

Gust Rosenfeld PLC

2018 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

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DIVERSITY LEADERSHIP

Head(s) of Firm: Tom Chauncey II, Member, Executive Committee; Richard Hood, Member, Executive Committee; Scott Malm, Member, Executive Committee; Christina Noyes, Member, Executive Committee; Robert Haws, Member, Executive Committee; Susan Segal, Member, Executive Committee
Diversity team leader(s): Nicholle Harris, Member, Chairperson; Kent Cammack, Member; Peter Collins Jr., Member; Christina Noyes, Member

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2017
Firmwide	57	57
U.S. offices only	57	57

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2017)

	Men	Women
White/Caucasian	5	6
African-American/Black	0	1
Hispanic/Latino	0	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	5	8

SUMMER ASSOCIATES (2017)

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	0	0

EQUITY PARTNERS (2017)

	Men	Women
White/Caucasian	21	5
African-American/Black	0	0
Hispanic/Latino	0	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	21	6

NON-EQUITY PARTNERS (2017)

	Men	Women
White/Caucasian	9	4
African-American/Black	0	1
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	9	5

OF COUNSEL (2017)

	Men	Women
White/Caucasian	3	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	3	0

NEW HIRES (2017)

	Men	Women
White/Caucasian	2	3
African-American/Black	0	1
Hispanic/Latino	0	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	2	5

Strategic Plan and Diversity Leadership

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

Two members (one non-voting) of our Executive Committee currently serve on the Diversity Committee. The Diversity Committee with the support of the Executive Committee provides mandatory annual diversity training for all employees. The Firm issues the Cultural Corner, a bi-weekly Firm-wide e-mail notice to provide information regarding upcoming diversity/cultural events. The Firm also issues an E-newsletter, a Firm publication which features the Firm's or member's participation in or sponsorship of diversity activities. The Firm's website communicates our commitment to grow and maintain awareness of diverse people. Additionally, the Diversity Committee meets monthly to further the Firm's diversity goals and to evaluate and recommend participation in and sponsorship of diversity-related events designed to support minorities in the pursuit of higher education with an emphasis on a career in law. The Firm is a participant in and sponsor of various pipeline and mentoring programs, including the Leadership Council on Legal Diversity (LCLD), the University of Arizona (UA) Law School Mentoring Program, the Ladder Down Program, the ABA Forum on Franchising Women's Caucus Mentoring Program, and the Judicial Intern Opportunity Program. The Firm has provided scholarships to diverse students at the University of Arizona and Arizona State University. The Firm supports and encourages all of its attorneys to actively participate in organizations and events designed to support minorities in the community, such as: the Minority Bar Convention; the Arizona Women Lawyers Association; the FBA Indian Law Conference; the National Hispanic Leadership Forum Sponsorship of the Annual Baile de Exito and Golf Extravaganza; the Arizona Black Bar Scholarship banquet; and the Arizona Asian American Bar Association banquet.

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

Nicholle Harris, Member, Chairperson of the Diversity Committee

Does your law firm currently have a diversity committee?

Yes

If yes, does the committee's representation include one or more members of the firm's management/executive committee (or equivalent)?

Yes

If yes, how many attorneys are on the committee, and in 2017, 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: 4

Total hours spent on diversity: 265

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

Yes

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?

Informal

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

Twice per month

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

Gust Rosenfeld's Diversity Committee is held accountable for achieving results in a variety of ways. First, the Firm's Diversity Committee meets monthly to plan the Firm's diversity initiatives and makes recommendations to the Executive Committee regarding these initiatives. Most importantly, these meetings provide an opportunity to track our progress and make adjustments as needed to further enhance and/or exceed our diversity goals. Next, the Executive Committee meets twice a month and addresses, as needed, issues related to diversity which may include the hiring and/or promotion of attorneys from diverse backgrounds, the sponsorship of diversity events and pipeline programs, and the award of scholarships to minority students. Two members of our Diversity Committee currently serve (one voting and one non-voting) on the Executive Committee, which means there is a direct and significant link from the Diversity Committee to our Executive Committee; no other committee or initiative at the Firm has this level of accessibility to and interaction with our Firm's leadership. In addition, and to ensure all Firm employees understand our commitment to diversity, our Executive Committee continues to support annual mandatory employee diversity training. This training proves so valuable to the Firm's ongoing diversity efforts that we are currently planning our 2018 annual diversity training. Finally and most fundamentally, the Firm has a written diversity statement in place. This diversity statement is explicitly stated on the Firm's website and is also expressed, when appropriate, in internal and external communication tools such as employee e-mails and the Firm's client newsletter. We are proud of our diversity achievements; each success only fuels our commitment to continuing to enhance and strengthen our diversity initiatives.

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 diversity training for all attorneys and staff
X	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	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	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	X		Increase the number of minority attorneys in leadership positions
	X		Focus on strengthening firm's mentoring program for minority attorneys
X	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	X		Increase the number of women at the associate level
	X		Increase the number of women at the partnership level
X	X		Increase the number of women in leadership positions
X	X		Focus on strengthening firm's mentoring program for women
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure women have equal access/inclusion to top client matters



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR OPENLY LGBTQ ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
			Offer same-sex domestic partners the same benefits available to married individuals
			Increase the number of LGBTQ attorneys at the associate level
			Increase the number of LGBTQ attorneys at the partnership level
			Increase the number of LGBTQ attorneys in leadership positions
			Ensure that EEO and non-discrimination policies specifically address gender identity

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		Ensure that EEO and non-discrimination policies specifically address individuals with disabilities



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 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.

One member is a Leadership Council on Legal Diversity mentor. One member continues to mentor under the former HNBA ASU MentoRing program. One associate is a mentor at the University of Arizona School of Law. One member is a member of the HNBA and is a member of Los Abogados. The Firm also supports the Hispanic Leadership Forum and was a Gold sponsor of the Annual Baile de Exito "Dance for Success" and Birdie sponsor in the Annual Scholarship Golf Tournament. In addition, the members of our Firm have a long-standing commitment to minority outreach and education. For several years, one member of the Firm underwrites ASU's annual summer journalism program that reaches some 25 to 30 high school students – mostly minority – across Arizona. These students learn hands-on digital skills and journalism values, but more importantly spend two weeks on campus learning what it is like to be a college student. For many, it is their first exposure to college life. This is the third year this member also helped underwrite a similar summer program at NAU focusing on Native Americans and minority outreach.



Recruitment - New Associates

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

Ivy League schools: No.

Other private schools: No.

Public state schools: No.

Historically Black Colleges and Universities (HBCUs): No.

Diversity job fairs: No.

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?

No.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2017)

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	0	0

OFFERS MADE* (2017)

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

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	0	0

OFFERS ACCEPTED* (2017)

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

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	0	0

NEITHER ACCEPTED NOR DECLINED (2017)

* 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/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	0	0

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2017)

	Men	Women
White/Caucasian	1	3
African-American/Black	0	1
Hispanic/Latino	0	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	1	5

LATERAL OF COUNSEL HIRES (2017)

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	0	0

LATERAL PARTNER HIRES* (2017)

* Both equity and non-equity

	Men	Women
White/Caucasian	1	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	1	0

NEW PARTNERS PROMOTED* (2017)

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

	Men	Women
White/Caucasian	1	1
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	1	1

NEW EQUITY PARTNERS* (2017)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	0	0

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
- Other (please specify)

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

No

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

Not applicable

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 2017

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	0	0

2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	0	0

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	0	0

4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	0	0

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	2
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	0	2

6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	0	0

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2017

7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	0	0

8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	0	2
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	0	2

OF COUNSEL

	Men	Women
White/Caucasian	1	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	1	0

NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	1	1
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	1	1

EQUITY PARTNERS

	Men	Women
White/Caucasian	1	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	1	0

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
- 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

Comments:

The Firm views its members as professionals who utilize flex-time schedules whenever appropriate to accommodate client needs, workloads, or personal circumstances and to satisfy client and firm requirements.

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?

None. By way of example, two female associates were promoted to non-equity partner while working part-time and were later promoted to equity partner, again while working part-time. One female equity partner, who continues to work part-time, is also a member of the Executive Committee and the Chair of the Franchise Practice Group.

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

Three.

Retention and Professional Development

PART-TIME ATTORNEYS (2017)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	1	1	13
Of counsel	3	0	3	3
Non-equity partner	1	0	1	14
Equity partner	1	2	3	27



Management Demographic Profile

FIRMWIDE COMMITTEES 2017

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	5	1
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	5	1

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	1	1
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	1	1

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	4	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	4	0

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	5	2
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with disabilities	0	0
Total	5	2

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

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

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2017)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	0	0	6
Number of such positions held by:			
Minorities	0	0	1
Women	0	0	6
LGBTQ attorneys	n/a	n/a	n/a
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? 5

Minorities heading offices: 0

Women heading offices: Jennifer Kalvestran, Los Angeles, CA; 1

LGBTQ attorneys heading offices: [No response]

Individuals with disabilities heading offices: 0

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Barbara Rodriguez-Pashkowski, Real Estate/Commercial, 23

Women heading practices: Christina M. Noyes, Franchise, 4; Barbara Rodriguez-Pashkowski, Real Estate/Commercial, 23

LGBTQ attorneys heading practices: N/A

Individuals with disabilities heading practices: 0

COMMITTEE LEADERS

Minorities heading committees: Nicholle Harris, Diversity Committee, 4

Women heading committees: Nicholle Harris, Diversity Committee, 4; Susan Segal, Client Development, 1; Wendy Weigand, Summer Interns, 1; Christina Noyes, Hiring Committee, 2; Jennifer MacLennan, Associates, 1; Laura Blanco, Paralegals, 1

LGBTQ attorneys heading committees: [No response]

Individuals with disabilities heading committees: 0



The Firm Says

Gust Rosenfeld encourages the attendance of our attorneys at events such as:

Leadership Council on Legal Diversity Annual Conference, FBA Indian Law Conference, Annual Hispanic National Bar Association Conference, and Hispanic Leadership Forum Annual Baile de Exito.

We also support our attorneys' active participation in organizations such as:

Leadership Council on Legal Diversity, Arizona Asian American Bar Association, Arizona Women Lawyers Association, Los Abogados, Hispanic National Bar Association, Executive Women International, Arizona Black Bar Association, and the Fresh Start Women's Foundation Executive Board.

Gust Rosenfeld encourages females and minorities to seek leadership roles within the profession. Our minority and women attorneys participate in: the Executive Board of the Maricopa County Environmental Law Section, the Maricopa County Bar Association Diversity and Inclusion Committee, the planning committee for the State Bar Convention, and the Board of Directors of the Arizona Education Foundation.

Our attorneys have taken leadership roles in organizations that address the broader issues affecting women and minorities in our communities. We are members of the Leadership Council on Legal Diversity that focuses their program on a primarily minority population. Our attorneys mentor diverse high school, college and law school students. Our attorneys work for nonprofit organizations such as En Familia and Raza Development Fund that service disadvantaged minority groups, Native American Connection's HomeBase Youth Services, and Family Promise.

Gust Rosenfeld supports attorneys' volunteer efforts to encourage students to remain in school and be good citizens. Our attorneys volunteer at the YMCA, Florence Crittenton, and Downtown Urban Community Kids to help students with school and family issues and teach them to enjoy life.

The efforts of our attorneys with schools, bar associations, and community groups all serve to support the Firm's strong commitment to diversity in the legal profession.

