Embracing Diversity... Fulfilling the Commitment

Annual Diversity Report 2012
Promoting and embracing diversity is a core value at Bryan Cave, and each of us is responsible for fulfilling this commitment. Diversity at Bryan Cave means a professional home where people of all backgrounds and perspectives, and regardless of race, gender, and sexual orientation, can achieve personal success and contribute meaningfully to the accomplishments of our firm. Diversity brings depth and richness to our individual professional experiences, binds us to the communities where we practice, and makes our firm a better place.

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Our firm’s approach to diversity is comprehensive and strategic, and includes specific goal-setting, accountability measures, and metrics to monitor our progress. Reporting directly to our firm’s chair, the chief diversity officer creates and executes strategies to enhance our recruitment, development and promotion of women lawyers, lawyers of color, and LGBT lawyers. The chief diversity officer works closely with Bryan Cave’s practice leaders, office managing partners, Executive Committee and Management Committee, as well as the chief officers of human resources, recruiting and professional development, and lateral recruiting to ensure that best practices of diversity and inclusion are part of all of our firm’s decision-making processes.

Lisa Demet Martin
Chief Diversity Officer

“2012 has been a great year for Bryan Cave’s diversity initiatives and we are proud of our accomplishments. With committed leadership from our firm’s management and enthusiastic participation from lawyers throughout our firm, we made material and measurable progress toward our strategic goal of enhancing the recruitment, development and advancement of lawyers who are women, of color, or openly lesbian, gay, bisexual or transgender. Our successes in 2012 include our inaugural firmwide lawyers of color affinity group meeting, expanding our diversity leadership program for firm management, and scoring 100% on the Human Rights Campaign’s Corporate Equality Index for the sixth consecutive year. We are committed to building upon our successes and strengthening diversity within our firm. In 2013, we will expand the diversity leadership program for firm management, and roll out a business development seminar series developed for the lawyers of color affinity group. Our focus remains steadfast on recruiting to ensure that we continue to attract the best and the brightest diverse talent and provide them with an inclusive and welcoming environment.”

Lisa Demet Martin
Chief Diversity Officer

2012 Demographics

<table>
<thead>
<tr>
<th>All Lawyers</th>
<th>Partners</th>
<th>Associates</th>
</tr>
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<tbody>
<tr>
<td>Women</td>
<td>35%</td>
<td>Women</td>
</tr>
<tr>
<td>Lawyers of Color</td>
<td>11%</td>
<td>Lawyers of Color</td>
</tr>
<tr>
<td>LGBT Lawyers</td>
<td>3%</td>
<td>LGBT Lawyers</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Partners</th>
<th></th>
<th>Associates</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>19%</td>
<td>Women</td>
<td>50%</td>
</tr>
<tr>
<td>Lawyers of Color</td>
<td>6%</td>
<td>Lawyers of Color</td>
<td>19%</td>
</tr>
<tr>
<td>LGBT Lawyers</td>
<td>2%</td>
<td>LGBT Lawyers</td>
<td>2%</td>
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*All data for U.S. lawyers as of 12/13/12
Affinity Groups

Bryan Cave’s affinity groups are an important resource for our firm. The Lawyers of Color, LAWSS (Lawyers with Alternative Work Schedules & Sites), LGBT Lawyers, and Women’s Forum affinity groups serve as platforms for enhanced communication, retention and promotion, and business development. All Bryan Cave lawyers are invited and encouraged to participate in and support the activities of the four affinity groups. Some of the groups’ most exciting and successful programs have been those in which lawyers from all backgrounds—regardless of gender, race or sexual orientation—have participated.
Bryan Cave is committed to offering balanced hours to lawyers who require flexibility in their work schedules because of family obligations or other demands. The Lawyers with Alternative Work Schedules & Sites (LAWSS) affinity group was formed to meet the needs of Bryan Cave lawyers who work alternative or reduced schedules, or telecommute. The group’s mission is to identify strategies for career and business development, and develop best practices for supporting and encouraging work/life balance while continuing to meet the goals and objectives of the firm and each individual.

The Lawyers of Color affinity group provides an active network for its members and offers a variety of opportunities for dialogue, mentoring, professional skills development, and business development. Representatives from each office meet quarterly to discuss issues relevant to attracting, retaining and developing lawyers of color. In June 2012, the group held its inaugural firmwide meeting in St. Louis. Lawyers of color from throughout the firm attended the two-day conference which included sessions focused on networking, professional development, client relationships, and associate engagement and mentoring. Firm Chairman Don Lents, members of the Executive and Management Committees, and many of our practice group leaders participated in the meeting.

The Lawyers of Color affinity group is also actively engaged with diverse law student associations and the local legal communities in which we practice. The St. Louis lawyers of color hosted BLSA students from Washington University and the University of Missouri for an office tour and Q & A session with affinity group members about the legal profession and making the most of the summer associate experience. Our Phoenix office partnered with the Hispanic National Bar Association to host a CLE program titled “Data Privacy and the Protection of Confidential Information.” In Irvine, the Lawyers of Color and Women’s Forum affinity groups hosted the second annual mock interview event for students from the University of California-Irvine Law School.
Bryan Cave is committed to offering an inclusive and welcoming environment for LGBT lawyers. The LGBT lawyers affinity group provides a platform for open and frank discussion and offers programming to support that commitment. The group meets quarterly to address issues that impact the group’s members, the firm, and the LGBT community at large. In November 2012, the group held its fourth annual firmwide meeting in Los Angeles. Firm Chairman Don Lents and members of firm management participated in the meeting which included a roundtable discussion about barriers to coming out in a large law firm. The Family Equality Council (FEC), a national nonprofit organization working to ensure equality for LGBT families, is the group’s signature pro bono client. FEC board member Alan Bernstein was a special guest speaker. There were many other highlights for the group in 2012. In Irvine, we sponsored a CLE program in honor of Harvey Milk Day, featuring guest speakers from The Williams Institute. The New York LGBT lawyers, along with the New York associates committee, co-hosted a CLE event featuring Leslie Cooper, former Bryan Cave associate and a senior staff attorney for the ACLU Lesbian and Gay Rights Project who spoke on the topic, “Overturning Bans on Adoption by Gay Parents in Florida and Arkansas and What’s Ahead for LGBT Parenting Litigation.” Our San Francisco office was proud to be a sponsor of the distinguished lecture series hosted by the Golden Gate University School of Law. The lecture was keynoted by the Hon. Vaughn Walker, former chief judge of the U.S. District Court for the Northern District of California who presided over *Perry v. Brown*, challenging California’s Proposition 8.

**Human Rights Campaign 2012 Corporate Equality Index**

**Scored 100%**

One of only 12 Am Law 100 firms to score 100 percent every year for the past six years
The Women’s Forum is dedicated to supporting the professional development and advancement of women lawyers at our firm. In 2012, the group sponsored a wide variety of programs and events focusing on the success of women lawyers and strategies for addressing the unique issues and challenges they face. This included facilitated discussions on topics such as cultivating positive mentoring relationships, effective networking skills, leadership development, communication styles, work/life balance, and community involvement and board participation.

Additionally, more than 100 women lawyers from throughout the firm participated in a business development strategy session that included topics such as growing client relationships, insights on balancing the friendship/business relationship, and how gender plays a role in business development.

Women lawyers hosted their clients at many interesting and successful events throughout the year. In order to appeal to the group’s broad scope of interests, our programs have focused on a variety of educational, cultural and social components.
Diversity Workshop Program

2012 was the third year of the firm’s diversity workshop program called Diversity Leadership: Developing Strategies Through Dialogue. All of the firm’s leaders have completed the program, including the members of our Executive and Management Committees, Office Managing Partners, Client Service Group Leaders, and Chief Officers. The program focuses on raising awareness, encouraging open dialogue about diversity and inclusion issues, and identifying specific strategies to support the recruitment, development and promotion of women lawyers, lawyers of color, and LGBT lawyers at the firm. The enthusiastic and positive response from firm leaders who have participated has prompted the expansion of the program to include all firm lawyers in 2013.

NAPABA Leadership

Bryan Cave continued its high level of participation in the National Asian Pacific American Bar Association (NAPABA) at the 24th annual NAPABA convention. Several firm partners serve in prominent leadership roles within the association. Phoenix Partner George Chen is NAPABA’s Vice President for Programs and Operations and was installed as treasurer. Kansas City Partner Chris Javillonar is a member of NAPABA’s national Board of Governors and participated as a panelist in a CLE on oral advocacy. Javillonar is looking forward to 2013, when he will serve as the co-convener of NAPABA’s 25th annual convention in Kansas City.

Leadership Council on Legal Diversity

Bryan Cave’s active involvement with the Leadership Council on Legal Diversity (LCLD) continued in 2012. We were pleased to have Chicago Partner Craig Jeffrey participate in the LCLD’s 2012 Fellows Program, a year-long leadership development and network program. Kansas City Partner Wesley Fields participated in the LCLD’s inaugural Fellows Program in 2011.

Many of our lawyers served as mentors in the LCLD’s law school mentoring program, an initiative designed to ensure that diverse first-year law students receive the mentoring and preparation they need to maximize their potential in law school and beyond. Several lawyers from our Atlanta, Dallas, D.C., Kansas City, Los Angeles, Phoenix, and St. Louis offices participated. Reaching out with support and practical advice to new law students is particularly rewarding and fulfilling for our lawyers. Mentoring programs like this one are important steps for building pipelines to diverse law students all over the country.
Women Lawyers Networking Initiative

Bryan Cave’s women lawyers created the Women’s Networking Initiative to bring together successful and influential women executives in an environment that fosters relationship building, career growth, and leadership preparation. In 2012, our women lawyers launched the program in our Atlanta, Denver, London, Paris, Santa Monica, St. Louis and Washington, D.C. offices.

In Paris and London, our women lawyers hosted a series of small networking groups that met regularly to discuss topics of mutual interest, to promote both their professional and personal goals. The Bryan Cave women lawyers in Atlanta created and sponsored an exclusive seminar series with former CNN Executive Vice-President and author Gail Evans and Managing Partner of Suite Track Erin Wolf, titled “Strategies to Enhance Success,” tailored for high-level professional women.

Bryan Cave women lawyers and clients in Phoenix moved things outdoors and participated in a Ragnar Relay in the California Bay area. Participants gathered for group runs and fitness/nutrition discussions throughout a six-month period as they prepared for this 36-hour endeavor. This turned out to be a tremendous relationship building and meaningful bonding experience for everyone involved.

Global Diversity

The firm’s strategic commitment to diversity has no borders and our diversity initiatives are fully integrated in our offices in Europe and Asia. We pride ourselves in leveraging technology to best serve our clients globally, and our diversity initiatives benefit from technology as well. Lawyers in our European and Asian offices actively participate—by phone, videoconference, and in person—in a variety of our diversity programs, including our affinity groups. In Paris and London, the Women Lawyers Networking Initiative was launched in 2012 with a focus on business development sessions and relationship building.
Some of the diversity job fairs and clerkship programs we supported in 2012 include:

- American Bar Association Judicial Intern Opportunity Program in Phoenix
- Arizona Bar Diversity Legal Writing Program
- Cook County Minority Job Fair
- Diversity Mock Career Fair
- Heartland Diversity Legal Job Fair
- Los Angeles Legal Recruitment Association’s Diversity Networking Reception
- Lavender Law Career Fair
- New York City Bar Diversity Fellowship Program
- St. Louis Diversity Clerkship Program
- St. Louis Diversity Job Fair
- Southeastern Minority Job Fair
- Washington Area Legal Recruitment Administrators Association’s Diversity Networking Reception

“Recruiting
The first step in creating a welcoming and inclusive environment is recruiting a diverse group of lawyers at all levels. Bryan Cave’s recruitment strategy embraces a broad outlook and approach to reaching diverse, talented lawyers—from summer associates to lateral partners. We ensure that our recruiting committees are diverse and are focused on strengthening diversity within our practice areas.

We recruit at schools with diverse student populations and participate in diversity job fairs throughout the country. We also participate in a number of diversity clerkship programs, workshops and pipeline initiatives. The firm maintains ongoing relationships with local law student diversity organizations, including the Black Law Students Association, Asian Pacific Law Students Association, Hispanic Law Students Association and OUTLaw. Many of the diverse lawyers that we have hired have come from these efforts.

“At Bryan Cave we continuously evaluate and modify our recruitment efforts to optimize our success in building a diverse community within the firm. We seek a diverse range of candidates to secure the top talent best able to contribute to our long-term success.”

Thomas Grewe
Chief Legal Recruiting & Development Officer, Chicago

“When hiring and recruiting attorneys to join Bryan Cave we pride ourselves in our continuing commitment to diversity, which gives members of our firm the opportunity to expand their professional experiences and help provide their clients with a diverse network of attorneys to help solve their challenges.”

Beth Johnson
Chief Lateral Recruiting Officer, New York

2012 Recruiting Results

<table>
<thead>
<tr>
<th>2013 Summer Associates</th>
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<tbody>
<tr>
<td>Women</td>
<td>52%</td>
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<tr>
<td>Lawyers of Color</td>
<td>41%</td>
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<tr>
<td>LGBT Lawyers</td>
<td>9%</td>
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<thead>
<tr>
<th>2012 Laterals</th>
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<tbody>
<tr>
<td>Women</td>
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<tr>
<td>Lawyers of Color</td>
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<tr>
<td>LGBT Lawyers</td>
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We welcomed the following newly promoted and lateral partners to Bryan Cave:

Amy Benson  
Denver

Zhonette Brown  
Denver

Demetrius Carney  
Chicago

Katherine DeBord  
Denver

Thor Ketzback  
Chicago

Megan Lennox  
Phoenix

Catesby Major  
Kansas City

Joseph McCoy  
Chicago

Sean Muntz  
Irvine

Katie Schwarting  
Charlotte

Brette Simon  
Los Angeles
Bryan Cave is committed to the investment of time, energy and resources in many worthy diversity-focused organizations in order to support our lawyers and the communities in which we practice. Some of the organizations we were proud to support and partner with in 2012 include:

**National**
- American Jewish Committee
- Anti-Defamation League
- Family Equality Council
- Human Rights Campaign
- Inner-City Scholarship Fund
- International Women’s Insolvency & Restructuring Confederation
- Lambda Legal
- Lawyers Committee on Civil Rights Under Law
- Leadership Council for Legal Diversity
- Legal Momentum - The Women’s Legal Defense and Education Fund
- The Lesbian, Gay, Bisexual and Transgender Law Association
- Los Abogados Hispanic Bar Association
- National Asian Pacific American Bar Association
- National Women’s Law Center
- Union Settlement Association
- Washington Lawyers Committee for Civil Rights and Urban Affairs
- Women’s Law Association

**Regional**
- Arizona Asian American Bar Association
- Arizona Women Lawyers Association Annual Convention
- Armenian Bar Association
- Ayuda
- Congregation Beit Simchat Torah
- Georgia Association of Black Women Attorneys
- Hot Bread Kitchen
- National Asian Pacific Group
- New York Women in Film & Television
- Orange County Lavender Bar Association
- POWER Project
- REACH Prep
- State Bar of Arizona - Diversity Writing Program
- State Bar of Arizona - Minority Bar Convention
- Stonewall Bar Association of Georgia
- The University of Kansas School of Law Journey to J.D.
- The University of Kansas School of Law’s Diversity in Law Banquet
- Whitman Walker Legal Clinic
- WX New York Women Executives in Real Estate

For more information on Bryan Cave’s diversity initiatives, please contact:

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**Lolly Cerda**, Diversity Project Manager
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