

# Riley Carlock & Applewhite

## 2019 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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### LOCATIONS

Phoenix, AZ; Scottsdale, AZ; Sun City, AZ; Denver, CO

### DIVERSITY LEADERSHIP

**Head(s) of Firm:** James E. Brophy, Managing Shareholder

**Diversity team leader(s):** Jessica Benford Powell and Sheela S. Stack, Shareholders

### NUMBER OF ATTORNEYS

#### TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2018
Worldwide	39	40
U.S. offices only	39	40

### Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

#### ASSOCIATES (2018)

	Men	Women
White/Caucasian	5	5
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
<b>Total</b>	<b>6</b>	<b>5</b>

#### SUMMER ASSOCIATES (2018)

	Men	Women
White/Caucasian	2	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>2</b>	<b>0</b>

#### EQUITY PARTNERS (2018)

	Men	Women
White/Caucasian	12	4
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	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>12</b>	<b>6</b>

#### NON-EQUITY PARTNERS (2018)

	Men	Women
White/Caucasian	5	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
<b>Total</b>	<b>5</b>	<b>1</b>

#### OF COUNSEL (2018)

	Men	Women
White/Caucasian	4	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>4</b>	<b>1</b>

#### NEW HIRES (2018)

	Men	Women
White/Caucasian	1	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>1</b>	<b>0</b>

### Strategic Plan and Diversity Leadership

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

The firm sponsors and promotes several diversity-related events through emails, workshops and meetings, and encourages attendance at diversity- and inclusivity-related conferences and events. The firm communicates the importance of diversity through mentoring and recruiting. We also participate in Arizona State University's Diversity Legal Writing Program, where a minority 2L student is selected to serve as a writing clerk in our firm each year.

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

Jessica Benford Powell and Sheela S. Stack, Shareholders

**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?**

No

**If yes, how many attorneys are on the committee, and in 2018, 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: 2

Total hours spent on diversity: 85

**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 Diversity Committee members determine diversity-related goals and ensure they align with 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?**

Formal; through participation in Arizona State University's Diversity Legal Writing Program

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

Annually

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

The Committee reports to the firm management at an annual Executive Committee meeting on its activities and achievements in areas including recruiting, mentoring and community support.

**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



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.**

We have been a strong supporter of the Maricopa County Bar Association's Diversity Legal Writing Program, and graduates of that program have become successful attorneys at Ryley Carlock & Applewhite. We have also sponsored formal mentoring programs for diverse attorneys through the state bars, and some of our most successful attorneys are graduates of those programs.





### Recruitment - New Associates

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

*Ivy League law schools:* No

*Other private law schools:* No

*Public state law schools:* Yes

*Law schools of 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)

Our participation in Arizona State University's Diversity Legal Writing Program, which specifically recruits diverse law students.

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

N/A



### Recruitment - New Associates

#### ALL 2L SUMMER ASSOCIATES (2018)

	Men	Women
White/Caucasian	2	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>2</b>	<b>0</b>

#### OFFERS MADE\* (2018)

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

	Men	Women
White/Caucasian	2	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>2</b>	<b>0</b>

#### OFFERS ACCEPTED\* (2018)

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

	Men	Women
White/Caucasian	2	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>2</b>	<b>0</b>

#### NEITHER ACCEPTED NOR DECLINED (2018)

\* 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
<b>Total</b>	<b>0</b>	<b>0</b>

### Recruitment - Lateral Associates and Partners

#### LATERAL ASSOCIATE HIRES (2018)

	Men	Women
White/Caucasian	3	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>3</b>	<b>1</b>

#### LATERAL OF COUNSEL HIRES (2018)

	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
<b>Total</b>	<b>0</b>	<b>0</b>

#### LATERAL PARTNER HIRES\* (2018)

\* Both equity and non-equity

	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
<b>Total</b>	<b>0</b>	<b>0</b>

#### NEW PARTNERS PROMOTED\* (2018)

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

	Men	Women
White/Caucasian	2	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
<b>Total</b>	<b>2</b>	<b>1</b>

#### NEW EQUITY PARTNERS\* (2018)

\* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	0	1
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	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>1</b>	<b>1</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)?

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 2018

##### 1ST-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	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>0</b>

##### 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	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>0</b>

##### 3RD-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	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>0</b>

##### 4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	0
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>0</b>

##### 5TH-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
<b>Total</b>	<b>0</b>	<b>0</b>

##### 6TH-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	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>0</b>

### Retention and Professional Development

#### ATTORNEYS WHO LEFT THE FIRM IN 2018

##### 7TH-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
<b>Total</b>	<b>0</b>	<b>0</b>

##### 8TH-YEAR PLUS 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
<b>Total</b>	<b>0</b>	<b>0</b>

##### OF COUNSEL

	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>

##### NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	2	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	0
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>0</b>

##### EQUITY PARTNERS

	Men	Women
White/Caucasian	1	0
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	1	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>3</b>	<b>0</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?

There is no direct, negative impact on an attorney who makes the choice to work part time. However, this has been a historically difficult arrangement to make work for both parties. It is a goal of the firm and its Diversity Committee to make this option a success for both parties and we are committed to focusing on the viability of this as an option.

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 (2018)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	0	0	11
Of counsel	0	0	0	5
Non-equity partner	0	0	0	6
Equity partner	0	0	0	18





### Management Demographic Profile

#### FIRMWIDE COMMITTEES 2018

##### EXECUTIVE/MANAGEMENT COMMITTEE\*

\* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	4	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>4</b>	<b>1</b>

##### HIRING COMMITTEE\*

\* Attorneys on Hiring Committee or equivalent

	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
<b>Total</b>	<b>1</b>	<b>2</b>

##### PARTNER REVIEW COMMITTEE\*

\* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	5	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>5</b>	<b>1</b>

##### ASSOCIATE REVIEW COMMITTEE\*

\* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	4	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	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>4</b>	<b>3</b>

##### ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	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	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>0</b>	<b>2</b>

### Management Demographic Profile

#### OTHER LEADERSHIP ROLES

Leadership positions (2018)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	1	7	18
Number of such positions held by:			
Minorities	0	2	6
Women	0	3	6
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? 5

Minorities heading offices: N/A

Women heading offices: N/A

LGBTQ attorneys heading offices: N/A

Individuals with Disabilities heading offices: N/A

#### PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Jessica Benford Powell, Transactional (9); Sheela S. Stack, Environmental (8); Lorena Van Assche, Litigation (10)

Women heading practices: Jessica Benford Powell, Transactional (9); Andrea Lovell, Labor & Employment (5); Sheela S. Stack, Environmental (8); Lorena Van Assche, Litigation (10)

LGBTQ attorneys heading practices: N/A

Individuals with Disabilities heading practices: N/A

#### COMMITTEE LEADERS

Minorities heading committees: Jessica Benford Powell, Diversity Committee (2); Summer Associate Committee (3) and Library Committee (4); Sheela Stack, Diversity Committee (2)

Women heading committees: Jessica Benford Powell, Diversity Committee (2); Summer Associate Committee (3) and Library Committee (4); Sheela Stack, Diversity Committee (2)

LGBTQ attorneys heading committees: N/A

Individuals with Disabilities heading committees: N/A



### The Firm Says

For over 70 years, Ryley Carlock & Applewhite has thrived in the Southwest and Mountain West. As the region has grown, so too has the diversity of the population. Ryley Carlock & Applewhite recognizes that law firms, like businesses, are strengthened by diverse views and inclusion of ideas, strengths, histories and backgrounds. Understanding issues from different perspectives facilitates our ability to provide valuable counsel and formulate solutions for our clients. Ryley Carlock & Applewhite is committed to hiring and promoting exceptional professionals without regard to gender, race, national origin, ethnicity, age, sexual orientation, disability or religion.

At Ryley Carlock & Applewhite, the commitment to diversity and inclusivity is more than mere rhetoric. In fact, our firm's leadership reflects this. Women and attorneys bringing ethnic diversity serve both on our firm's Executive Committee and as Practice Group Leaders. With this leadership, aggressive goals for the firm's continuous improvement have been developed to recruit and retain the best and the brightest professionals from diverse backgrounds and perspectives.

Ryley Carlock & Applewhite lawyers have a long tradition of professional and civic leadership roles in organizations whose core purposes reflect our commitment to inclusiveness and diversity. We've been pioneers in tribal economic development, served on boards and in leadership positions of various women's and minority organizations.

Our lawyers are heavily involved in the community. Here are just a few examples:

Jessica Benford Powell is a member of the Arizona Black Bar and served as Secretary from 2009-2014. Jessica was also named among 15 attorneys to the Arizona State Bar inaugural and now annual Bar Leadership Institute, a one-year program designed to foster the professional growth and enhance the leadership skills of a diverse group of attorneys. Lidia Koelbel is a member and Past Chapter Director of Women in eDiscovery Phoenix Chapter and a member of the National Asian Pacific American Bar Association and the Arizona Asian American Bar Association. Andrea Lovell is a member of the Arizona Women Lawyers Association. Sheela Stack is a member of the Denver Bar Association, Diversity in the Legal Profession Committee as well as a member of Women in Water Law and the Colorado Women's Chamber of Commerce. Sheryl Sweeney is a member of the Arizona Women Lawyers Association. Phi Tran is the Director/President of the Women in eDiscovery Denver Chapter and a member of the Colorado Women's Bar Association. Lorena Van Assche is on the Auxiliary Board of Fresh Start Women's Foundation as well as a member of the Arizona Hispanic Chamber of Commerce and Los Abogados. Lisa Waldin is the Director of Women in eDiscovery Phoenix Chapter. Anne Zellner is a Judicial Committee Member of the Colorado Women's Bar Association and a member of the Women's Energy Network, Colorado Chapter.

As part of the firm's diversity efforts, the firm participates in the Diversity Legal Writing Program, sponsored by the Maricopa County Bar Association Task Force for the Recruitment and Retention of Minority and Women Lawyers; and the State Bar of Arizona Committee on Minorities and Women in the Law. The Diversity Legal Writing Program selects 2L minority law students from ASU's Sandra Day O'Connor College of Law to clerk in a private firm. This program helps the student improve his or her writing skills and expose them to real-world assignments in a private firm setting.

