

Armstrong Teasdale LLP

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

7700 Forsyth Blvd.
Suite 1800
St. Louis, MO 63105
Phone: 314-621-5070
Fax: 314-621-5065
www.atllp.com

LOCATIONS

Denver, CO; Edwardsville, IL; Jefferson City, MO; Kansas City, MO; Las Vegas, NV; New York, NY; Philadelphia, PA; Princeton, NJ; Salt Lake City, UT; St. Louis, MO

DIVERSITY LEADERSHIP

Head(s) of Firm: David Braswell, Managing Partner

Diversity team leader(s): Kathleen Kerr, Director of Professional Development and Inclusion; Meshach Rhoades, Co-Chair of Inclusion Committee; Sarah Sise, Co-Chair of Inclusion Committee

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	264	253
U.S. offices only	264	253

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2019)

	Men	Women
White/Caucasian	54	25
African-American/Black	2	3
Hispanic/Latinx	3	4
Alaska Native/American Indian	1	0
Asian	3	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	1	2
Individuals with Disabilities	0	0
Total	60	40

SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	4	6
African-American/Black	0	1
Hispanic/Latinx	0	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
Total	4	8

EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	59	15
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	0
Openly LGBTQ	0	0
Individuals with Disabilities	1	1
Total	59	16

NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	44	11
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	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	47	12

One female non-equity partner declined to identify race/ethnicity.

OF COUNSEL (2019)

	Men	Women
White/Caucasian	12	5
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	1	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	14	5

NEW HIRES (2019)

	Men	Women
White/Caucasian	37	11
African-American/Black	2	2
Hispanic/Latinx	3	2
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
Total	42	15

Strategic Plan and Diversity Leadership

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

The presence of influential and powerful firm members sends a message to the firm about the importance of diversity and inclusion efforts. Our managing partner is a member of the AT Inclusion Committee, along with associates and staff. The committee develops policies and implements initiatives focused on fostering and maintaining a firm-wide culture that supports, celebrates and promotes diversity.

Our leadership has taken an even more pronounced position in communicating the importance of diversity. In 2019, we held three town-hall meetings with the managing partner focused on the importance of diversity and inclusion. We had a firm-wide training program on Workplace Inclusion Strategies, and the Director of Professional Development and Inclusion traveled to each office to discuss what D&I looks like as a firm and in each office. The managing partner discusses the importance of D&I in his video updates to the firm, and the Inclusion Committee delivers a report to the Executive Committee at each meeting.

In 2019, we rolled out the D&I Strategy, and in 2020, we set a D&I strategic goal that was rolled-out to the firm, identifying goals, tactics and efforts to be tracked. The strategy was added to our internal website and added as wallpaper to each screen.

We also demonstrate the importance of diversity to the firm through Inclusion Week, a week-long celebration featuring education and awareness programs and activities throughout the firm. We also have a firm-wide, week-long fundraising event revolving around our own Michael C. Tramble Minority Scholarship at the University of Missouri School of Law, which honors a fallen colleague.

In 2019, we rolled out a series of roundtable conversations that focus on three key inclusion areas, including authenticity and allyship. Each year we complete an AT Inclusion Report circulated internally and externally that outlines internal programs, community and recruiting initiatives, and participation in affinity organizations.

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

Kate Kerr, Director of Professional Development and Inclusion; Sarah Sise, Co-Chair of the Inclusion Committee; Meshach Rhoades, Co-Chair of the Inclusion Committee

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: 15

Total hours spent on diversity: 160

Comments: The time noted reflects hours recorded in our time and billing system, though there is a reasonable expectation that additional time was spent that was not recorded by non-attorney professionals.

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.

D&I is a strategic goal in the firm's recent strategic plan. The Inclusion Committee creates an annual plan and updates the Executive Committee regularly on progress. As a result this goal is regularly discussed with set goals for 5 years. There is a clear roadmap to track progress and a plan to regularly review progress.

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?

Formal

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

Every Executive Committee Meeting

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

Under the inclusion plan, the co-chairs of the AT Inclusion Committee are required to submit an annual set of measurable goals. The Director of Professional Development and Inclusion also maintains diversity statistics and progress towards measurable goals, both of which are regularly presented at executive committee meetings. In addition, the firm's partner self-evaluation forms ask partners to describe how they have helped promote diversity and inclusion within the firm consistent with demands of the marketplace by: attracting talented women and minority attorneys as new graduates or as laterals; promoting professional development and retention of talented diverse attorneys within the firm whether through mentoring, work assignments, joint business development efforts, etc.; building relationships with diverse clients, vendors and prospects. In addition, we complete a number of ABA Model Diversity Surveys and other diversity-specific data requests from clients annually, which are instrumental in helping us hold ourselves accountable for inclusion efforts.

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
X			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
	X		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



Armstrong Teasdale LLP

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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.

Armstrong Teasdale is a long-term participant in the St. Louis Internship Program (SLIP) that provides opportunities for high school students in financial need through paid summer internships, intensive work training, and year-round college and career planning. Since 1992, more than 98 percent of 4,000 SLIP interns have graduated high school, attended college and pursued their career goals. SLIP, which was co-founded by AT partner Steven Cousin, has been so successful that it has been replicated in at least 34 other cities.

Armstrong Teasdale also participates in mentoring programs for high school, undergraduate and law school students. The firm sponsors the Denver Urban Debate League and a firm associate participates on the Board of Directors of this organization.

Firm partners have chaired the Board of Directors for the Center for Legal Inclusiveness, an organization dedicated to creating pipeline opportunities for undergraduate and graduate students to attend law school; served on the Board of the University of Colorado School of Law; served on the Board of Colorado Legal Services; established mentor programs for grade school, middle school, undergraduate and law school students; sponsored scholarships for diverse students to attend college; volunteered for Girl Scouts of Colorado; and created an organization that awards 40+ scholarships per year including two four-year scholarships to diverse undergraduates and graduate students.

In addition, a firm partner is on the board of the Boys & Girls Club of Eastern Missouri, which includes an active mentoring effort to reinforce the value of education. Another firm partner is on the board of the Girl Scouts of Eastern MO which also includes an active effort to reinforce the education and advancement of girls and young women.

The Director of Professional Development and Inclusion is on the Advisory Board of Rise Society in St. Louis to actively provide career coaching and mentoring to high school young women.



Recruitment - New Associates

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

Ivy League law schools: While we have hired several attorneys that attended Ivy League Schools, the firm doesn't actively recruit on campus at Ivy League law schools.

Other private law schools: We actively recruit from Saint Louis University, Washington University and Denver University. In addition, we do resume collections from Northwestern, Notre Dame, University of Chicago and Whittier.

Public state law schools: We actively recruit from the University of Missouri - Columbia, University of Missouri - Kansas City, University of Colorado, University of Denver, University of Kansas and Indiana University Mauer School of Law. In addition, we do resume collections from the University of Nebraska, University of Iowa, Southern Illinois University/Carbondale, University of Illinois and University of Wisconsin.

Law schools of Historically Black Colleges and Universities (HBCUs): For several years, we had participated in Talk2Ten, an online networking event that connects legal professionals to the six law schools of America's Historically Black Colleges and Universities. We are looking for new ways to recruit from HBCUs.

Diversity job fairs: The firm is also an active participant in diversity job fairs and internship programs aimed at attracting diverse students to law firms. In fact, Armstrong Teasdale was recognized for 10 years of continuous commitment and support of the St. Louis Diversity Job Fair, a premiere recruiting effort that allows diverse candidates to interview for summer associate positions in law firms and in-house legal departments. In addition to the St. Louis Diversity Job Fair, we are also involved in the Rocky Mountain Diversity Legal Career Fair for 2Ls and 3Ls and the Heartland Diversity 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)

Armstrong Teasdale established the Michael C. Tramble Minority Scholarship at the University of Missouri School of Law. This annual scholarship, which honors a fallen colleague, is available to minority undergraduate and graduate students majoring in law and is fully funded by the firm and its employees.

Other special outreach efforts include posting of job openings on affinity group job boards, hosting a coffee break/ exam care package event for recruiting with Washington University OUTLaw group and attending Wash U Law's Diversity Expo.

We also participate in law school Diversity and Pre-Law Diversity Conferences.

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

As part of Armstrong Teasdale's commitment to attract and recruit diverse talent, we are also proud to be members of the 1L Leadership Council on Legal Diversity's (LCLD) Scholars Program. This program provides an opportunity for first-year law students to work alongside experienced legal professionals, build their professional networks and participate in professional development programs. This program includes a paid 1L summer associate position in our St. Louis office. In addition, the scholars gain valuable relationships and resources from LCLD's network to help them throughout their legal career.

In addition to the initiatives noted above, Armstrong Teasdale has played a leadership role in establishing and developing the St. Louis Diversity Clerkship Program. This program places first-year minority law students with employers. While this program did not occur in 2020, we are looking for alternative ways to support 1Ls and have committed to supporting the St. Louis Chapter of ACC's 1L minority program through a joint reception and joint learning opportunities. An Armstrong Teasdale partner was a founding member of the Colorado Pledge to Diversity which places first-year minority law students with employers. We have participated for two years and have hired associates through this program.

Armstrong Teasdale created the Carl B. Horton Patent Fellowship which is open to 1L and 2L law students. Mr. Horton was an extraordinary patent attorney at General Electric. We created this fellowship to celebrate Mr. Horton's life and legacy, and to give an opportunity to a special student enrolled in an American Bar Association accredited law school with a focus in intellectual property. We recently selected our first Fellow, a woman who will be joining the firm as a 2L summer associate in 2018.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	4	5
African-American/Black	0	0
Hispanic/Latinx	0	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
Total	4	6

OFFERS MADE* (2019)

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

	Men	Women
White/Caucasian	4	5
African-American/Black	0	0
Hispanic/Latinx	0	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
Total	4	6

OFFERS ACCEPTED* (2019)

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

	Men	Women
White/Caucasian	3	5
African-American/Black	0	0
Hispanic/Latinx	0	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
Total	3	6

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	0	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
Total	0	0

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	12	7
African-American/Black	2	2
Hispanic/Latinx	2	2
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
Total	16	13

One woman declined to identify.

LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	3	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
Total	3	0

LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

	Men	Women
White/Caucasian	17	4
African-American/Black	0	0
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
Total	19	4

One male declined to identify.

NEW PARTNERS PROMOTED* (2019)

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

	Men	Women
White/Caucasian	3	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	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	3	2

NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	2	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
Total	2	1

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)

The firm has reached out to two legal recruiters who specialize in identifying diverse candidates.

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:

Not applicable



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	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
Total	0	0

2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latinx	0	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
Total	0	1

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	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
Total	0	0

4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	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
Total	0	1

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	2	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
Total	2	1

6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	1
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
Total	1	2

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

7TH-YEAR ASSOCIATES

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

8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	6	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	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	6	2

OF COUNSEL

	Men	Women
White/Caucasian	1	0
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	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	1	1

NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	4	3
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
Total	5	3

EQUITY PARTNERS

	Men	Women
White/Caucasian	2	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
Total	2	1

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?

No

Comments:

We have a draft policy and allow part-time / flex-time leave by application.

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?

Armstrong Teasdale sets flex-time schedules and reduced hours on a case-by-case basis. Tailoring schedules allows consideration of each attorney's individual needs. Flexible scheduling allows partners and associates to maintain alternative billable hour arrangements. Attorneys can work on a part-time schedule and can become a partner or remain a partner even while on a part-time schedule.

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

2



Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	0	0	100
Of counsel	2	3	5	19
Non-equity partner	1	1	2	59
Equity partner	0	0	0	75



Management Demographic Profile

FIRMWIDE COMMITTEES 2019

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	11	3
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	1	0
Total	11	3

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	4	6
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
Total	4	7

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	6	2
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	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	6	3

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
Total	n/a	n/a

Not applicable

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	3	8
African-American/Black	0	1
Hispanic/Latinx	0	2
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
Total	3	11

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	7	4	17
Number of such positions held by:			
Minorities	0	0	1
Women	2	0	4
LGBTQ attorneys	0	0	0
Individuals with Disabilities	0	0	0

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? 7

Minorities heading offices: 0

Women heading offices: 2

LGBTQ attorneys heading offices: 0

Individuals with Disabilities heading offices: 0

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: 0

Women heading practices: 22

LGBTQ attorneys heading practices: 1

Individuals with Disabilities heading practices: 1

COMMITTEE LEADERS

Minorities heading committees: 1

Women heading committees: 4

LGBTQ attorneys heading committees: 0

Individuals with Disabilities heading committees: 0



The Firm Says

Armstrong Teasdale is committed to fostering an inclusive community of professionals of all races, religions, national origins, genders, ethnicities, sexual orientations and physical abilities. We believe that individual differences are assets that strengthen what we can accomplish as a firm. Because of that, we strive to create and sustain a culture of inclusion through ongoing initiatives aimed at recruiting, supporting and retaining diverse attorneys and staff. This is carried out through the work of our Inclusion Committee and Women's Inclusion Network (WIN).

While we've been leading the charge on inclusion efforts, we believe in continuous improvement. We know there is still much work to be done and continuously look for ways to partner with businesses and organizations in our community to provide equal opportunities for growth and success. As companies continue to challenge their vendors and law firms to embrace diversity, we continue to look for new ways to get involved in the community and also hold ourselves accountable to the evolving standards. We are proud to showcase just a few of the major inclusion initiatives and recognition the firm has received in the past year.

Earned 2018 Inclusiveness @ Work Award for Efforts in Denver AreaThe award, presented by the Center for Legal Inclusiveness, recognizes one law firm each year for leveraging the different strengths and talents within their organization; incorporating management practices to allow equal access to opportunities; creating an inclusive environment; and collaborating with partners outside the firm to make the community more inclusive

Earned 2018 Compass Award from the Leadership Council on Legal DiversityPresented by the Leadership Council on Legal Diversity (LCLD), Armstrong Teasdale earned the award by actively participating in various LCLD programs designed to build a more open and diverse legal profession. As an LCLD Member Firm, AT also actively participates in more than 10 separate efforts aimed at attracting diverse talent, including the LCLD Pipeline program.

Honored as a Diversity and Inclusion Best in Class FirmAmeren chose Armstrong Teasdale to receive its Diversity and Inclusion Best in Class 2016 Law Firm award, which recognizes outstanding diversity and inclusion efforts based on work within the firm and contributions to the community at large.

Achieved Perfect Score on the Corporate Equality IndexFor five years in a row, the firm has received the highest possible score on the Human Rights Campaign's Corporate Equality Index (CEI), a national benchmarking survey and report on corporate policies and practices related to LGBTQ workplace equality.

Recognized for a Decade of Commitment to the St. Louis Diversity Job FairArmstrong Teasdale was recognized for 10 years of continuous commitment and support of the St. Louis Diversity Job Fair, a premiere recruiting effort that allows diverse candidates to interview for summer associate positions in law firms and in-house legal departments.

Armstrong Teasdale's mission is to increase the diversity of our workforce by actively hiring, developing, retaining and advancing lawyers and staff from a wide range of backgrounds. We proudly participate in several efforts aimed at attracting diverse talent and we firmly believe that a diverse workforce makes us a better law firm. Diversity enables us to bring a broader perspective to the problems our clients face, leads to a higher quality of work and also enriches the work atmosphere. As a result, we are able to provide our clients with the best possible legal representation. We strive to foster and maintain a culture that supports, celebrates and promotes diversity, so that all employees feel valued, included and able to succeed.