

Armstrong Teasdale LLP

2018 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

St. Louis, Jefferson City and Kansas City, Missouri; Denver, Colorado; Las Vegas, Nevada; Belleville and Edwardsville, Illinois; Overland Park, Kansas

DIVERSITY LEADERSHIP

Head(s) of Firm: John S. Beulick, Managing Partner

Diversity team leader(s): Meshach Rhoades, Co-Chair; Sarah Sise, Co-Chair

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2017
Firmwide	232	234
U.S. offices only	232	234

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2017)

	Men	Women
White/Caucasian	45	22
African-American/Black	2	2
Hispanic/Latino	0	2
Alaska Native/American Indian	0	0
Asian	3	5
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	0
Openly LGBTQ	0	1
Individuals with disabilities	0	0
Total	53	32

SUMMER ASSOCIATES (2017)

	Men	Women
White/Caucasian	3	5
African-American/Black	0	2
Hispanic/Latino	1	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
Total	4	8

Total for men does not equal 53 because one male associate did not disclose ethnicity. Total for women does not equal 32 because one female associate did not disclose ethnicity.

EQUITY PARTNERS (2017)

	Men	Women
White/Caucasian	63	13
African-American/Black	1	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	0	0
Individuals with disabilities	1	1
Total	64	15

NON-EQUITY PARTNERS (2017)

	Men	Women
White/Caucasian	33	14
African-American/Black	1	0
Hispanic/Latino	0	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	37	14

Total for men does not equal 37 because one male non-equity partner did not disclose ethnicity.

OF COUNSEL (2017)

	Men	Women
White/Caucasian	8	8
African-American/Black	0	0
Hispanic/Latino	0	1
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	0
Individuals with disabilities	0	0
Total	10	9

NEW HIRES (2017)

	Men	Women
White/Caucasian	10	11
African-American/Black	1	1
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	3	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	0
Openly LGBTQ	0	1
Individuals with disabilities	0	0
Total	18	16

Total for men does not equal 18 because two male new hires did not disclose ethnicity.

Strategic Plan and Diversity Leadership

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

Armstrong Teasdale recognized long ago that the presence of influential and powerful firm members is a prerequisite to sending a message to the entire firm about the importance of diversity and inclusion efforts. As a result, we mandated that our managing partner and at least three other members of firm management be members of the AT Inclusion Committee. In keeping with our message of inclusion, the remaining nine members include associates and staff personnel. The committee works to develop policies and implement initiatives focused on fostering and maintaining a firm-wide culture that supports, celebrates and promotes diversity. Each year we complete an AT Inclusion Report that outlines our internal programs, community and recruiting initiatives, and participation in affinity organizations. The report is circulated both internally and externally, and our inclusion efforts are also communicated internally monthly through the firm's intranet. Both the AT Inclusion Committee and the Women's Inclusion Network (WIN) program have their own pages that describe the purpose of each group and contain relevant news and upcoming events. The firm hosts various social events throughout the year aimed at building camaraderie and an inclusive environment. We also have a firm-wide fundraising event revolving around our own 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. In 2017, we also hosted mandatory diversity and inclusion training sessions for all firm personnel.

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

Jovita Foster, Inclusion Committee Chair in 2017. Meshach Rhoades, Co-Chair 2018; Sarah Sise, Co-Chair 2018

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: 10

Total hours spent on diversity: 450

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?

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

Quarterly

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

Under the inclusion plan, the co-chairs of the AT Inclusion Committee are required to submit an annual set of measurable goals. The co-chairs also maintain 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 diversity training for all attorneys and staff
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



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			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.

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. The program, which was co-founded by AT partner Steven Cousins, is carried out in partnership with businesses and community organizations. Since 1992, more than 98 percent of 4,000 SLIP interns have graduated high school, attended college and pursued their career goals. SLIP has been so successful that it has been replicated in at least 34 other cities. In recognition of our support, the firm was recognized with the SLIP "Infinite Possibilities" Award during its 25th anniversary gala in September 2016.

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 and add dimension to children's school experience.

In 2017, a firm partner spoke with more than 40 at-risk middle school students in St. Louis about "Pursuing a Career in Science and Law: Why Scientists Sometimes Make the Best Lawyers," as part of a science, technology, engineering, art and math (STEAM) program for Aim High.



Recruitment - New Associates

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

Ivy League schools: While we have hired several minority attorneys that attended Ivy League Schools, the firm doesn't actively recruit due to resources.

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

Public state 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.

Historically Black Colleges and Universities (HBCUs): For several years, we have participated in Talk2Ten, an online networking event that connects legal professionals to the six law schools of America's Historically Black Colleges and Universities. Using the online video tools, we have had great success in interviewing and networking with diverse law students and in identifying potential candidates.

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 Colorado Pledge to Diversity for 1Ls and the Rocky Mountain Diversity Legal Career Fair for 2Ls and 3Ls.

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.

In addition, 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.

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.

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

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. We have continued to participate in the program and have extended offers of permanent employment to students for more than 20 years.

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 (2017)

	Men	Women
White/Caucasian	2	3
African-American/Black	0	1
Hispanic/Latino	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	3	4

OFFERS MADE* (2017)

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

	Men	Women
White/Caucasian	1	3
African-American/Black	0	0
Hispanic/Latino	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	2	3

OFFERS ACCEPTED* (2017)

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

	Men	Women
White/Caucasian	1	3
African-American/Black	0	0
Hispanic/Latino	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	2	3

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	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	0	0
Individuals with disabilities	0	0
Total	1	0

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2017)

	Men	Women
White/Caucasian	5	6
African-American/Black	1	1
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	1
Individuals with disabilities	0	0
Total	8	9

LATERAL OF COUNSEL HIRES (2017)

	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	0	0
Individuals with disabilities	0	0
Total	0	2

Total for men does not equal 8 because one male lateral associate hire did not disclose ethnicity.

LATERAL PARTNER HIRES* (2017)

* Both equity and non-equity

	Men	Women
White/Caucasian	2	1
African-American/Black	0	0
Hispanic/Latino	0	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	5	1

NEW PARTNERS PROMOTED* (2017)

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

	Men	Women
White/Caucasian	2	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	0	0
Individuals with disabilities	0	0
Total	2	2

NEW EQUITY PARTNERS* (2017)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	2	1
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	0	0
Individuals with disabilities	0	0
Total	2	2

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)?

Yes

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

No

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	0	0
Individuals with disabilities	0	0
Total	0	0

2ND-YEAR ASSOCIATES

	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	0	0
Individuals with disabilities	0	0
Total	1	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	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with disabilities	0	0
Total	1	0

4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	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	0	0
Individuals with disabilities	0	0
Total	0	1

5TH-YEAR ASSOCIATES

	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	0	0
Individuals with disabilities	0	0
Total	1	0

6TH-YEAR ASSOCIATES

	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	1	0
Individuals with disabilities	0	0
Total	1	1

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2017

7TH-YEAR ASSOCIATES

	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	0	0
Individuals with disabilities	0	0
Total	1	1

8TH-YEAR PLUS ASSOCIATES

	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	0	0
Individuals with disabilities	0	0
Total	1	0

OF COUNSEL

	Men	Women
White/Caucasian	7	2
African-American/Black	1	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	0	0
Individuals with disabilities	0	0
Total	8	2

NON-EQUITY PARTNERS

	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	1	0
Openly LGBTQ	0	0
Individuals with disabilities	0	0
Total	4	0

EQUITY PARTNERS

	Men	Women
White/Caucasian	7	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	0	0
Individuals with disabilities	0	0
Total	7	0

5 of these equity partners retired.

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

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 working reduced hours at the firm still become and remain partners.

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

1



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	85
Of counsel	0	4	4	19
Non-equity partner	0	0	0	51
Equity partner	0	1	1	79



Management Demographic Profile

FIRMWIDE COMMITTEES 2017

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	9	1
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	0	0
Individuals with disabilities	0	0
Total	9	2

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	5	2
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	0	0
Individuals with disabilities	0	0
Total	5	4

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	7	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	0	0
Individuals with disabilities	0	0
Total	7	2

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	3	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	0	0
Individuals with disabilities	0	0
Total	3	1

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	4	2
African-American/Black	0	1
Hispanic/Latino	0	3
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	6

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2017)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	5	4	17
Number of such positions held by:			
Minorities	0	0	2
Women	1	1	6
LGBTQ attorneys	0	0	0
Individuals with disabilities	0	0	0

Of the firm's 8 offices listed under General Information, only 5 offices are staffed.

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? 8

Minorities heading offices: 0

Women heading offices: Karrie Clinkinbeard, Kansas City, 24 attorneys

LGBTQ attorneys heading offices: 0

Individuals with disabilities heading offices: 0

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Meshach Rhoades, Co-Chair, Agribusiness and Food Industry, 12 attorneys; Steven Cousins, Bankruptcy, 21 attorneys

Women heading practices: Meshach Rhoades, Co-Chair, Agribusiness and Food Industry, 12 attorneys; Laura Bentele, Co-Chair, Agribusiness and Food Industry, 12 attorneys; Tessa Trelz, Practice Group Leader, Corporate Services Group, 47 attorneys; Jennifer Byrne, Emerging Companies Practice Area, 16 attorneys; Julie O'Keefe, Environmental Practice Area, 6 attorneys; Marty Hereford, Immigration Practice Area, 2 attorneys; Jennifer Schwesig, International Practice Area, 7 attorneys; Sarah Sise, Tax, Employee Benefits and Trusts & Estates Practice Area, 7 attorneys; Saraann Parker, Tech Law Practice Area, 8 attorneys; Lori Bockman, Public Finance Practice Area, 15 attorneys; Donna Schmitt, Trademark Services Practice Area, 10 attorneys

LGBTQ attorneys heading practices: 0

Individuals with disabilities heading practices: Ray Fournie, Asbestos Practice Area, 5 attorneys

COMMITTEE LEADERS

Minorities heading committees: Jovita Foster, Inclusion Committee, 10 attorneys; Jovita Foster, Hiring Committee, 10 attorneys

Women heading committees: Jovita Foster, Inclusion Committee, 10 attorneys; Jovita Foster, Hiring Committee, 10 attorneys; Lori Bockman, Conflicts & Ethics Committee, 5 attorneys; Hillary Bean, WIN Committee, 12 attorneys

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 for decades in many areas, 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 Area

The 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.

Honored as a Diversity and Inclusion Best in Class Firm

Ameren 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 Index

For three 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. As a result, Armstrong Teasdale was recognized as one of the "Best Places to Work" at the 12th Annual HRC Corporate Equality Celebration Awards in Kansas City in March. Armstrong Teasdale is one of just 38 businesses from Nebraska, Iowa, Missouri and Kansas to have achieved a 100 percent on the CEI.

Recognized for a Decade of Commitment to the St. Louis Diversity Job Fair

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.

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 more than 10 separate 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.