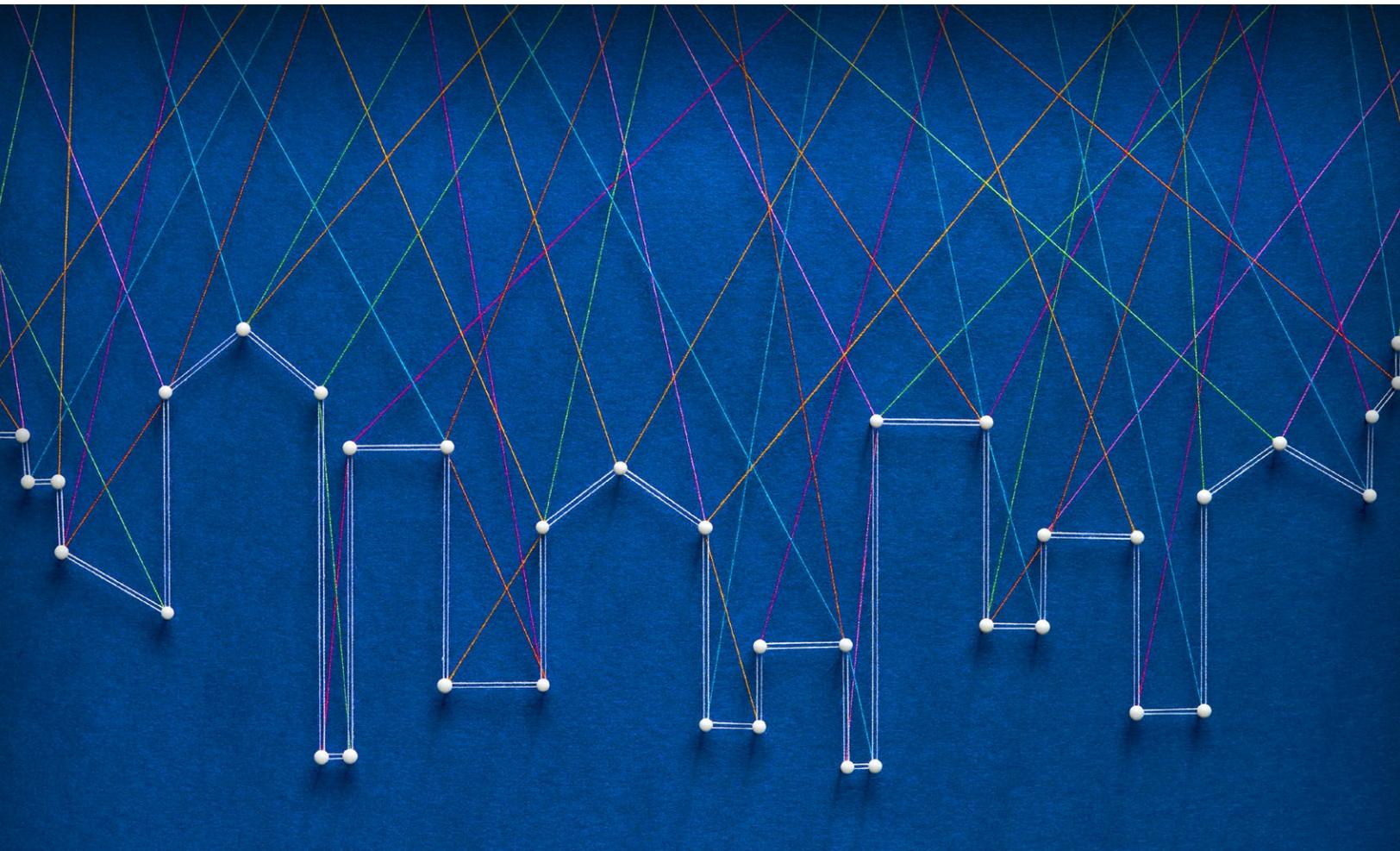




GORDON REES SCULLY MANSUKHANI
YOUR **50 STATE** LAW FIRM™



Building Diversity Inspiring Inclusion

Our Commitment



Franz Hardy

Diversity Committee Co-Chair
Denver Office
Co-Managing Partner



Laura De Santos

Diversity Committee Co-Chair
Houston Office
Assistant Managing Partner

Although proud of our consistent advancement in diversity rankings, Gordon Rees Scully Mansukhani recognizes that surveys have little to do with building an inclusive environment. Instead, much like a home, inclusion is built brick by brick until all the pieces come together to form something revered and wonderful.

As GRSM continues to grow, we collectively thrive by cultivating an environment that values our differences. We take great pride in each and every individual's contribution to the firm. Our focus on inclusion creates an innovative workplace that fosters discussion and collaboration. Those perspectives and insights, in turn, benefit our clients as we advise and guide them on their legal needs.

As gatekeepers to the justice system, we know that attorneys are vital to ensuring the process and its members reflect the diverse values of our society. At GRSM, we take this charge seriously. We understand the need for real progress and lasting results. While these challenges are often difficult, we are committed to effectuating change, and we pledge that our firm will continue to reflect the multicultural world in which we live and work.

Key Initiatives

Affinity Groups

Recognizing that certain groups are traditionally under-represented in the legal profession, and that GRSM seeks to recruit, include, mentor, promote, and retain members of those groups, the firm's Diversity Committee has established five affinity groups to further the goals of diversity and inclusion.

- › African American
- › Asian American
- › Hispanic/Latino
- › LGBTQ+
- › South Asian

Women's Initiative Fast Facts

- › Women represent 42% of GRSM attorneys and 34% of GRSM partners
- › National Law Journal ranked GRSM as a "Top 25 Firm on the Women in Law Scorecard"
- › Every year since 2005, at least 35% of the firm's attorneys have been women
- › Every year since 2005, at least 18% of the firm's partners have been women

"As the national chair of the Women's Initiative, my focus is to maintain diversity throughout all levels of the firm. Through the Women's Initiative we have added flexibility for working mothers, mentorship, access to opportunities, and education in marketing and leadership. We are committed to making our attorneys feel appreciated, valued, and most importantly, we want them to know that we have a vested interest in their future as leaders at our firm."

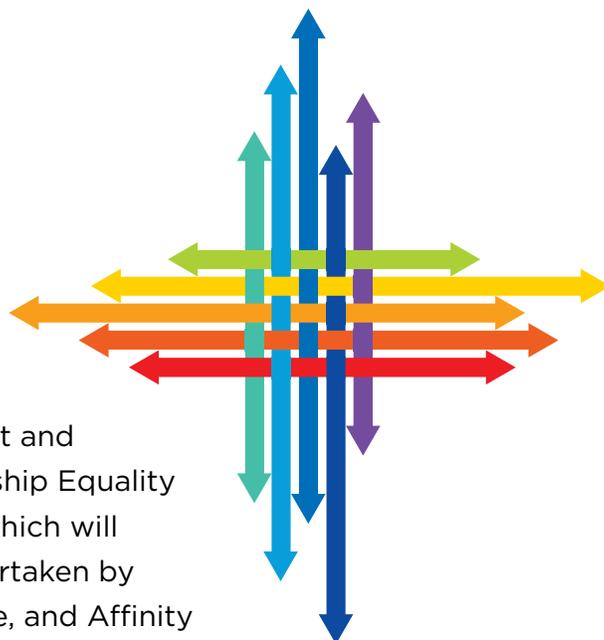


Debra Ellwood Meppen
National Chair, Women's Initiative
Partner, Los Angeles

LEAD Program

LEADERSHIP EQUALITY AND DIVERSITY

As part of the firm's ongoing commitment to recruit, retain, and promote female and diverse attorneys to the highest positions of management and ownership, the firm has implemented the Leadership Equality and Diversity ("LEAD") Program. This initiative, which will work in tandem with the ongoing programs undertaken by the firm's Diversity Committee, Women's Initiative, and Affinity Groups, has been specifically tailored to achieve GRSM's core objectives in the areas of diversity and inclusion.



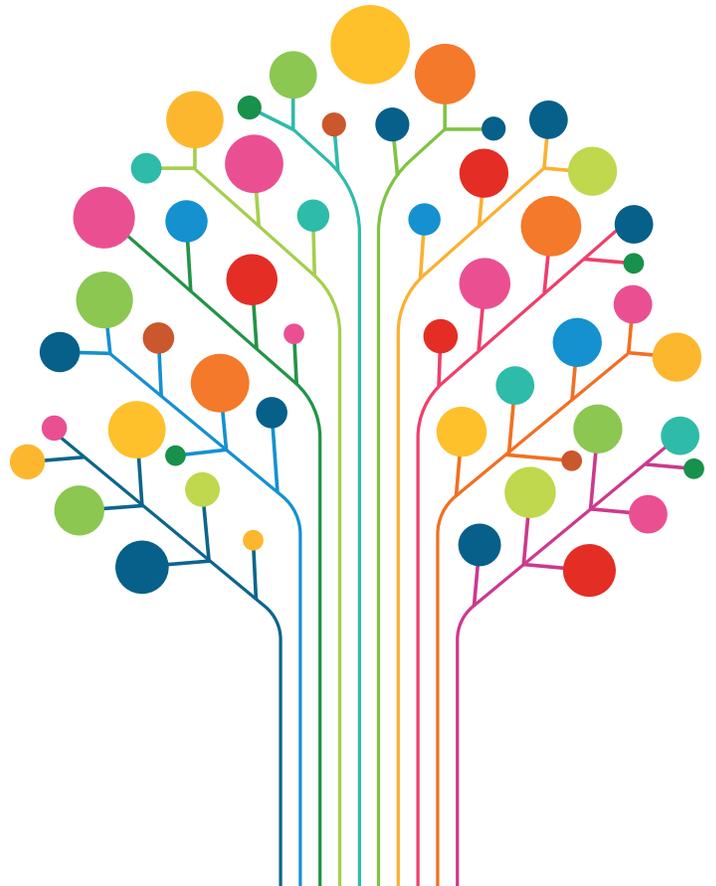
KEY ELEMENTS OF THE PROGRAM INCLUDE:

- The focused and deliberate recruitment and hiring of female and diverse attorneys pursuant to a variant of the Rooney Rule, and by actively seeking out such candidates through public organizations such as bar associations, professional affinity groups and the like as well as making GRSM's priorities expressly known to, and a condition of working with, executive search firms.
- The creation of one-on-one mentoring programs targeted specifically at assisting female and diverse attorneys in order to ensure their continued retention and advancement.
- Developing business and marketing proposals and pitches that are materially inclusive of female and diverse attorneys in key roles to the greatest extent possible.
- Regularly reviewing the firm's leadership opportunities, key committee membership roles, and partner candidate pools to ensure the inclusion of qualified female and diverse attorneys in such positions.
- Emphasizing the successful advancement of the LEAD Program's objectives as one of the criterion to be considered when determining year-end compensation.

Our Results

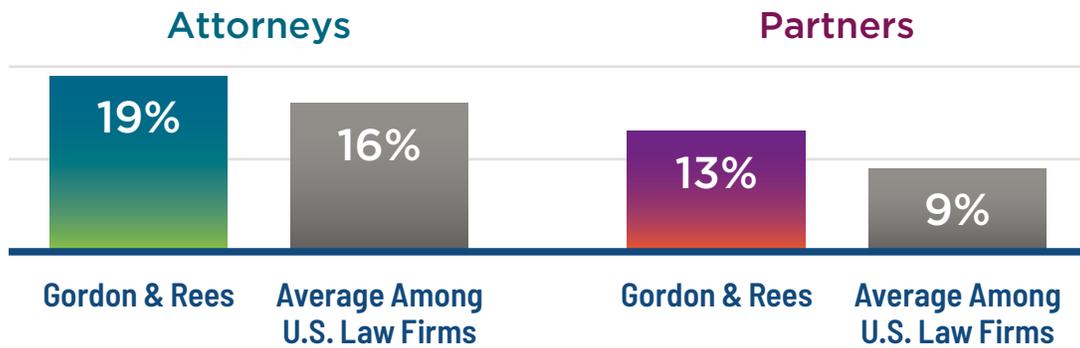
Our strategy has produced wonderful results in the areas of diversity and inclusion, particularly in firm leadership. A case in point is shown in our office managing partners. At present, nearly half of our national offices are led by a woman or diverse managing or assistant managing partner. At GRSM, inclusion is something that starts at the top and we are proud that our firm leadership reflects our culture.

- According to recent reports, the average among U.S. law firms is 16% minority attorneys, 9% minority partners, 37% female attorneys and 25% female partners.
- GRSM exceeds the national average in all categories with 19% minority attorneys, 13% minority partners, 42% female attorneys and 34% female partners.
- In addition, the firm was recently recognized among the top 25 firms for promoting the most females to partner.

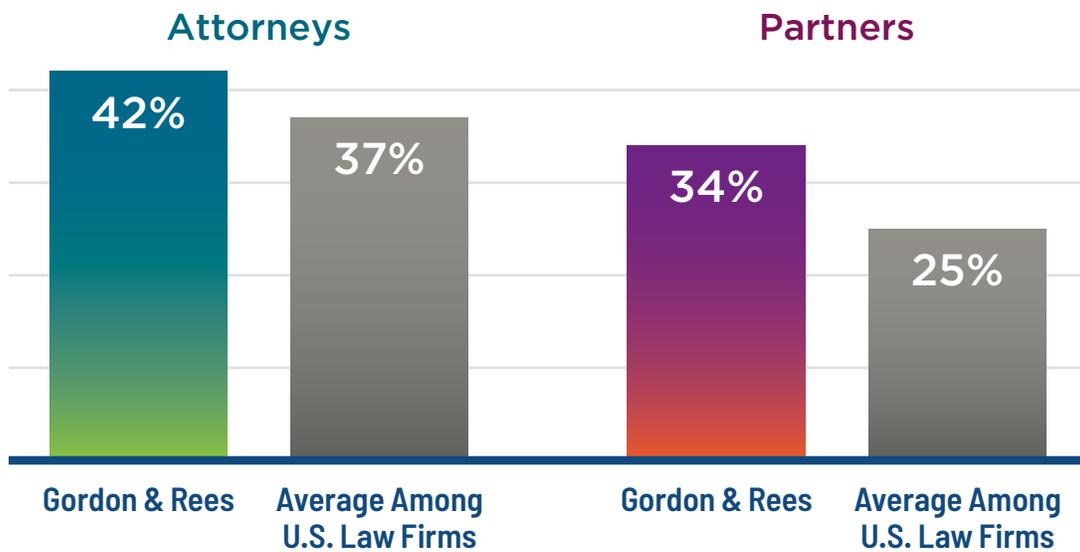


DIVERSITY BY THE NUMBERS

PERCENT DIVERSE



PERCENT FEMALE



Measuring Up

We are honored by the recognition received from publications around the country. However, the firm realizes that awards simply cannot measure how well we are doing to foster a culture of inclusion. For that measure, we always rely on our people.

OUR RECENT AWARDS FOR DIVERSITY INCLUDE:

- **Ranked No. 11 for Female Attorneys on the Law360 Glass Ceiling Report**
- **Ranked No. 28 on the National Law Journal’s Women in Law Scorecard**
- **Ranked No. 53 for Diverse Attorneys on the Law360 Diversity Snapshot**
- **Ranked No. 79 on The American Lawyer’s Diversity Scorecard**
- **A perfect score of 100 on the 2016–2023 LGBTQ+ Corporate Equality Index[†]**

[†] The Corporate Equality Index is a national benchmarking survey and report on corporate policies and practices related to LGBTQ+ workplace equality, administered by the Human Rights Campaign Foundation.





African American Affinity Group

“GRSM’s commitment to diversity, in all facets of its work, is one of the firm’s enduring qualities and a cornerstone of the firm’s success. The African American Affinity Group has proven to be an invaluable resource not only because it provides a productive forum for professionals to support one another in their personal and professional growth, but also because it serves as a vehicle for the education of our colleagues about issues unique to the African American community. Engaging in candid—and sometimes difficult—discussions, from a place of mutual respect and in pursuit of a common goal enables us to better understand one another and to serve our communities and clients most effectively. We find fulfillment in ensuring that all feel welcome, and supported, at GRSM and beyond.”

**- Jonathan B. Blakley, Partner, Chicago
African American Affinity Group Co-Chair**



Asian American Affinity Group

“At my prior firm, I was the first Asian American partner. Here I appreciate the strong community of Asian Americans at the firm, including partners, associates and staff. The Asian American Pacific Islander Affinity Group provides support and mentoring opportunities at a scale I had never experienced before. Social change is slow and deliberate, and the firm embraces this mission. The opportunity to make an impact exists at all levels of the firm.”

**- Philip H. Lo, Partner, Orange County Office
Asian American Affinity Group Co-Chair**



Hispanic/Latino Affinity Group

“Receiving and providing strong mentorship and making meaningful connections with colleagues are the reasons I have been practicing at GRSM for over 20 years. GRSM has always recognized the value of diversity and inclusion, but as our firm continues to grow, there is an even greater need to develop, support, and elevate the visibility of our Latino and Hispanic attorneys. By holding a space for the exchange of knowledge and ideas, and collaboration among diverse attorneys who are thought leaders at the firm, we can create an environment that optimizes relationship-building and retention. When we have a sense of genuine connection to GRSM and to each other, it enables us to do our best work and perform client service at the highest level.”

**- Alyson S. Cabrera, Partner, San Francisco
Hispanic/Latino Affinity Group Co-Chair**



LGBTQ+ Affinity Group

“GRSM has always remained steadfast in its commitment to diversity, including supporting its LGBTQ+ members. This not only includes its perpetual pledge to hire, mentor, support, and promote LGBTQ+ attorneys, but to ensure the relationships the firm builds with communities and its client base advocate this mission as well. I have worked at GRSM my entire career and have seen this unwavering commitment first hand for over a decade. GRSM is a firm that has dedicated itself to supporting equality and inclusion for everyone, and encourages a workplace where all can proudly bring his or her true self to the table. I have no doubt that GRSM will continue this mission for everyone that comes through its doors for many generations to come.”

**- Erika L. Shao, Partner, Los Angeles Office
LGBTQ+ Affinity Group Co-Chair**



South Asian Affinity Group

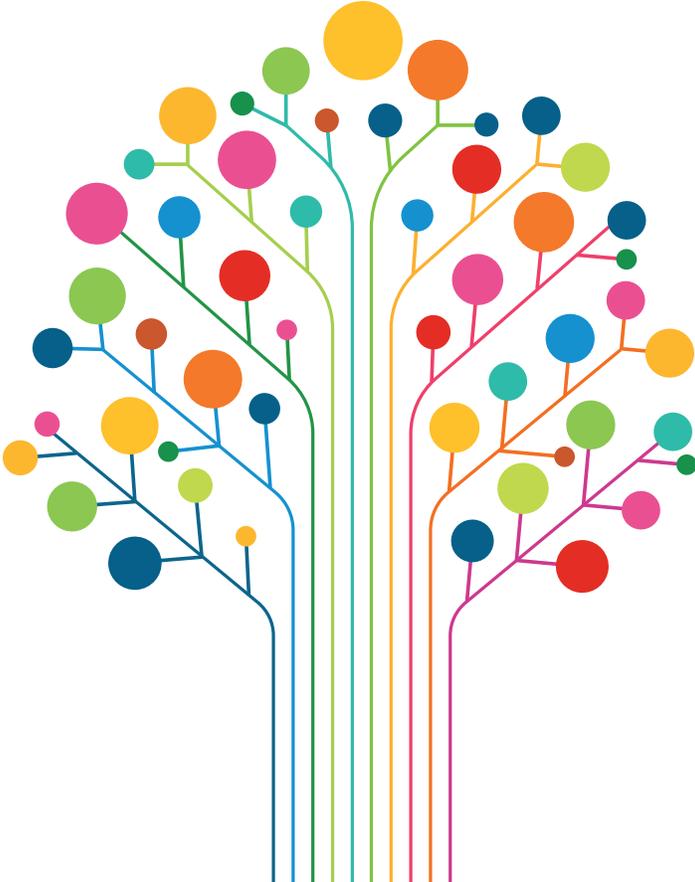
“Since its inception in 2016, GRSM’s South Asian Affinity Group’s focus has been upon bringing awareness of distinct aspects of our community’s culture, including arranged marriage and the perceptions, misconceptions, and collateral issues that accompany this concept. We have confronted stereotypes in main-stream American culture, the impact these have had upon the way South Asians are perceived by the community at large, and breaking through these stereotypes to change the narrative. Essential to these discussions is meaningful involvement by our non-South Asian colleagues, to forge an understanding and open dialog often lacking in today’s discourse. We hope to continue this collaboration, building allies and pushing one another to bridge the gap upon, and indeed celebrate, cultural distinctions in a manner that fosters growth, success, and a true sense of community.”

**- Avanti D. Bakane, Partner, Chicago Office
South Asian Affinity Group Co-Chair**

Moving Forward

Ever since GRSM began its diversity initiative more than 30 years ago, it has occupied a central position in the firm as a foundational cornerstone of our organizational ethos. Today more than ever before, the concepts of diversity and inclusion inform every major aspect of our operational activities—from offices, to practice groups, to firm administration—and it remains a paramount objective to see that diverse and female attorneys succeed to the highest levels of firm management, leadership, and ownership to the greatest extent possible.

We are extremely proud of our accomplishments in this regard, but strive each day to reaffirm our collective commitment to these crucial priorities and to take the actions necessary to continue making them a reality.



Dion N. Cominos
Firmwide Managing Partner

FOR MORE INFORMATION CONTACT

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OR VISIT US AT

grsm.com/diversity



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