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### LOCATIONS

Atlanta, GA, Boston, MA, Chattanooga, TN, Chicago, IL, Dallas, TX, Denver, CO, Houston, TX, Kansas City, MO, Los Angeles, CA, Miami, FL, Nashville, TN, New York, NY, Phoenix, AZ, Raleigh, NC, San Francisco, CA, Seattle, WA, Silicon Valley, CA, St. Joseph, MO, St. Louis, MO, Washington, D.C., Wilmington, DE

### DIVERSITY LEADERSHIP

**Head(s) of Firm:** Chase Simmons, Chairman and Chief Executive Officer

**Diversity team leader(s):** Dan Cranshaw, Shareholder and Diversity and Inclusion Committee Chair

### NUMBER OF ATTORNEYS

#### TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	n/a	877
U.S. offices only	n/a	877

## Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

### ASSOCIATES (2019)

	Men	Women
White/Caucasian	120	106
African-American/Black	3	5
Hispanic/Latinx	7	3
Alaska Native/American Indian	1	0
Asian	10	9
Native Hawaiian/Pacific Islander	0	0
Multiracial	4	15
Openly LGBTQ	4	4
Individuals with Disabilities	1	0
<b>Total</b>	<b>145</b>	<b>138</b>

### SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	7	7
African-American/Black	2	3
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	2
Openly LGBTQ	2	3
Individuals with Disabilities	0	0
<b>Total</b>	<b>11</b>	<b>14</b>

### EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	103	20
African-American/Black	0	0
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	1
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	3	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>108</b>	<b>21</b>

### NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	250	88
African-American/Black	9	3
Hispanic/Latinx	4	3
Alaska Native/American Indian	0	0
Asian	2	9
Native Hawaiian/Pacific Islander	0	2
Multiracial	7	4
Openly LGBTQ	4	1
Individuals with Disabilities	0	1
<b>Total</b>	<b>272</b>	<b>109</b>

### OF COUNSEL (2019)

	Men	Women
White/Caucasian	48	23
African-American/Black	2	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	5	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	3	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>56</b>	<b>28</b>

### NEW HIRES (2019)

	Men	Women
White/Caucasian	70	51
African-American/Black	5	4
Hispanic/Latinx	3	1
Alaska Native/American Indian	0	0
Asian	6	7
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	8
Openly LGBTQ	4	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>87</b>	<b>71</b>

## Strategic Plan and Diversity Leadership

**How does the firm's leadership communicate the importance of diversity to everyone at the firm?**

E-mails, website, newsletters, meetings, internal communications dashboard

**Who has primary responsibility for leading diversity initiatives at your firm?**

Dan Cranshaw, Shareholder and Diversity and Inclusion Committee Chair

**Does your law firm currently have a diversity committee?**

Yes

**If yes, do one or more members of the firm's management/executive committee (or the equivalent) serve on the diversity committee?**

Yes

**If yes, how many attorneys are on the committee, and in 2019, what was the total number of hours collectively spent by the committee in the furtherance of the firm's diversity initiatives?**

*Total attorneys on committee:* 19

*Total hours spent on diversity:* [No response]

*Comments:* Like all other committees, the firm does not track hours spent by the Diversity and Inclusion Committee in furtherance of its initiatives. The firm believes this is an essential part of firm citizenship and part of our internal culture of service.

**Does the committee and/or diversity leader establish and set goals or objectives consistent with management's priorities?**

Yes

**If yes or partially, please explain.**

The firm has established a comprehensive Diversity and Inclusion strategic plan that advances and complements management's priorities.

**Has the firm undertaken a formal or informal diversity program or set of initiatives aimed at increasing the diversity of the firm?**

Yes

**If yes, is it formal or informal?**

As a voting members of the Diversity and Inclusion Committee, the Chief Recruiting Officer and Chief People and Communications Officers play an integral role in developing and implementing programs that seek to increase the diversity of the firm.

**How often does the firm's management review the firm's diversity progress/results?**

Quarterly

**How is the firm's diversity committee and/or firm management held accountable for achieving results?**

Chase Simmons, the Chief Executive Officer, is an active member of the Diversity and Inclusion Committee. He ensures that committee goals are fully integrated into the management of the Firm.

**Is your firm minority-owned or women-owned?**

No



Law Firm Diversity Initiatives

INITIATIVES FOR ALL DIVERSE ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Undertake communication from firm management that diversity is a top priority of the firm
X			Formalize diversity plan and committee with action steps and accountability to management
X			Conduct firmwide mandatory diversity training for all attorneys and staff annually
X			Implement bias interrupters with respect to hiring/assignments/evaluations/compensation reviews/promotions/ etc.
	X		Focus on strengthening firm's mentoring program
			Conduct internal diversity needs assessment (e.g., culture and environment surveys) and/or retain diversity consultant to examine how firm culture might be more welcoming of minorities
X			Support law firm's internal affinity networks
			Hire a director of diversity or other full-time professional to implement the firm's diversity program
	X		Coordinate or work with clients on diversity issues
X			Develop/expand relationships with minority bar associations and other legal diversity organizations to offer firm's support of these networks



Law Firm Diversity Initiatives

**INITIATIVES SPECIFICALLY FOR MINORITY ATTORNEYS**

Already Completed	Currently Addressing	Not a Current Priority	
	X		Increase the number of minority attorneys at the associate level
	X		Increase the number of minority attorneys at the partnership level
	X		Increase the number of minority attorneys in leadership positions
	X		Focus on strengthening firm's mentoring program for minority attorneys
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure minority attorneys have equal access/inclusion on top client matters

**INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS**

Already Completed	Currently Addressing	Not a Current Priority	
X			Institute a formal part-time policy that addresses partnership prospects
	X		Increase the number of women at the associate level
	X		Increase the number of women at the partnership level
	X		Increase the number of women in leadership positions
	X		Focus on strengthening firm's mentoring program for women
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure women have equal access/inclusion to top client matters
X			Provide accommodations specific to mothers (e.g., lactation rooms)
	X		Implement policies to address gender pay equity



Law Firm Diversity Initiatives

**INITIATIVES SPECIFICALLY FOR OPENLY LGBTQ ATTORNEYS**

Already Completed	Currently Addressing	Not a Current Priority	
X			Offer same-sex domestic partners the same benefits available to married individuals
	X		Increase the number of LGBTQ attorneys at the associate level
	X		Increase the number of LGBTQ attorneys at the partnership level
	X		Increase the number of LGBTQ attorneys in leadership positions
	X		Focus on strengthening firm's mentoring program for LGBTQ attorneys
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure LGBTQ attorneys have equal access/inclusion on top client matters
X			Ensure that EEO and non-discrimination policies specifically address gender identity
		X	Provide accommodations for LGBTQ attorneys (e.g. bathroom facilities)

**INITIATIVES SPECIFICALLY FOR ATTORNEYS WITH DISABILITIES**

Already Completed	Currently Addressing	Not a Current Priority	
		X	Increase the number of attorneys with disabilities at the associate level
		X	Increase the number of attorneys with disabilities at the partnership level
		X	Increase the number of attorneys with disabilities in leadership positions
		X	Focus on strengthening firm's mentoring program for attorneys with disabilities
		X	Manage/monitor allocation of work assignments and/or hours billed to ensure attorneys with disabilities have equal access/inclusion on top client matters



		X	Ensure that EEO and non-discrimination policies specifically address individuals with disabilities
		X	Implement accommodations for current and future attorneys with disabilities (e.g., access, technology, etc.)



## Pipeline Initiatives

Does your firm actively engage in initiatives to feed the diversity pipeline by encouraging minority students to consider law as a career and/or assisting them in pursuing such opportunities?

- Participate in established pipeline programs, such as SEO, Legal Outreach, Prep for Prep or Street Law
- Fund scholarships for minority high school or college students
- Mentor minority high school or college students
- Participate in or host mock trial programs or career events
- Provide internships or employment to minority high school or college students
- Outreach to middle school students

Please discuss any additional efforts to reach out to diverse undergraduates, high school, middle school or grade school students.

[No response]





## Recruitment - New Associates

### Does your firm annually recruit at any of the following types of institutions?

*Ivy League law schools:* Yes; Harvard Law School

*Other private law schools:* Yes; Washington University in St. Louis, Georgetown University, Emory University, Southern Methodist University, Baylor University, Washburn University, Loyola University, St. Louis University, Vanderbilt University, George Washington University

*Public state law schools:* Yes; University of Virginia, University of New Hampshire, Georgia State University, University of Georgia, University of Illinois, University of Colorado, University of Denver, University of Houston, University of Kansas, University of Missouri-Kansas City, University of California-Los Angeles, University of Southern California, University of Missouri-Columbia, University of Tennessee

*Law schools of Historically Black Colleges and Universities (HBCUs):* Yes; Howard University

*Diversity job fairs:* Yes; Heartland Diversity Job Fair, Cook County Minority Bar Association Job Fair, Southeastern Minority Job Fair, St. Louis Diversity Job Fair, Bay Area Diversity Job Fair, Lavender Law Job Fair, Hispanic Bar Association Job Fair

### Do you have any special outreach efforts directed to encourage minority law students to consider your firm?

- Hold a reception for minority students
- Advertise in minority law student association publications
- Participate in or host minority law student job fairs
- Sponsor minority law student association events
- Firm lawyers participate on career panels at schools
- Outreach to leadership of minority student organizations
- Scholarships or intern/fellowships for minority students
- Other (please specify)

### Do you have any programs specifically targeted at first-year students?

The Firm hires 1L law students for the Summer Associate Program typically through the St. Louis Diversity Clerkship Program, the Diverse Attorney Pipeline Program and the Denver Pledge to Diversity Program.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	5	6
African-American/Black	0	2
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	2	3
Individuals with Disabilities	0	0
<b>Total</b>	<b>6</b>	<b>12</b>

OFFERS MADE\* (2019)

\* Summer associates who received an offer of full-time employment

	Men	Women
White/Caucasian	5	6
African-American/Black	0	2
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	2	3
Individuals with Disabilities	0	0
<b>Total</b>	<b>6</b>	<b>12</b>

OFFERS ACCEPTED\* (2019)

\* Summer associates who accepted an offer of full-time employment

	Men	Women
White/Caucasian	5	6
African-American/Black	0	2
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	2	3
Individuals with Disabilities	0	0
<b>Total</b>	<b>6</b>	<b>11</b>

NEITHER ACCEPTED NOR DECLINED (2019)

\* Summer associates who neither accepted nor declined an offer of full-time employment because of postgraduate clerkship/fellowship

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

## Recruitment - Lateral Associates and Partners

### LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	39	37
African-American/Black	2	3
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	0
Asian	4	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	6
Openly LGBTQ	3	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>48</b>	<b>51</b>

### LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	6	1
African-American/Black	1	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	2	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>9</b>	<b>4</b>

### LATERAL PARTNER HIRES\* (2019)

\* Both equity and non-equity

	Men	Women
White/Caucasian	25	13
African-American/Black	2	1
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>30</b>	<b>16</b>

### NEW PARTNERS PROMOTED\* (2019)

\* Both equity and non-equity promoted from associate or of counsel rank

	Men	Women
White/Caucasian	8	7
African-American/Black	0	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>8</b>	<b>9</b>

### NEW EQUITY PARTNERS\* (2019)

\* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	10	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>10</b>	<b>0</b>

## Recruitment - Lateral Associates and Partners

### What activities does the firm undertake to attract diverse attorneys?

- Partner programs with women, minority, LGBTQ or disability-focused bar associations
- Participate at diversity job fairs
- Attend events at diversity legal organizations
- Seek referrals from other attorneys
- Utilize online job services (e.g., MCCA Job Bank)
- Hire recruiting professional who specializes in identifying diverse candidates
- Firm is Mansfield Rule certified
- If the firm is not Mansfield Rule certified, does it plan to be certified?
- Other (please specify)

### Do you use executive recruiting/search firms to seek to identify new diversity hires (partners or associates)?

Yes

### If yes, are any of these executive recruiting/search firms women and/or minority-owned?

Yes

### If yes, list all women and/or minority-owned executive search/recruiting firms to which the firm paid a fee for placement services in the past 12 months:

Audrey Golden Associates, Chicago Legal Search, EKL Attorney Search, Garb Jaffe & Associates Legal Placement LLC, Glenmont Group, Haven Search Group, HC Legal Search, HR Legal Search, LLC, Lenox Legal Recruiting & Consulting, LLC, McGuire Fecarotta & Jackson LLC, Pacific Legal Search, Premier Legal Staffing, Seltzer Fontaine, RMN Agency, Vanguard Intellectual Property Partners, LLC



Retention and Professional Development

*ATTORNEYS WHO LEFT THE FIRM IN 2019*

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>0</b>	<b>1</b>

2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	3	1
African-American/Black	1	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>5</b>	<b>1</b>

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	2	2
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>3</b>	<b>3</b>

4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	1
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>1</b>	<b>1</b>

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	2	2
African-American/Black	0	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	0	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>2</b>	<b>5</b>

6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	3	4
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>5</b>	<b>5</b>

## Retention and Professional Development

*ATTORNEYS WHO LEFT THE FIRM IN 2019*

## 7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	6	4
African-American/Black	0	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>8</b>	<b>5</b>

## 8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	4	1
African-American/Black	1	1
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>6</b>	<b>2</b>

## OF COUNSEL

	Men	Women
White/Caucasian	13	2
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>14</b>	<b>2</b>

## NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	17	10
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>19</b>	<b>10</b>

## EQUITY PARTNERS

	Men	Women
White/Caucasian	8	1
African-American/Black	1	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>9</b>	<b>1</b>

## Retention and Professional Development

Please identify the specific steps you are taking to reduce the attrition rate of diverse attorneys.

- Develop and/or support internal employee affinity groups (e.g., networks within the firm for minorities, women, LGBTQ attorneys, or individuals with disabilities)
- Increase/review compensation relative to competition
- Implement procedures to ensure gender pay equity
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity and greater inclusion of minority men and women in firm leadership
- Work with diverse attorneys to develop career advancement plans
- Introduce diverse attorneys to key clients, including to lead engagements
- Review work assignments and hours billed to key client matters to make sure diverse attorneys, particularly minority attorneys (for whom research indicates a greater inclusion problem), are not being excluded
- Strengthen mentoring program for all attorneys
- Professional skills development program for all attorneys
- Provide a gender-neutral parental leave policy that covers adoptions
- Other (please specify)

Does your firm have part-time/flex-time policies that permit attorneys (male or female) to work alternative schedules?

Yes

What impact, if any, will the decision to work part time have on an attorney's ability to make a partner, or if already a partner, to remain a partner at your firm?

Attorneys who work part-time retain the option to remain eligible for promotion.

How many current equity partners have worked part time, exclusive of maternity/paternity leave or short-term disability?

0

Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	5	5	283
Of counsel	3	9	12	84
Non-equity partner	1	12	13	381
Equity partner	0	0	0	129





## Management Demographic Profile

*FIRMWIDE COMMITTEES 2019***EXECUTIVE/MANAGEMENT COMMITTEE\***

\* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	12	4
African-American/Black	0	0
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>14</b>	<b>4</b>

**HIRING COMMITTEE\***

\* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	14	2
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>15</b>	<b>3</b>

**PARTNER REVIEW COMMITTEE\***

\* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	11	3
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	1
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>11</b>	<b>4</b>

**ASSOCIATE REVIEW COMMITTEE\***

\* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

**ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT**

	Men	Women
White/Caucasian	7	3
African-American/Black	2	1
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>12</b>	<b>4</b>

## Management Demographic Profile

### OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	21	52	n/a
Number of such positions held by:			
Minorities	2	3	n/a
Women	6	11	n/a
LGBTQ attorneys	1	1	n/a
Individuals with Disabilities	0	0	n/a

Please provide information regarding all diverse attorneys who currently head offices, practice groups and committees. Enter responses in the following format: Attorney, Office location/Practice group/Committee (No. of attorneys in office/practice group/committee).

#### U.S. OFFICE HEADS

How many offices does your firm have in the United States? 21

Minorities heading offices: [No response]

Women heading offices: [No response]

LGBTQ attorneys heading offices: [No response]

Individuals with Disabilities heading offices: [No response]

#### PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: [No response]

Women heading practices: [No response]

LGBTQ attorneys heading practices: [No response]

Individuals with Disabilities heading practices: [No response]

#### COMMITTEE LEADERS

Minorities heading committees: [No response]

Women heading committees: [No response]

LGBTQ attorneys heading committees: [No response]

Individuals with Disabilities heading committees: [No response]



## The Firm Says

Polsinelli depends on a diverse and inclusive culture consisting of high-performing teams and individuals. Thoughtfully and intentionally promoting diverse and inclusive perspectives results in the best possible service to our clients and generates a competitive advantage for our firm. To that end, the firm has engaged in the following activities:

**Diversity and Inclusion Committee** — this firm-wide committee includes representation by seven of the firm's 18 Board of Directors and all members of the C-suite to ensure that policies and programs are thoughtfully developed and vigorously enforced.

**Diversity and Inclusion Strategic Plan** — the firm is in year three of a comprehensive strategic plan driving initiatives around six pillars: Professional/Leadership Development, Relationship Building, Knowledge Expansion, Community Engagement/Pipeline Initiatives, Retention and Recruitment.

**Attorney Resource Groups** — The firm sponsors five attorney resource groups that provide a robust internal network of mentors and sponsors and provide an additional point of contact between our diverse and women attorneys and firm leadership. There are currently five resource groups, each lead and organized by practicing attorneys: African-American Attorney Resource Group, Asian-American/Pacific Islander Resource Group, Hispanic Attorney Resource Group, LGBTQ Attorney Resource Group and Women's initiative Committee.

**Innovative Strategic Initiatives** — the firm collaborates with several national organizations to identify and implement creative solutions to the dearth of diversity in the law.

-Diversity in Law Hackathon: Pat Woolley, shareholder and Intellectual Property Department Chair, represented the firm as a participant in Diversity Lab's 2018 Fall Diversity in Law Hackathon, where his team won second place for their creative idea-The Sponsorship Key. Woolley's team, aptly named 'The Gap Busters,' created an enhanced sponsorship program designed to help close the diverse leadership gap by putting more focus on the key drivers of success for sponsorship programs.

-Mansfield Certification: The firm is actively engaged in seeking Mansfield Certification, demonstrating its intentional, documented efforts to identify, interview, and install underrepresented attorneys in firm leadership.

-OnTrack 2.0: The firm has identified two underrepresented attorneys to engage in an intense yearlong leadership development program specifically designed to enhance opportunities for underrepresented attorneys to advance in firm leadership.

**Mosaic** - Mosaic, the firm's diversity publication, provides insight into the personal and professional activities of the firm's diverse and woman attorneys. A biannual publication, Mosaic highlights the firm's efforts to promote and support diversity and inclusion.

**Awards** — recent awards demonstrate that the firm's efforts in the areas of diversity and inclusion, while not complete, are headed in the right direction.

-WILEF Gold Standard — Polsinelli has been awarded "Gold Standard Certification" from the Women in Law Empowerment Forum (WILEF) for its efforts at ensuring that women are represented at the highest levels of firm leadership.

-2019 Human Rights Campaign (HRC) — The firm received a 100% Corporate Equality Index Score in recognition of the policies and practices that support inclusivity for LGBTQ attorneys and staff.

-Spirit of Diversity Award — the firm received this award from the Jackson County Bar Association (Kansas City) for its efforts to "enhance diversity."

-WomenInc.: Polsinelli has been recognized as one of the "Top 100 Law Firms for Women" (October 2019)

-2019 Champions of Change — Colorado Women's Chamber of Commerce — Polsinelli Won (Corporate Change Makers)

### Attorney Awards

-Dan Cranshaw and Polsinelli - Diversity and Inclusion Award - Missouri Lawyers Media, 2019

-Denise Drake - Women's Justice Awards - Missouri Lawyers Weekly, 2019

-Dan Cranshaw - Bernard Powell Award Recipient, 2019

-Dan Cranshaw, Ruben Chuquimia, Peter Corsale, Lilian Davis, all selected for inclusion - Who's Who Diversity in Color - 5th Edition (2019), 2019

-Dan Cranshaw, Quentin Jennings, Jean Marie Pechette, Lawyers of Color's inaugural "Nation's Best" list, 2019

-Randy Soref - Women, Influence & Power in Law Awards - Corporate Counsel — (Thought Leadership Category), 2019

-Margaux Savee - Top 50 Women in PTAB Trials List - PTAB Bar Association's, 2019 Amy Hansen - Bisnow Power Women Recognition — Bisnow, 2019

-Rodney Lewis - Chicago's Notable Minority Lawyers — Crain's Chicago Business, 2019

-Jennifer Evans - Top 25 Most Powerful Women — Local Denver Women's Chamber of Commerce, 2019