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Armstrong
Teasdale

DEI IMPACT REPORT

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Traversing new terrain, together

Laying the foundation for DEI to flourish in 2021



When this year began, none of us could have imagined what would be in store. If the previous year provided a glimpse of what was to come, we soon realized that business as usual was no longer a given.

As if navigating client matters and team engagement had not already been challenged by the onset of the pandemic, we learned quickly that empathy toward one another and agility would be our greatest tools in a climate of uncertainty.

We learned to impart compassion and understanding while taking Zoom calls and meetings from our living rooms, home offices and kitchens. We mastered the art of navigating masked environments and social distancing.

Much like our work experiences during the current pandemic, we also embarked upon a new territory that required us to be nimble — the launch of our dedicated Diversity, Equity and Inclusion Department. The journey has opened our eyes to how complex the human experience can be for us all, especially given our diverse identities as individuals.

There's no question that we were all pushed to sharpen our capabilities in 2021. One of the most critical of those capabilities has been how we serve as stewards of Armstrong Teasdale's culture, no matter our titles, experience or responsibilities.

Leaders at the Front

Modeling inclusive leadership firmwide

Transitioning into my current role as Managing Partner has come with an array of fast-paced learning experiences. Among the most impactful has been my time learning about how I can continue to guide AT's journey to be a more inclusive organization.

As someone who values candor and honesty, I've acknowledged that my work as an inclusive leader is just beginning. This year has opened my eyes to how much we can accomplish when we set our eyes on challenging our assumptions and striving to be stronger allies.

The commitment of our staff and attorneys to help us realize the value of diversity is what continues to inspire and guide me on my journey as a committed inclusive leader.



PAT RASCHE
MANAGING PARTNER

DEI Transformation Across AT

Exploring lessons learned

When I joined the firm in March of 2021, I was certain to remind myself that this would be a sensing year — a time to listen, to understand, ask questions and engage in getting to know what really lies at the heart of our commitment to DEI. More importantly, it was a year to learn about our greatest asset — our people.

Looking back, I recall someone asking me, "Why is DEI so important to AT?" In response to that question, I shared that our firm's bottom line undoubtedly rests upon the way in which we foster a culture of inclusion, equity and belonging. In order to be world-class in our industry, we must aim to provide a stellar workplace experience that celebrates the diversity that each of us brings to the table.

The competition for great talent and clients has taught me that any effort we make to transform our culture must be done with empathy, authenticity and an unrelenting persistence to achieve equity. It is because of the unwavering spirit of our people that I remain empowered to lead in this space.



SONJI YOUNG
VICE PRESIDENT, DIVERSITY,
EQUITY AND INCLUSION

Amplify Diverse Perspectives

Creating a culture of inclusive collaboration

As Chair of the firm's Inclusion Committee and avid ally for staff and attorneys, 2021 was a year that reminded me of the unlimited possibilities that exist when we set out to be intentional.

While DEI has inevitably been a mainstay for the corporations and businesses that our clients operate, AT has been afforded an opportunity to be an emerging DEI leader in our industry. Of course, this endeavor will take the strategic acumen and commitment of our leadership, and it will demand that we each be agile.

I've drawn creativity and a renewed sense of dedication by watching how the voices and contributions of our teams continue to elevate the caliber of our work, but more importantly, the quality of our culture. Together, our diverse voices create "One Firm," and collectively those voices are louder. We indeed are in a state of transformation and I'm driven by all that we accomplished in 2021, together.



SARAH SISE
CHAIR, INCLUSION
COMMITTEE

2021 Priorities

The DEI Department honed in on three essential areas of focus.

Without strategy, any commitment to DEI will be short-lived. Knowing that diversity, equity and inclusion are and will continue to be part of the fabric of AT, we dedicated our time, effort and resources to enable the following this year:



ELEVATING ALLYSHIP

Allyship is not just an identity — it is a lifelong process of building relationship based on trust, consistency and accountability with marginalized individuals/people. To ensure we supported the success of our people, we engaged in discovering the essence of allyship and its impact on our success.



FOSTERING INCLUSION AND BELONGING

One's career and employee experience are made more engaging by creating healthy relationships and networks of support. Our four dedicated Resource Groups aimed to serve as a source of meaningful connection.



CULTIVATING THE NEXT GENERATION OF LAW PROFESSIONALS

As the world in which we live continues to evolve, so will the institutions and communities from which we recruit talent. Maintaining a commitment to the diversity of our industry's talent pipeline is at the center of our continued investment in academic scholarship for emerging, diverse talent.

Elevating Allyship

Awareness and Understanding



Transforming the human experience at work begins with lending a hand and voice to those who have been historically excluded and underrepresented. Allyship is both a differentiator and characteristic AT aspires to embody across all of our teams. In 2021, we championed allyship through a number of impactful initiatives as highlighted below:

INCLUSION WEEK

Mandy Price, CEO of Kanarys, served as keynote speaker and guest thought leader during AT's Inclusion Week. Price's experience as an attorney and ally illuminated the role that allies play in our lives.

DELVE DEEPER LEARNING SERIES

The first-ever Delve Deeper DEI Learning Series was launched, covering allyship as the first lesson. Attorneys and staff firmwide engaged in a self-guided exploration of the opportunities that allies have to be agents of change, and came together for an engaging dialogue at the conclusion of the program.

THE ALLY AWARDS

As part of Inclusion Week, we proudly recognized the unwavering allyship of four AT attorneys and staff:

- Alec Harris
- Calvin Matthews
- Rose Moeller-Jacobs
- Amy Sciaroni-Hayder

LCLD PLEDGE

Among our Managing Partner's Leadership Council on Legal Diversity (LCLD) pledge components, strengthening allyship was defined as one of his highest priorities.

Fostering Inclusion and Belonging

AT Resource Groups



In addition to fostering inclusion of employees from all walks of life, our AT Resource Groups shaped the narrative of what belonging really looks and feels like when done correctly. Special thanks to our Resource Group Co-Leaders who helped to lead an array of belonging-driven initiatives, including those highlighted below:

Diverse Professionals Group | Parent Resource Group Women's Inclusion Network | Veterans and Military Service Group

Amber Gonzalez, Khristopher Johnson-DeLoatch,
Monica Kriegel, Alec Harris, Hillary Bean, Sonji Young



Women's Inclusion Network (WIN)

hosted its Ascend Roundtable, examining McKinsey's 2021 Women in the Workplace Report, as well as supported integration of new women attorneys through the Welcome Initiative.



Veteran and Military Service Group (VMSG)

spearheaded the Honor Board project, creating honor boards for each of AT's U.S. sites, and distributed more than 50 appreciation postcards to active and retired military members.



Diverse Professionals Group (DPG)

facilitated three courageous conversation Movie Nights, fostering education and awareness.



Parent Resource Group (PRG)

advocated for critical employee leave benefits, including distributing a Leave Feedback survey, launching an Ambassadors program and implementing BenefitBump as a core firm resource.

2021 PRIORITIES

Cultivating the Next Generation

Michael C. Tramble Scholarship Fund



Armstrong Teasdale LLP (AT) created the Michael C. Tramble Memorial Scholarship Fund in 2004 in memory of Michael Tramble, an African-American associate in AT's St. Louis office, Navy veteran and University of Missouri School of Law graduate who tragically lost his life in 1998.

Demonstrating inclusion and teamwork, AT holds events and fundraisers each year to raise money to fund a scholarship awarded to a minority or military veteran law student at the University of Missouri School of Law in Michael's name.

Building on this initiative in 2021, AT expanded the Michael C. Tramble Memorial Scholarship Fund to support an additional deserving minority and/or veteran student at the University of Colorado School of Law. AT also launched a virtual 5K for the first time in 2021, bringing together employees, clients, family, friends and the greater community across our international network of offices.

Through our participation, we celebrated Michael's life, grounded ourselves in the importance of diversity, and showed our support for minorities in the legal profession by raising \$32,000 for law school scholarships.

We are similarly committed to building our talent pipeline with diverse professionals through a number of core firm initiatives each year, and in partnership with our clients.



— ARMSTRONG TEASDALE —

**MICHAEL C.
TRAMBLE**
MEMORIAL SCHOLARSHIP FUND

\$32K Raised



University of Colorado
Boulder

By the Numbers

In addition to the many initiatives outlined throughout this report, we are proud of the broad impact we have made, both within the firm and our broader communities. Below is sampling of additional initiatives we led and participated in over the past year.



- Grew our pipeline with a 2021 class of associates in which 28% identify as ethnically diverse
- Two-time honoree for our active participation in the Leadership Council on Legal Diversity (LCLD)
- Joined the Law Firm Antiracism Alliance (LFAA) and supported non-profit and racial justice organizations in connecting with pro bono legal counsel
- Joined the Diversity and Flexibility Alliance to further our commitment to inclusive workplace practices
- Hosted and participated in more than a dozen events and CLEs on topics related to advancing equity and inclusion
- Contributed to 5 scholarships to diverse students across the country through various programs and foundations
- Implemented 25 billable hours model for DEI activities per timekeeper firmwide
- Held 9 events associated with the firm's four resource groups in 2021
- Over \$180,000 raised for charitable organizations benefiting diverse populations

2022 DEI Strategic Focus

Taking in all that we've learned in 2021, we are uniquely positioned to mobilize action on our refined priorities. In 2022, we anticipate dedicating an "all hands on deck" approach to operationalize necessary process and practice improvements that enable continued success. Here are the four strategic focus areas in view:

01

DRIVE LEADERSHIP AGILITY

- Ensure cultural competence among firm leadership.
- Operationalize DEI collaboration across all PGLs, OMAs and Departments.

02

IGNITE INCLUSIVE BRAND PRESENCE

- Develop a successful communications and community engagement strategy.
- Increase resource network by 40%.

03

STEWARD SHARED SUCCESS

- Implement asset-based teamwork assessment and critical capability recognition program.
- Integrate data reporting in monthly business monitoring.

04

ACCELERATE ATTRACTION, RECRUITMENT AND RETENTION

- Transform recruitment benchmarking by instituting the Mansfield Rule change management.
- Maximize talent pool by 40% through targeted outreach efforts.

Acknowledgements

Achieving success in DEI is not the sole undertaking of one leader, but instead it requires every staff professional and attorney making positive strides in the right direction. DEI is not a zero-sum game where we stand to lose if one of us gains. It is a team win, where we all get to celebrate and experience the benefits of greater belonging, equity and inclusion.

Thank you to our extended team and key partners:

- Inclusion Committee
- Flexible Workplace Taskforce
- Religious and Cultural Observations Taskforce
- Tramble Scholarship Campaign Committee
- Inclusion Week Planning Committee
- Resource Group Co-Leaders
- Growth Department

The DEI department would like to thank AT staff and attorneys who've dedicated time, talent and thought leadership to propel our success in the past year.

2021 DEI IMPACT REPORT

Contact

Sonji Young, V.P. of Diversity, Equity and Inclusion
314.552.6628 | syoung@atlip.com

www.atlilp.com

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