Vault Law Firm Culture & Inclusion Questionnaire

Firm Information

- **Firm Name:** Please provide the full name of your firm.

Gordon Rees Scully Mansukhani, LLP

Leadership

- **Head(s) of Firm:** Please provide the name and title of the head(s) of the firm (e.g., Chair, CEO, Managing Partner). Enter information for more than one individual, if applicable.

Adam Sugarman, Firm Managing Partner

- **Inclusion Professional(s):** Does the firm have a Chief Diversity Officer, Director of Inclusion, or other professional(s) leading the firm's inclusion initiatives? If so, please provide the name and title of the inclusion professional. Enter information for more than one individual, if applicable.

Laura De Santos, Partner
Hiawatha Northington II, Partner

- **Ownership:** Is the firm women-owned, minority-owned, and/or LGBTQ+-owned? If so, please note any related certifications (e.g., NAMWOLF).

N/A

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Culture and Community

- **Affinity Groups:** Does the firm have internal affinity groups or networks (open to all employees)? What affinity groups or networks does the firm have? What kind of support does the firm provide for these affinity groups or networks?

Yes, the firm currently supports the below affinity groups:
- African American Affinity Group
- Asian American Pacific Islander Affinity Group
- Hispanic / Latino Affinity Group
- Jewish Affinity Group
- LGBTQ+ Affinity Group
- South Asian Affinity Group
- Women's Initiative Affinity Group

The firm provides support through financial means to allow our firm attorneys to attend and sponsor various local and national events, attend educational conferences, and other networking, mentoring, and social events that are of interest to the affinity group members. The firm also provides administrative and mentoring support to the affinity group members and group leaders through listserves, scheduling, and organization of group activities to allow the affinity group members to maintain regular meetings, communicate, and/or organize any projects or events for the group.

- **Culture and Inclusion Events:** Does the firm host culture and inclusion retreats or conferences? If so, please describe these events.

Yes.

The firm hosts diversity leadership meetings where co-chairs of each affinity group are invited to attend in person. The meetings involve trainings, discussions, and other dialogue focused on facilitating and improving opportunities for networking and business development, as well as discussion on planned annual activities for the affinity groups.

- **Cultural Awareness:** How does the firm commemorate important dates honoring different cultures of employees within the firm (e.g., Black History Month, Women's History Month, Pride Month, etc.)?

The firm's National Diversity Committee, with the Affinity Groups and the Women's Initiative, honor and commemorate these important events by inviting recognized speakers, publishing internal and external statements recognizing the events, observing work holidays (e.g. MLK, Juneteenth), and encouraging staff and attorneys to engage in volunteer or public service activities, and in some instances, conducting anti-bias training.

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- **Inclusiveness:** Please describe steps the firm has taken to create an inclusive environment for women, people of color, LGBTQ+ individuals, people with disabilities, and parents/caregivers.

Re Women:
The Women's Initiative at GRSM is committed to providing leadership, inspiration and mentorship opportunity for women, and is open to all attorneys, regardless of identity. The Women's Initiative:
- facilitates the advancement of women at GRSM and advancement of opportunities for women in the legal profession.
- offers best practices programs that focus on networking activities, speaking engagements, business education, and mentoring advice to help develop leadership competencies, management skills, and business-generating abilities.

Re People of Color (to include AAAG, HLAG, SAAG, and AAPIAG):
GRSM offers membership to all attorneys in its various affinity groups. These affinity groups:
- provide a platform for GRSM colleagues within the respective groups, and across the firm, to foster informal mentoring relationships in support of personal and professional development.
- encourage members to participate in activities outside of the firm that align with the groups' individual missions, such as local, regional, and national bar organizations that promote the fellowship and advancement of people of color in the legal field.
- actively engage in recruiting attorneys of color, and other professionals, to the firm.

Re LGBTQ+:
- We provide gender-neutral restrooms/facilities.
- We offer health insurance plans that provide equitable benefits for employees and dependents.
- We provide an opportunity for employees to share their pronouns.
- We use gender-neutral terminology in our policies and materials.
- We have a non-discrimination policy that explicitly includes gender identity and expression as a protected category.

For disability:
- We evaluate and address issues of accessibility in firm buildings, workspaces, and parking facilities.
- We have a clear and well-communicated process for attorneys to request accommodations or raise other workplace concerns.
- We have a non-discrimination policy that explicitly includes disability as a protected category.

RE parents/caregivers:
GRSM offers employees numerous opportunities for attorney flexibility, to accommodate various work scenarios for parents and caregivers, such as:
- equal pregnancy and family leave for primary and secondary caregivers.
- additional leave for new parents.
- remote work options and flexible hours that do not penalize promotion opportunities.

Networking, Mentoring, and Professional Development

- **Mentoring & Sponsorship:** Does the firm offer a mentorship or sponsorship program that connects junior attorneys with senior leadership? If so, please describe.

Yes.

As part of the firm's ongoing commitment to recruit, retain, and promote female and diverse attorneys to the highest positions of management and ownership, the firm has implemented the Leadership Equality and Diversity ("LEAD") Program. LEAD includes one-on-one mentoring for attorneys by equity partners targeted specifically at assisting junior female and diverse partners to ensure their continued retention and advancement to the highest level in the firm. Additionally, the Women's Initiative and the Diversity Committee have a formal mentoring program that connects diverse and women attorneys with other senior lawyers to assist with professional development, networking and business development. The mentoring program is open to all attorneys in the firm. Further, at the office level, partners are paired with more junior attorneys for mentorship relationships.

- **Reverse Mentoring:** Does the firm pair senior attorneys with junior attorneys to help bridge generational or cultural gaps, share perspectives and skills, and foster a more inclusive culture?

Yes.

Our offices pair senior and junior attorneys to assist with mentoring needs and professional development. In addition, our LEAD program provides this mentorship at the junior partner level, with many of the firm's junior partners paired with senior partners.

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- **Associate Committee:** Does the firm have an associate committee that consults with the partnership? If so, please describe how that committee engages with the partnership.

Yes.

The Associate Committees are organized at the local office level so that associates may work directly with their office management team to address workload, mentoring needs, professional development, as well as any additional business development assistance.

- **Professional Development:** Does the firm offer professional development programs specifically for junior attorneys? Please elaborate on the professional development programs available to junior attorneys.

Yes.

Please see response to "Mentoring & Sponsorship". Additionally, the firm has developed a Senior Counsel/Associate Training Practicum to provide newer attorneys with important professional development opportunities.

Recruitment, Promotion, and Advancement

- **Recruitment Process:** What steps has the firm taken to build a more inclusive recruitment process (e.g., interview training, behavioral interview questions, blind resume review, etc.)?

We have participated in training to address implicit bias during the interview and hiring process. The firm encourages applicants to be interviewed by a broad and diverse group of partners and/or senior associates, depending on the position, to help reduce potential areas of implicit bias. GRSM was Mansfield Certified by Diversity Lab after successfully completing the 2023-24 and 2024-25 certification processes. GRSM was participating in the 2025–26 certification cycle when Diversity Lab closed and certification was no longer available. We have continued tracking diversity-related recruiting and talent data internally to support ongoing accountability and progress.

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- **Fellowship/Scholarship:** Does the firm offer any scholarships, fellowships, or internships? If so, describe those programs. How many of the law students who participated in the firm's most recent 2L summer associate program were hired through such a program?

No.

- **Advancement:** Describe any firm initiatives to create equal opportunities for all attorneys with respect to work allocation, performance reviews and upward reviews, and/or promotions.

Yes.

The Firm conducts regular training for partners concerning implicit bias, including practical steps and actions to ensure bias is removed from work allocation and performance evaluation decisions.

- **Multitiered Partnership:** Does the firm offer a multitiered partnership? If so, please describe.

Yes, we have:
- Equity Partners.
- Non-Equity Partners.

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- **Alternatives to Partnership:** Does the firm offer a non-partner track alternative for attorneys? If so, please describe.

The firm offers many opportunities to continue and advance as an attorney regardless of partnership track. We provide flexible opportunities to work less than full time and still achieve partnership, if so desired. We also provide other designations such as Senior Counsel and Of Counsel to allow more senior attorneys to continue to advance and develop work although not a denominated “partner.” The firm is flexible in in the many ways we allow attorneys to become successful members of the firm without being on a traditionally partnership track.

- **Reduced Hours and Flex-Time Options:** Does the firm offer reduced hours and/or flex-time options? If so, please describe and explain how working an alternative schedule might affect an associate’s path to partnership.

Part-time attorneys will be evaluated and progress toward partnership based on the same overall standards as full-time attorneys, as determined by the partnership at its' discretion. Working a full-time schedule with flextime or flexplace arrangements will have no impact on partnership consideration.

- **Credit for Work Other Than Client Billable:** Does the firm provide hours credit for work not pertaining to clients, such as recruiting, business development, knowledge management, or inclusion efforts? Note that this does not include pro bono projects. If so, describe the policy for such work.

Yes, up to 25 hours.

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Successes and Priorities

- What are the firm's top three accomplishments or areas in which the firm has had its greatest success with respect to fostering inclusion within the firm?

- The implementation of its Leadership Equality and Diversity 'LEAD' Program that is specifically tailored to the firm and the firm's talent to ensure that all attorneys are considered for potential advancement and leadership opportunities throughout the firm.
- The continued availability of firm-wide training on important topics such as race in America, implicit bias, and inclusive teams. The firm offers such training to all employees to ensure that its greater mission of fostering an inclusive workplace is matched with training to its people so that they can learn ways to implement these ideals.
- The continued support and growth of the firm's seven Affinity Groups, which foster smaller and enriching environments for our diverse attorneys and allies.

- What are the firm's top three priorities for advancing inclusion within the firm?

- To continue to execute on its LEAD Program as described in the prior response and help ensure that all attorneys are considered for potential advancement and leadership opportunities throughout the firm.
- To continue to support and help foster the initiatives of the Diversity Committee and the firm's affinity groups in order to provide resources and a community to women and minority attorneys in the firm.
- To continue to develop firm-wide training for all attorneys and staff so that the firm's stated commitments to diversity and inclusive are also met with practical skills and perspectives for all to assist and participate in these objectives.

Advice to Candidates

- What advice do you have for candidates who are looking for an inclusive work environment? What questions should they ask when interviewing to help them assess the extent of a firm's commitment to inclusion?

We encourage candidates to not only look at the statistics, but also the actual culture of the firm to find a place that best suits them. We also encourage candidates to ask questions to help them obtain the best understanding they can about a firm's commitment to diversity, equity, and inclusion. We appreciate all candidates' review of this survey about Gordon & Rees.

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Additional Response Space

Please use this page for information that did not fit in the spaces provided. If this is a continuation of a prior answer, please indicate which question(s) are being addressed.

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