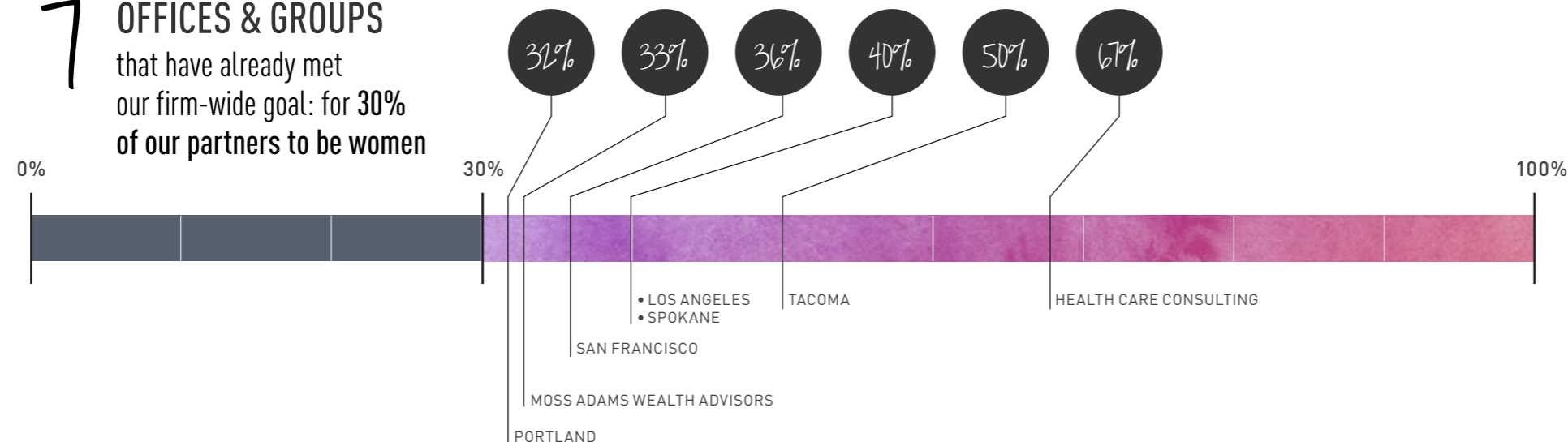


FORUM W RESOURCES



ABOUT MOSS ADAMS

7 OFFICES & GROUPS
that have already met
our firm-wide goal: for 30%
of our partners to be women



Data as of December 31, 2013

What Women at the Firm Say



WHERE WOMEN THRIVE



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FORUM W RESOURCES



ABOUT MOSS ADAMS

90%

"I'm proud to say I work for Moss Adams."

"This is a great place to work."

83%

77%

"I have the flexibility to manage responsibilities at work and outside of work."

77%

"This is a great place to build my career."

Using Dialogue to Light the Way

Three to six years into their accounting careers, many women start to

experience **FUTURE TRIPPING:**

These concerns often prompt premature professional decisions, stalling promising careers and letting talented women slip from our pipeline.

In focus groups on future tripping, women told us they wanted:



Engaging in open dialogue is critical to career success.

We developed two six-hour workshops to make this happen.



"Will I be able to balance a family and working at the firm?"



"I don't know how to sell. Should I quit now?"



"Since there aren't as many women partners as men, what are the odds I'll become one?"



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ABOUT MOSS ADAMS

Getting Real Workshop Series



GETTING REAL

Straight Talk on Building Your Career and Investing in Your Future



FINDING WHAT WORKS

Future Tripping, the Morale Curve, and Work-Life Integration

"Being in the same room as so many inspirational women motivated me to focus on my goals and taught me that I have the power to propel myself forward. It let me focus on work-life integration in a safe place, surrounded by women who will advocate and provide guidance for my career."

—Kristin Henderson, Senior, Orange County



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FORUM W RESOURCES



ABOUT MOSS ADAMS

What the Series Covers

- Career development strategies
- Work-life integration
- Taking risks and stretch assignments
- The value of a mentor
- Demonstrating leadership
- Professional networking

Both workshops are facilitated by female partners who share their experiences, provide insight, and demonstrate many different models of success.

The Impact

150
ATTENDEES



95%

SAID THEY SAW THE
VALUE IN ATTENDING
THE WORKSHOP

PROGRAM HIGHLIGHTS

InspireHer

Giving back to the communities in which we live and work is at the core of Forum W. InspireHer is one of many successful programs spreading across the firm.

Launched in 2014 by the Boys & Girls Clubs of Snohomish County, Washington—where our Everett office spearheaded the firm’s involvement—InspireHer focuses on mentoring and activities for young women ages eight to 18. The program derives its mission (and its tagline) from the documentary *Miss Representation*: “You can’t be what you can’t see.”



PROGRAM GOALS

- Connect girls with successful women role models
- Develop strong bodies and minds
- Foster leadership and community involvement
- Provide access to career and academic resources

Women from Moss Adams act as InspireHer mentors, serving their communities while expanding their professional networks.



RECENT AND UPCOMING EVENTS

Other women at Moss Adams, inspired by the program, have followed suit. Since launching its own partnership in July 2014, the Albuquerque office has coordinated:

- An etiquette lunch at a local restaurant
- A running club to train for the Duke City Marathon
- A weekly mentoring and tutoring session
- A career day with community leaders

“I’m the first person in my family to go to college or have a career. I didn’t have mentors within my family, so I found them elsewhere. A lot of people helped me along the way, and that’s why I want to give back: to do for others what so many did for me.”

—Noni LaLone, Partner, Everett



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FORUM W RESOURCES



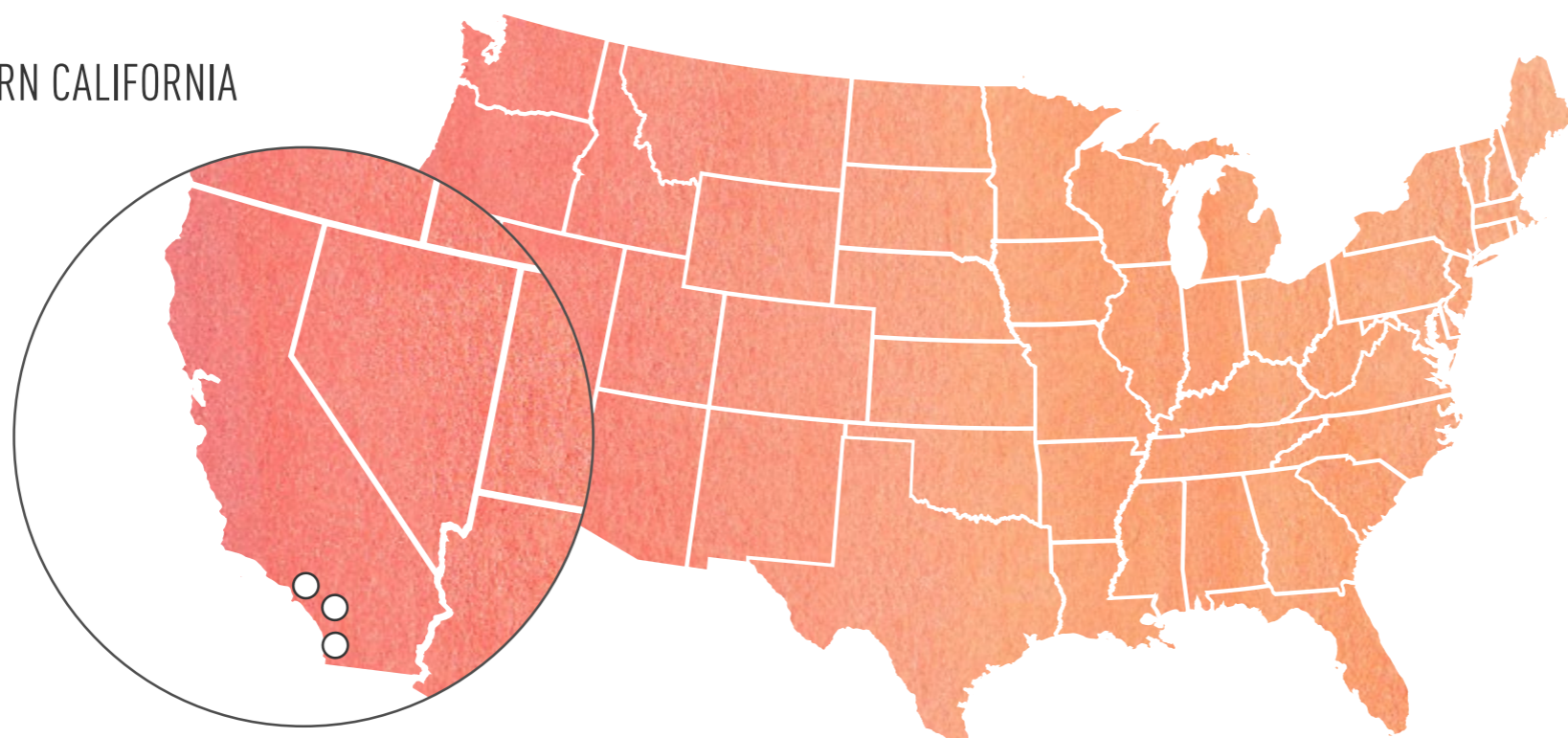
ABOUT MOSS ADAMS

REGIONAL HIGHLIGHT

Leading by Example

Forum W is making an impact across the firm. Here's one region that's taking our efforts to new heights.

SOUTHERN CALIFORNIA



Los Angeles



40%
of partners are women



**CORPORATE ADVOCATE
FOR WOMEN AWARD**
from the *Los Angeles Business Journal's*
Women Making a Difference Awards

San Diego



Carisa Wisniewski
the office's partner in charge

Orange County



100%
retention among
women seniors in 2013



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LEADING THE WAY



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ABOUT MOSS ADAMS

REGIONAL HIGHLIGHT

Creating Connections

ORANGE COUNTY: FRIENDS IN HIGH PLACES

Growing an internal network is an important part of career development at the Orange County office, which has developed its own Networking Passport Program for new hires.

How the Program Works

New staff schedule coffee or lunch with six people—including senior managers and partners—within three months of starting, earning a passport stamp each time. In the process, they:

- Learn about the firm's culture and our business
- Gain access to potential mentors

LOS ANGELES: BRANCHING OUT

For the past year, the Los Angeles office has been cultivating a relationship with women at the law firm Foley & Lardner LLP—creating a forum where women from both firms can meet and begin establishing a meaningful and long-lasting network.

40

women met at the Pink Taco in Century City for an evening of paired networking

SEPTEMBER 2013

85

women, including clients and prospects of both firms, networked at the City Club in downtown L.A.

MAY 2014

FORUM|W

ANNUAL REPORT



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LEADING THE WAY



FORUM W RESOURCES



ABOUT MOSS ADAMS

LEADING THE WAY

Firm Leaders

We think the women we hire are talented and accomplished. We're pleased to say that our profession and our communities think so too. Here are a few who are making a difference.



DARCI BOYLE

National Practice Leader,
Medical Groups & Physicians



MARY CASE

National Practice Leader,
Higher Education



JULIE DESIMONE

National Practice Leader,
Utilities



ELAINE ERVIN

Group Leader, Construction,
Real Estate & Professional Services
National Practice Leader,
Construction
Executive Committee Member



MELISSA HARMAN

National Practice Leader,
Not-for-Profit



BARBARA MEAD

National Practice Leader,
Transportation & Logistics



BERTHA MINNIHAN

National Practice Leader,
Employee Benefit Plans



REBECCA POMERING

CEO, Moss Adams Wealth Advisors
Executive Committee Member



AMY RUNGE

National Practice Leader,
Long-Term Care



LAURIE TISH

Group Leader, Government,
Not-for-Profit & Regulated Entities
National Practice Leader,
Government



WENLI WANG

Partner in Charge, San Francisco



CARISA WISNIEWSKI

Partner in Charge, San Diego



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LEADING THE WAY



FORUM W RESOURCES



ABOUT MOSS ADAMS

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Profession & Community Leaders



STACY STELZRIEDE, PARTNER
2014 Woman CPA of the Year,
American Woman's Society of CPAs



LAURIE TISH, PARTNER
Director-at-Large, National Association of
State Boards of Accountancy
2014 Women Worth Watching Award,
Profiles in Diversity Journal



KELLY BOSCH, SENIOR MANAGER
2013 20under40 Rising Business
Stars Award, *blue chip*



MARY CASE, PARTNER
Member, WACUBO Industry Alliance
Council



JULIE DESIMONE, PARTNER
2014 40 Under 40 Awards,
Portland Business Journal



ERICA FORHAN, PARTNER
Executive Committee Member,
AICPA Government Audit Quality
Center



SHANNAN GARDNER, PARTNER
2014 Women to Watch Award:
Experienced Leader, CalCPA



SARA HARPER, SENIOR MANAGER
8th Annual Forty Under 40 Awards,
North Bay Business Journal



NONI LALONE, PARTNER
InspireHer Steering Committee
Chair, Boys & Girls Clubs of
Snohomish County



MINDY MCLEES, DIRECTOR
2014 Taxation Instructor of the
Year: Property Tax, Institute for
Professionals in Taxation



BERTHA MINNIHAN, PARTNER
2014 Most Influential Women
in Bay Area Business,
San Francisco Business Times



TIFFANY PHILLIPS, STAFF
2013 AICPA Elijah Watt Sells Award



TASHA REPP, PARTNER
NAFOA Representative to the
GASB's Governmental Accounting
Standards Advisory Council



LISA TODD, PARTNER
AICPA Women to Watch Award:
Emerging Leader
19th Annual AICPA and NMSCPA
Pride in the Profession Awards



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LEADING THE WAY



FORUM W RESOURCES



ABOUT MOSS ADAMS

LEADING THE WAY

Forum W Leadership Award Winners

Our efforts have been successful thanks to the hard work and dedication of many people throughout the firm. This past year the following three individuals have gone above and beyond:

FORUM W LEADERSHIP AWARD



DENA HERBOLICH

PARTNER
Seattle



JOHN WHITFIELD

BUSINESS DEVELOPMENT EXECUTIVE
California Central Valley

FORUM W OFFICE CHAMPION OF THE YEAR



JESSICA CLUZEAU

PARTNER
Los Angeles



WHERE WOMEN THRIVE



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FORUM W RESOURCES



ABOUT MOSS ADAMS

LEADING THE WAY

National Recognition



ACCOUNTING MOVE PROJECT

2014 Best Public Accounting Firms for Women



WORKING MOTHER MAGAZINE

Best Companies List



DAVE THOMAS FOUNDATION

Best Adoption-Friendly Workplaces



PROFILES IN DIVERSITY

Innovation in Diversity—Award of Excellence



2014 MARKS
THE 5TH ANNUAL
ACCOUNTING MOVE
REPORT

This national study aims to
provide insight on women in
the accounting profession.
We're a founding member.



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LEADING THE WAY



FORUM W RESOURCES



ABOUT MOSS ADAMS

Forum W Resources

Visit www.mossadams.com/ForumforWomen to learn more about Forum W's programs and impact. You'll also find our previous annual reports and the publications in our Path to Success series, which addresses three Forum W priorities critical to the development and advancement of women: mentoring, networking, and community service.

If you're interested in launching your own women's network, our easy-to-use resource [Link by Link: A Guide to Forming a Women's Network at Your Organization](#) can help you get started. We've learned a lot since we launched Forum W, and we're excited to share our strategy and experiences in ways that help other organizations jump-start programs to create opportunities for women.



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ABOUT MOSS ADAMS

About Moss Adams

Nationwide, Moss Adams and its affiliates provide insight and expertise integral to your success.

Moss Adams LLP is a national leader in assurance, tax, consulting, risk management, transaction, and wealth services.

WWW.MOSSADAMS.COM

Moss Adams Wealth Advisors LLC provides investment management, personal financial planning, and insurance strategies to help you build and preserve your wealth.

WWW.MOSSADAMSWEALTHADVISORS.COM

Moss Adams Capital LLC offers strategic advisory and investment banking services, helping you create greater value in your business.

WWW.MOSSADAMSCAPITAL.COM

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MOSS-ADAMS_{WEALTH ADVISORS}

MOSS-ADAMS_{CAPITAL LLC}



WHERE WOMEN THRIVE



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