

2024 Year in Review: Culture and Impact Report

*Through inclusion, we drive success for
not only ourselves, but for our clients.*



SpencerFane®

A Letter From Latricia Shepard

At Spencer Fane, we know that culture isn't a passive experience – it's a practice. It is built, refined, and elevated by the people who bring it to life each day. We focus on supporting culture excellence through inclusion, support, and growing our people – with systems, partnerships, and structures that empower success at every level. This work doesn't rest on one individual or department; it's driven by shared leadership and a collective commitment to creating a workplace where everyone and every office can thrive.

This past year has been one of transformation and momentum. We've continued to reimagine how we bring our values to life across the firm – building connection, elevating talent, and strengthening the sense of belonging that fuels collaboration and performance. Our 2024 summer associate class was the largest in our firm's history – evidence of our purposeful recruitment and relationship-building efforts. Our internal Connect Groups flourished, creating spaces for authentic dialogue, community, and celebration. And we expanded our external reach through partnerships with organizations such as the Association of Law Firm Diversity Professionals and by advancing our journey toward Mansfield Certification – further embedding fairness and opportunity into how we hire, grow, and promote our people.

And yet, culture isn't just internal. Across our offices, we continued to live out our values through civic engagement, pro bono work, and community service. These projects remind us that our impact extends beyond legal outcomes – it's about people, relationships, and our role as a responsible corporate citizen.

Inclusion at Spencer Fane is not a program. It's a firmwide expectation. It means creating a culture where fairness is foundational, representation is visible, and every individual has the opportunity to be seen, heard, and valued. It means asking the harder questions and embracing accountability as a tool for growth. It means recognizing that excellence and belonging go hand in hand.

With our "all in" mindset, we are weaving inclusion into every thread of firm life – from how we lead teams to how we measure performance to how we serve clients. We are committed to cultivating a workforce that moves together, learns together, and grows together. That unity is not only powerful – it is necessary.

The recognitions our firm earned this year affirm what we already believe: when culture is strong, performance follows. I am proud of what we have accomplished – but even more excited about where we are headed.

To every attorney, professional staff member, and leader across our firm: thank you for your continued commitment to building a workplace of purpose, trust, and possibility. Our journey is ongoing, and together, we will keep pushing the boundaries of what it means to thrive.

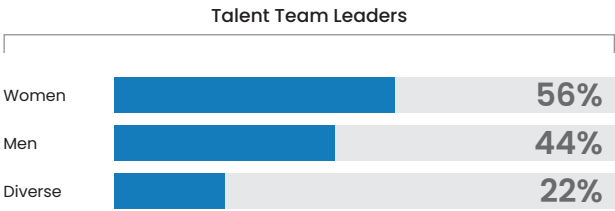
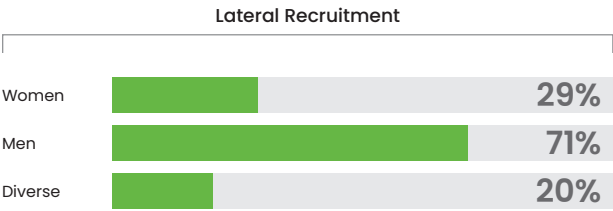
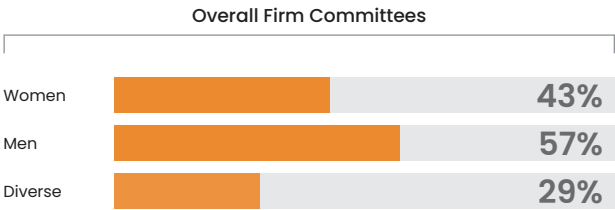
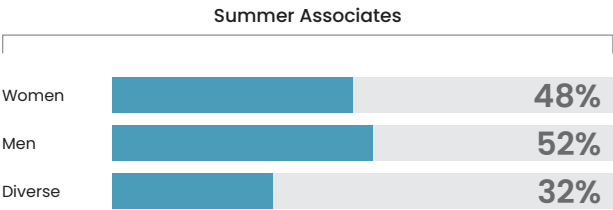
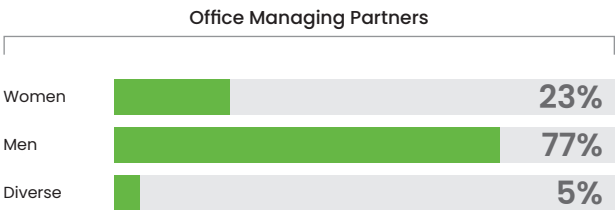
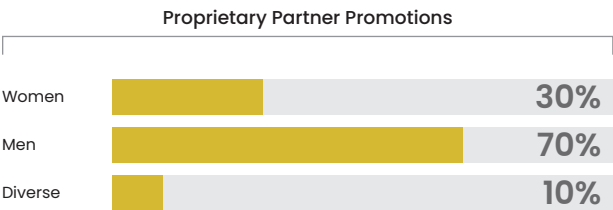
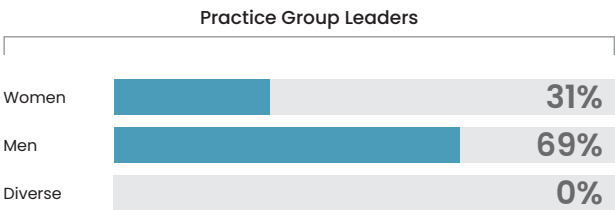
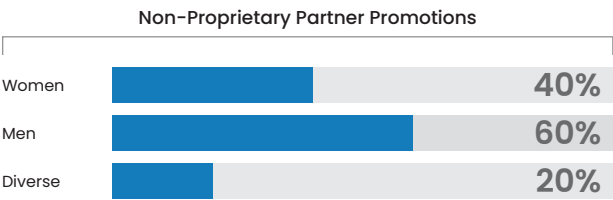
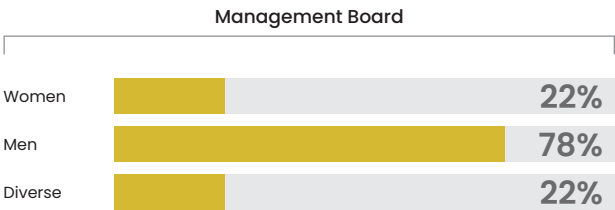
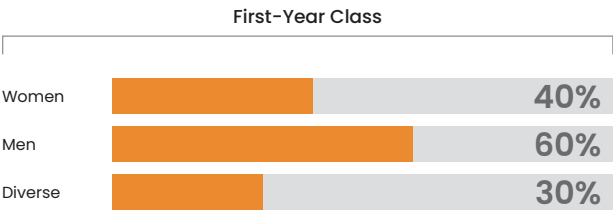


Latricia Shepard
Spencer Fane Chief Talent
and Diversity Officer

Workforce Metrics

At Spencer Fane, our success is powered by our people. Throughout 2024, we remained steadfast in fostering a workplace grounded in excellence, respect, and opportunity for all. As a firm committed to inclusive talent practices and top talent attraction, we continue to prioritize fair access to growth and leadership. The following data reflects a snapshot of our workforce composition and our ongoing journey towards greater impact.

In 2024



DEI Committee

Our Diversity, Equity, and Inclusion (DEI) Committee, working in collaboration with the Executive Committee and other firm leadership, assists our efforts by providing educational opportunities for our attorneys and professional staff, measuring, and monitoring each success and challenge, investing in formal and informal mentorship, and supporting attorneys and professional staff with a dedicated budget. We breathe life into fundamental principles that make our law firm strong, and a better place to work.

By the Numbers

10

total
committee
members

3

new
committee
members

4

DEI happy
hour/luncheon
events

2024 DEI Committee

- **Mary Bacon** | Of Counsel | Las Vegas, Nevada
- **James Crumlin**, Chair | Partner | Nashville, Tennessee
- **Bill Hopkins** | Partner | Austin, Texas
- **Norma Izzo** | Partner | Phoenix, Arizona
- **Bernadette Lawson** | Talent and Culture Manager | Kansas City, Missouri
- **Heather Morris** | Partner | Kansas City, Missouri
- **Nate Orr** | Partner | Kansas City, Missouri
- **DeAndrea Washington** | Partner | Houston, Texas
- **Jon Watson** | Partner | Denver, Colorado

Spencer Fane Names Three New Members to DEI Committee

The firm named partners **Norma Izzo** and **Jon Watson** and talent and culture manager **Bernadette Lawson** as new members of the firm's Diversity, Equity, and Inclusion Committee, effective January 1, 2024.

"We are absolutely thrilled to welcome these three new members to our DEI Committee, especially as we add our first staff member – Bernadette – to the team. Each new committee member shares our vision of fostering a diverse and inclusive environment where every perspective is valued and celebrated," DEI Committee Chair **James Crumlin** said.

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I joined the DEI Committee to not only personally help strengthen our firm's commitment to DEI, but to set an example for others. Reinforcing our commitment to diversity, equity, and inclusion requires that everyone roll up their sleeves and chip in. This is not just work for HR, firm leadership, or "diverse" individuals, but everyone's work. I want to support the firm's DEI efforts, and I want others to see that they can too.

– **Jon Watson**, Partner and
2024 new DEI Committee member

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Joining the DEI Committee has reinforced my commitment to fostering a culture of belonging within our firm and the legal profession. In today's climate, it's more important than ever to ensure every individual feels valued, heard, and empowered. True inclusion goes beyond diversity – it's about creating equitable opportunities and lasting change. As a leader, I'm proud to help shape an environment where belonging is fundamental to our success.

– **Norma Izzo**, Partner and 2024
new DEI Committee member

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Inclusion is, without question, what means the most to me. I see the many possibilities when we lead with inclusivity. Inclusion provides equal access and opportunities for all. It shows up as supportive and collaborative, where colleagues feel valued and respected. Inclusion leads us to a culture of belonging that drives authentic engagement, creativity, and better decision-making. It is the foundation for creating an environment where everyone would feel safe and welcomed.

– **Bernadette Lawson**, Talent and
Culture Manager and
2024 new DEI Committee member

Women ADVOCATE

Advance. Develop. Visualize. Own. Champion. Advise. Thrive. Engage.

Women ADVOCATE is a Connect Group within Spencer Fane that aims to **advance** all professionals within the firm and their civic and business communities. Recognizing that the sustained success of all attorneys and staff supports a competitive advantage for the firm, the Women ADVOCATE group is dedicated to the recruitment, retention, and advancement of all professionals in the firm. We provide resources to **develop** our members and **champion** their interests and efforts. We encourage our professionals to **visualize** the career path that they want. As a group, we then work to **engage** each member in leadership and growth opportunities and **advise** so each member can **own** their career path. Women ADVOCATE also implements internal and external initiatives that cultivate both individual talent development and firmwide business development. This requires the continued support of our male colleagues and allies. Our goal is to create an environment where our attorneys and staff, and all members of Women ADVOCATE, **thrive**.

2024 Women ADVOCATE Committee

- **Linda Knight**, Chair | Partner | Denver, Colorado
- **Stacey Garrett Koju** | Partner | Nashville, Tennessee
- **Courtney Davis Powell** | Of Counsel | Oklahoma City, Oklahoma
- **Gulmina Shah** | Senior Associate | Houston, Texas
- **Heather Morris** | DEI Committee Liaison | Partner | Kansas City, Missouri



By the Numbers

5

total committee members

3

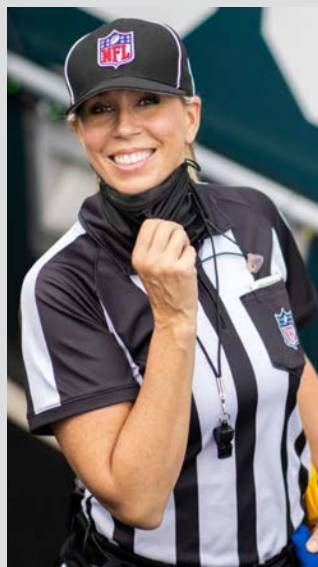
virtual discussions and planning sessions

1

external speaker event

1

major client-facing seminar



Spencer Fane Celebrates International Women's Day with Sarah Thomas

The firm hosted its annual International Women's Day event for both employees and clients featuring Sarah Thomas, the NFL's first female official, on March 8.

During the hourlong presentation, Sarah outlined her background as a paralegal and starting her career in a law firm. She also shared stories covering everything from an NFL scout scouting her to walking on field the first time as an official in 2015, and handling becoming "the first."

Sarah also answered questions from the audience, explaining the importance of having a mentor, how to handle criticism, learning how to say no, and handling the judgment and expectations from others.

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My favorite part of this year's International Women's Day was Sarah Thomas's overall story and how she was unapologetically herself. She conveyed the obstacles she overcame – her gender in a male-dominated field from small town officiating to the NFL. She was candid about the obstacles she faced, but it was clear that she never lost sight of who she was. Her message of succeeding in a way that is true to your values and goals is universal.

– **Courtney Davis Powell**,
Of Counsel and member of the
Women ADVOCATE Committee

Learn about our inaugural EmpowerHER Summit on page 11.

Spencer Fane BOND

Black Opportunities to Network and Discover

Spencer Fane BOND provides a central point of connection and belonging for **Black** professionals and ally members to flourish within and outside the firm. BOND seeks to foster **opportunities** for professional development, cooperation, and visibility for its members through a supportive **network** of exemplary legal leaders. Understanding the power of our voices and the value of our innovative ideas, we dedicate ourselves to cultivating initiatives centered on growth, mentorship, and advocacy. BOND also serves as an avenue to network and **discover** new talent, resources, and business practices. Above all, we honor the **bond** created by a community united in advancing the principles of diversity and inclusion.

2024 Spencer Fane BOND Committee

- **Wale Akinmoladun** | Partner | Kansas City, Missouri
- **Paz Haynes**, Co-Chair | Partner | Nashville, Tennessee
- **Brittainy Joyner** | Associate | Houston, Texas
- **Bernadette Lawson** | Talent and Culture Manager | Kansas City, Missouri
- **Ed Summers** | Network and Server Administrator | Nashville, Tennessee
- **Valentine Uduebor**, Co-Chair | Senior Associate | Plano, Texas

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Joining BOND was and is important to me because community matters. As professionals in the legal field, we thrive when we have a strong network of support, mentorship, and opportunity. BOND provides a space where we can uplift one another, cultivate leadership, and continuously grow into better, more well-rounded attorneys.

– **Brittainy Joyner**, Associate and 2024 new BOND Committee member



By the Numbers

6

total committee members

1

new committee member

1

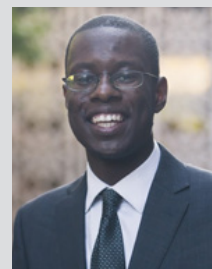
virtual town hall

2

internal events

Spencer Fane Celebrates History of HBCUs for Juneteenth

The firm hosted a special virtual event on June 12 in anticipation of Juneteenth where we welcomed special guest Dr. Magana



Kabugi, an African American Literature professor at Fisk University, for a discussion on Historically Black Colleges and Universities (HBCUs) alongside attorneys **Paz Haynes** and **Brittainy Joyner**.

Sponsored by BOND, this engaging panel delved into the rich history, achievements, and challenges faced by HBCUs such as Fisk, Howard University, and Spelman College from their inception after Emancipation to the present day. This exploration illustrated the pivotal role HBCUs played during the Civil Rights Movement and beyond while also highlighting notable alumni such as Charles Hamilton Houston, Pauli Murray, Thurgood Marshall, Walter Leonard, Diane Nash, and former Vice President Kamala Harris.

Spencer Fane+

Spencer Fane+ is a networking and resource group committed to promoting equality and belonging for LGBTQIA+ members and allies at the firm. We recognize our diverse society, and Spencer Fane+ understands what makes us unique as people also makes us valuable, and should be celebrated within our legal community as well as outside of it. We champion the rights of everyone to live proudly, safely, and authentically. Through initiatives centered on professional advancement, awareness, and advocacy, Spencer Fane+ provides opportunities for members to connect and succeed while fostering a broader legal culture of acceptance and justice.

2024 Spencer Fane+ Committee

- **Colin Goodman**, Co-Chair | Partner | Houston, Texas
- **Stacy Harper** | Partner | Overland Park, Kansas
- **Olivia Hintz** | Practice Team Lead | Denver, Colorado
- **Tracey Wallace**, Co-Chair | Partner | Dallas, Texas
- **Bill Hopkins** | DEI Committee Liaison | Partner | Austin, Texas

By the Numbers

5

total
committee
members

1

new
committee
member

2

internal
events



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I was excited to join the Spencer Fane+ Committee to assist in the ongoing efforts to make Spencer Fane a place where all feel welcome and where clients felt that they could ask some of the tough questions. It has been inspiring to see the thoughtful input from colleagues throughout Spencer Fane. My sense of belonging at the firm has only increased because of my involvement with the committee and its events.

– **Colin Goodman**, Partner and
2024 new Spencer Fane+
Committee member

Spencer Fane Holds 2024 Pride Celebration and Discussion

The firm hosted special guest Tina Weaver, executive director of the OUT Foundation, for the firm’s third annual Pride celebration on June 11. The virtual event, LGBTQIA+ Awareness and Allyship for Legal Professionals, was also a part of the second annual Spencer Fane Advantage CLE series.

Supporting the Spencer Fane+ mission to foster a broader legal culture of acceptance and justice, Spencer Fane+ Committee member **Stacy Harper** co-led the hourlong discussion with Tina. First, they outlined common challenges LGBTQIA+ individuals face, such as bias and discrimination. Noting that these harmful attitudes are often reflected in the over 750 pieces of legislation currently being introduced across the U.S., Tina explained how discriminatory bills and laws engender increased stigma and discrimination, mental health strain, erosion of trust in institutions, negative impact on youth, and economic and social isolation.



Alliances and Partnerships



LEADERSHIP
COUNCIL
ON LEGAL
DIVERSITY



To the benefit of our clients and communities, Spencer Fane embraces this DEI mission through investments such as supporting DEI-focused networks both inside and outside the firm, embedding equality into our recruitment strategy, and providing career development and advancement opportunities for all our professionals.

Spencer Fane Emphasizes Dedication to DEI by Joining Diversity & Flexibility Alliance

The firm has joined the Diversity & Flexibility Alliance as the latest step in the firm's ever-present commitment to building, maintaining, and leveraging an inclusive law firm.

The Diversity & Flexibility Alliance is a trusted advisor, consultancy, think tank, and culture change partner to AmLaw 200, Fortune 100, and diverse organizations and associations across industries. Through their strategic, practical, and research-backed solutions, the Alliance helps create inclusive cultures that advance flexibility to attract and retain top talent. Their proven tools, frameworks, and action steps – in tandem with the support and wisdom of a community of industry peers and leaders – help organizations to drive positive change and produce sustainable and measurable results.

Spencer Fane Joins the Association of Law Firm Diversity Professionals

Reinforcing a profound commitment to its foundational principles, Spencer Fane is excited to announce the firm has joined the Association of Law Firm Diversity Professionals (ALFDP).

Founded in January 2006, ALFDP catalyzes the advancement of inclusion in the legal profession through collective knowledge, vision, expertise, and advocacy. The not-for-profit works toward this goal by promoting the professional growth of its members, establishing and maintaining ethical standards for the profession, liaising with organizations focused on equality conducting educational programs, and sponsoring and conducting research.

By the Numbers

5
firm alliances
and partnerships

2
new partnerships
in 2024

1
new
LCLD Fellow

2
new
LCLD Pathfinders



“LCLD has been transformative and truly the gift that keeps on giving. The program is committed to fostering personal connection to enhance career trajectories and advancement among diverse legal talent. As a result, I have been gifted with a lifetime network of successful legal practitioners who share common goals and experiences, endless new business opportunities, and tools to sharpen and refine my leadership skills as we navigate an ever-changing legal landscape.

– **DeAndrea Washington**,
Partner and 2024 LCLD Fellow

“The most rewarding part of the LCLD is the intentional programming it provides. LCLD is arming us with critical insight into what the legal profession needs to continue to thrive. Creating an inclusive space and prioritizing employee well-being is not going to be optional if law firms are to survive the next generation, as millennials and Gen Z redefine professional success. LCLD has provided effective leadership tools to address these changing cultural tides.

– **Mavish Bana**, Senior
Associate and 2024 LCLD
Pathfinder participant

Organizational Redesign

Spencer Fane Doubles Down on Culture With Organizational Redesign

This year, Spencer Fane launched a new internal organizational structure designed to offer an alternative to the traditional law firm model as the firm doubles down on a long-standing commitment to making culture its strategy for serving clients and managing its business.

The new structure trades the vertical hierarchy of a traditional law firm for a structure that separates the firm's management tasks into two parallel lines of accountability – internally facing Talent Teams and externally facing Market Teams, both of which are led by a diverse group of Spencer Fane attorneys.

Talent Teams

The firm's internally facing Talent Teams are designed to provide resources to attorneys and client teams that support continuous improvement in areas such as professional development, client-centric staffing, and financially efficient utilization and leverage. Every attorney of the firm belongs to one of three internally facing talent teams.

Market Teams

Externally facing Market Teams are designed to serve as the leading edge of the firm's client development initiatives. The structure is designed to provide pathways for attorneys to form teams around common service areas or other specializations with a great deal of flexibility to meet the evolving needs of clients.

By the Numbers

1 Chief Talent & Diversity Officer	3 talent teams	9 talent team leaders
1 new organizational structure	84 market teams	97 market team leaders

”

When I started my career as an engineer, my dad told me ‘You’re going into a man’s world, so you need to play by their rules until you get to a point where you can change the rules.’ As a Market Team Leader, I continue to ‘change the rules,’ show this is ‘everyone’s world,’ and be a role model for others who have not had the opportunities and role models I’ve had throughout my career.

– **Michelle Berger**, Partner and Construction Industry Market Team Leader

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Being a talent team leader means championing the growth and achievements of my fellow attorneys while driving the firm's overall success. As someone who experienced challenges when developing my practice, I am eager to provide a resource that I wish had been available to me in my earlier years. I am most looking forward to the opportunity to help my colleagues identify the tools they need to reach their full potential and helping them secure those tools while getting to know them better.

– **Andrea Perry**, Partner and Talent Team Leader

Spencer Fane Welcomes Chief Talent & Diversity Officer Amid Marked Investments in Talent Development, DEI Leadership, and Individual Growth

In September, Spencer Fane announced **Latricia Shepard** joined the firm as its first Chief Talent & Diversity Officer, with the aim of advancing the firm's commitment to culture. Latricia helps our organization further lean into HR operations, talent development, and core values of collaboration, humility, inclusivity, and a fierce resolve to win for its clients, colleagues, and communities.

Latricia plays a significant role in helping the firm nurture a culture of continual development, empowerment, autonomy, and accountability while also partnering with the firm's DEI Committee to build, strengthen, maintain, and leverage an inclusive law firm for the benefit of employees, clients, and community.

She has experience building and connecting diverse, high-performing, customer-centric teams, while demonstrating command over the full spectrum of human resources functions.

Diversity Lab Mansfield Rule



Mansfield Rule Participating Law Firm 2024–2025

Powered by
DIVERSITYLAB

By the Numbers

10

Mansfield
committee
members

12

months
of work

621

professionals responded to
the firm's self-identification
survey to for our ongoing
Mansfield Certification
process, equaling 70% of
firm employees

Spencer Fane Kicks Off Diversity Lab's Mansfield Rule Certification Process

As part of the firm's ongoing mission to create and maintain a more inclusive work environment, Spencer Fane is now participating in Diversity Lab's Mansfield Rule for Large Firms in the U.S.

This innovative, national initiative aims to foster meaningful, positive change throughout the legal industry by ensuring all talent at participating law firms and legal departments have a fair and equal opportunity to advance into leadership and other career advancement opportunities.

Over 12 months, if Spencer Fane meets certain measurable objectives in areas such as leadership pipeline, transparency, knowledge sharing, and accountability, the firm can become Mansfield Certified. This endeavor aligns with the Spencer Fane core values and the firm's ongoing commitment to the DEI principles, bolstering an exceptional work culture and ability to meet clients' needs.

Mansfield helps ensure that all talent has an equal, fair, and equitable opportunity to advance into leadership through an intentional decision-making process informed by behavioral science.

- 94% of participating large law firms broadened the pool of talent considered for client pitch teams.
- 85% of large law firms increased discussions around lateral partner hiring inclusivity.
- 84% of Mansfield legal departments now have transparent internal advancement processes as a result of Certification.
- 75% of Mansfield legal departments now track internal talent pools for promotion because of Mansfield.

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I believe that Mansfield Certification is an important part of Spencer Fane continuing its efforts to advance principles of diversity, equity, and inclusion inside the firm and in the broader legal profession. It will allow us to attract and retain top talent and to provide exceptional client service.

– **Julia Vander Weele**, Partner and
member of the firm's Mansfield Taskforce

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Mansfield doesn't require we hire certain candidates or that we promote certain candidates. Rather, it asks that we do the necessary work to ensure candidates and attorneys have fair opportunities. It requires we build a recruiting pipeline so that a broad pool of candidates has an opportunity to join Spencer Fane. And it requires we are transparently promoting the path to leadership opportunities at our firm, so all of our attorneys know what it takes and can seek the resources they need to grow into a leadership role in our firm.

– **Stephen Flanery**, Human Resources Manager
and member of the firm's Mansfield Taskforce

EmpowerHER Summit



Spencer Fane Hosts Inaugural EmpowerHER Summit

The firm hosted the inaugural Women ADVOCATE EmpowerHER Summit on September 4-5 in Kansas City. This exclusive event provided an exceptional professional development program to Spencer Fane women attorneys, their allies, and dozens of its clients from across its diverse client base.

EmpowerHER offered engaging sessions designed to excite, engage, and empower. The programming provided valuable insights on topics such as workplace empathy, navigating conflicts, and strategies for boardroom achievement. These presentations were led by a lineup of accomplished Spencer Fane attorneys (**Camber Jones, Jane Fedder, Theresa Becerra, DeAndrea Washington, and Julia Vander Weele**) and other esteemed female leaders including Mara Liasson (NPR Washington Desk Correspondent), Marla Persky (President and CEO of WOMN LLC), and Dr. Nicole Price (Chief Executive Officer of Lively Paradox).

Attendees also enjoyed multiple networking and dining opportunities, including a dinner and reception at CPKC Stadium, the first stadium in the world built specifically for a women's professional sports team, the Kansas City Current. This experience featured entertainment from Eboni Fondren, a Shop Local KC pop-up shop highlighting handmade goods from local woman-owned businesses; a guided tour of the facility; and words from KC Current Stadium General Manager Stefanie Tomlin.

”

Planning the EmpowerHER Summit was incredibly rewarding and will remain a bookmark in my professional achievements. It has been rare in my career to partner with other leaders of the firm to create and execute a multiday event entirely premised on inspiring and advancing women across multiple industries. And we succeeded in doing just that! So many of our Spencer Fane clients, who traveled from all over the country to attend, raved about the Summit. That was hands down my favorite part of this event. Kudos to our firm that we proactively recognized the desire among our female clients and colleagues to collectively gather and inspire each other in such a significant way.

– **Linda Knight**, Partner, Women ADVOCATE Chair, and EmpowerHER Committee member

By the Numbers

80+

attorneys attended the firm's inaugural EmpowerHER Summit

10

allies attended the firm's inaugural EmpowerHER Summit

30+

clients attended the firm's inaugural EmpowerHER Summit

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The very first EmpowerHER Summit was a collaborative experience that involved brainstorming and exchanging ideas about what the inaugural event would look like. Planning any event for the first time involves a considerable amount of uncertainty but the event was received so well by clients and colleagues who attended. It was a first-class program and exceeded my expectations, to be certain. I'm very proud to have been part of the planning team.

– **Amy Mistler**, Partner and EmpowerHER Committee member



Talent Pipeline and Recruiting

Spencer Fane is among the highest-ranked law firms in the nation for professional satisfaction and one of the nation's fastest-growing. Our core values include humility, inclusivity, and collaboration, which empower our teams to tap into an unwavering ambition to achieve successful outcomes on behalf of clients.

Recognizing that the sustained success of all lawyers and staff supports a competitive advantage for the firm, the firm is dedicated to the recruitment, retention, and advancement of all professionals in the firm.

The firm focuses on recruiting law students to ensure a diverse applicant pool and participating in recruiting events aimed at enhancing inclusion across the legal profession.

By the Numbers

2.7%

attrition rate firmwide
(compared to the 20%
national average)

6

career
fairs
attended

Firm Attends and Sponsors Lavender Law

Spencer Fane professionals **Colin Goodman**, **DJ Healey**, **Bill Hopkins**, and **Camryn McAtee**, represented the firm at the 2024 Lavender Law Conference and Career Fair. Hosted by the National LGBTQ+ Bar Association, the annual event provides specialty sessions, workshops, and networking opportunities for thousands of LGBTQIA+ and allied legal professionals since its 1988 inception. As a law firm that centers on diversity, equity, and inclusion principles and is continuously advancing its support for the LGBTQIA+ community, Spencer Fane is proud to not only sponsor this event but also to participate in its programming. DJ co-chaired Lavender Law's Intellectual Property Law Institute.



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It is essential to our success that Spencer Fane focuses on expanding our recruiting avenues to connect with students from diverse backgrounds. We thrive when diverse minds and people come together, enhancing opportunities for innovation, creativity, and problem-solving. Our efforts don't stop at recruiting; we are committed to creating an inclusive environment where everyone feels they belong, ensuring equal opportunities for all. By creating a more inclusive and equitable environment, we improve employee satisfaction and retention and align with the firm's core values.

– **Camryn McAtee**, Legal Recruiting Coordinator

Thought Leadership

As active thought leaders in our industry and those most important to our clients, Spencer Fane attorneys and staff regularly speak and write on important topics. Our professionals serve as leaders in both professional and community organizations as well as creating opportunities for the firm to host events for like-minded groups.

By the Numbers

18

DEI-related presentations

11

DEI-related published articles

12

DEI-related community events hosted

9

new DEI-related leadership positions

”

I believe presenting on these issues benefits both the employees and the organization and helps to create a healthier and more inclusive work environment.”

– **Loren Foy**, Of Counsel and 2024 American Health Law Association presenter on accommodations for pregnant and breastfeeding employees

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Civic leadership classes, like Kansas City Tomorrow, are important leadership opportunities because they equip individuals with the knowledge, skills, and mindset needed to drive positive change in their communities. The most valuable things I have learned are understanding the systems of power, specifically how government, nonprofits, business, and others interact to shape policies and community outcomes and how to turn ideas into action.

– **Hillary Martel**, Partner and 2024 Kansas City Tomorrow Leadership Class participant



Awards + Rankings

As a result of the firm's efforts and commitment to equality, Spencer Fane was honored for its contributions by local, national, and trade media organizations in 2024. In addition to the numerous awards bestowed upon the firm, Spencer Fane professionals continue to shine in their own right.



By the Numbers

19

individual
DEI-focused awards

5

firm DEI-focused
awards

3

client DEI-focused
award wins

Spencer Fane Achieves Spot on Top Law Firm Index for Sustained Excellence

The firm earned placement in the 2023 Leopard Law Firm Index (LLFI) Top 200 law ranking, which recognizes firms for achieving sustained excellence in areas such as overall business performance, growth, and retention.

The ranking recognizes law firms using factors such as growth or decline in attorney headcount, attorney retention, fluctuations in revenue per lawyer, and ethnic and gender diversity. Inclusion on the LLFI highlights the intentional focus Spencer Fane places on maintaining an entrepreneurial, collaborative, and inclusive environment for its professionals while unlocking the most value for its clients and expanding the firm's national footprint to meet their growing needs.

Spencer Fane Commitment to Equity Earns WILEF Gold Standard Certification

The firm earned its first Gold Standard Certification from the Women in Law Empowerment Forum (WILEF). In meeting these standards, Spencer Fane emphasizes its outspoken commitment to empowering not only women, but people of all backgrounds by prioritizing diversity, equity, and inclusion.

Spencer Fane Recognized as a 2024 Leadership Council on Legal Diversity Top Performer

The firm has been designated a Top Performer by the Leadership Council on Legal Diversity (LCLD), which recognizes law firms and corporations demonstrating a strong commitment to building a more inclusive legal profession. The Top Performer award recognizes the organizations most engaged with LCLD's initiatives throughout the year. These include the prestigious Pathfinders and Fellows programs in which select Spencer Fane attorneys participate annually, providing unique professional development and educational opportunities.

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I am proud to have been selected as a 2024 Legal Visionary. It represents the culmination of more than three decades in the legal field, first as a legal assistant, and the last 25 years as an attorney. Coming from parents who worked in the potato fields of Colorado and New Mexico and then as blue-collar workers in California, I hope I can be an example to all the young Latino students who dream of professional careers.

– **Theresa Becerra**, Partner and Los Angeles
Times Legal Visionary honoree

Awards + Rankings

Spencer Fane Receives DBJ Leaders in Diversity Award

The firm was recognized as a 2024 Leaders in Diversity Award honoree by the *Dallas Business Journal*. These awards celebrate those who have “shown exceptional commitment to promoting practices that advance diversity and inclusion in the workplace and in business leadership and who bolster equality across all areas of diversity” across North Texas. Spencer Fane is among only 16 individuals and nine organizations in this year’s awards class.

Spencer Fane Receives APABA Silicon Valley Beacon of Diversity Award

The Asian Pacific American Bar Association of Silicon Valley (APABA Silicon Valley) named Spencer Fane a 2024 Beacon of Diversity Award recipient. As part of its core mission, the organization created the Law Firm Diversity Awards to celebrate law firms demonstrating the highest commitment to equity and inclusion in the workplace, the profession, and the greater community.



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The General Practitioner award was an unexpected honor. My primary clients are K-12 public school districts, so my practice involves legal issues from the controversial to the routine. It’s nice to receive an award like this; it validates the value of day-to-day legal advice that doesn’t usually make the headlines because it keeps clients out of the spotlight.

– **Stephanie Lovett-Bowman**, Partner and Missouri Lawyers Media Women’s Justice Awards honoree



”

Being an ally is crucial as it nurtures authentic connections, confronts systemic injustices, and cultivates a more diverse and fair environment for all, fostering a legal industry that is just and prosperous. My commitment to advocating for women’s rights, championing inclusivity, and actively listening remains unwavering. As an advocate, I pledge to confront sexism and discrimination, challenging harmful stereotypes. In promoting inclusivity, I strive to establish safe, supportive spaces where women are valued and respected. Above all, I am dedicated to actively engaging with and learning from women’s diverse experiences and viewpoints to enhance my role as an ally.

– **James Crumlin**, Partner, DEI Committee Chair, and Corporate Counsel Ally of the Year honoree

Community

At Spencer Fane, we are all in on connecting with and improving the communities in which we are immersed. Our professionals are active participants in community boards and organizations, volunteer programs, and local philanthropic endeavors. Together, we build relationships, drive local development, and realize opportunities to make a positive impact on the communities in which we work and live. Our firmwide programs around charitable giving, inclusion, pro bono matters, and volunteerism are part of the fabric of our culture.

By the Numbers

4

formal charitable giving programs

\$107,500

provided in charitable giving grants in 2024



The Coterie to Expand Arts Education Programs for Kansas City Youth with Spencer Fane Charitable Grant

The Coterie, a not-for-profit professional theater for youth and family audiences, was selected as the recipient of the firm's 2024-2026 Charitable Giving Program grant in Kansas City.

Spencer Fane will donate \$50,000 over the next three years in support of The Coterie's mission to deliver professional classic and contemporary theater that challenges audiences and artists and provides educational, dramatic outreach programs in the community. With this grant, The Coterie plans to significantly expand the reach of its life-changing arts education programs, thus growing the organization's impact on underserved students.

Spencer Fane Honored for Legal Aid Society Partnership

The firm was proud to be honored by the Legal Aid Society of Middle Tennessee and the Cumberland at the organization's Champions of Justice: An Evening of Gratitude. As a founding member of the Legal Aid Society's Leadership Cabinet, the Spencer Fane Nashville office has supported the organization every year since its inception. Through partnerships such as these, the Legal Aid Society has fostered meaningful, lasting change in providing legal representation to low-income individuals that protects their livelihoods, health, and families.



”

KC's Charitable Giving Program, which has focused on supporting the arts for almost 20 years, has been a resounding success for the firm and its charitable recipients. The arts have always led growth and development in communities across the globe, so we knew Spencer Fane could ride that growth. And since the arts are the great human equalizer, we knew that organizations with a DEI commitment like ours would only help us make sure the firm and its broader communities could thrive.”

– **Nate Orr**, Partner and lead attorney for the Kansas City Charitable Giving Program

Community

Spencer Fane Supports 22 Utah Organizations Through Charitable Giving

The Spencer Fane Utah office was honored to select 22 recipients for its 2024 charitable giving program. \$35,000 was recently donated across local organizations in support of their respective, exemplary missions.

The Spencer Fane Utah Foundation – successor to the Snow Christensen & Martineau Foundation established in 1988 – supports community-focused organizations through its charitable grant program. Every year, nonprofits involved with arts and culture, children and youth, faith, health services, higher education, and homelessness receive donations.

”

We come from an immigrant family. Both of my parents worked more than one job at any given time to provide for our family of nine. Even with the little they had; they helped those who had less than us. I strive to follow their example by giving back to the community through volunteer work and providing financial support to community organizations.

– **Servando Sandoval**, Partner and regular community volunteer

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The Spencer Fane Utah Foundation donates tens of thousands of dollars annually to organizations like the Utah Symphony & Opera, the Utah Food Bank, and other organizations that help children and those in need. This charitable work strengthens both the firm and the community, reminding us that we are part of a larger, interconnected world. By helping those in need, the Foundation fosters a sense of responsibility and unity among everyone who participates in, and benefits from, the contributions.

– **Keith Call**, Partner and member of the Spencer Fane Utah Foundation selection committee



Events

We are proud to provide internal and external event opportunities both virtually and in person to our professionals and clients that have a lasting impact and create engagement opportunity for all. The events – both educational and social – are designed to enhance our firm’s inclusive culture. Our goal is always to provide a safe space for connection and an opportunity to build multicultural experiences as well as support the firm’s strategic goals.

Specifically, SF Connects is a series of virtual conversations featuring our colleagues who focus on improving DEI at the firm and in the community on a daily basis. In addition, Spencer Fane hosts an internal-only Let’s Talk About It series, virtual discussions that highlight topics related to equity and inclusion. Through their small group format, each event aims to create a safe, comfortable environment where every participant has the opportunity to contribute.

By the Numbers

6

DEI-focused
external events

37

DEI-focused
internal events

7

SF Connects
presentations

1

Let’s Talk About
It discussion



Spencer Fane Hosts Annual Black History Month Book Club

The Spencer Fane DEI Committee hosted our third Annual Black History Month Book Club throughout February. We were happy to welcome back Vic Sorrell, VicWork LLC CEO, to co-lead these weekly book club discussions alongside DEI Committee Chair **James Crumlin** about the book, *The Sum Of Us: What Racism Costs Everyone And How We Can Prosper Together* by Heather McGhee. Moreover, the firm was thrilled to welcome the author herself for the final book club session.

During the club’s Friday meetings, authentic and vulnerable discussions blossomed among colleagues that highlighted the book’s chapters and concepts, sparked numerous questions and thoughts, and facilitated the sharing of personal experiences. The final installment also provided a priceless Q&A opportunity with Heather in which she provided her perspective on current events, detailed her professional journey since her book was published, and previewed her next steps. Heather also shared that seeing organizations such as Spencer Fane utilizing her book as a learning tool is “a dream come true.”

”

This kind of event is important because it allows employees to share their different life experiences. We all work for the same firm, but we got here in so many different ways. It helps us to get to know each other, even though we are far away from each other in different states. I am proud of my heritage and my family story, and I wanted to share it with others.

– **Annette Gamero**, Legal
Administrative Assistant and
Hispanic Heritage Month
SF Connects participant

Events

Spencer Fane Hosts Path to Partnership Webinars

The firm's Nominating Committee led three internal, educational sessions, co-hosted by the Spencer Fane DEI Committee and its Connect Groups, on the non-proprietary partner selection process in an attempt to demystify the overall criteria and timeline. Attorneys **James Crumlin**, and **Linda Knight** joined HR Manager **Stephen Flanery** for a roundtable session where they answered questions about the qualitative and quantitative criteria the Nominating Committee considers in its evaluation of partnership candidates.

Attorney **Jamie Dickinson** and Chief Financial Officer **Allen Voor Vart** hosted an internal webinar on compensation structure, while members of the Nominating Committee **Dickinson, Knight**, and **Blane Markley** shared their own paths to partnership as well as administrative obligations associated with partnership in a final presentation.

Firm Completes Third Year of Client Development Coaching Program

Spencer Fane again partnered with trainer and coach Werten F.W. Bellamy, Jr. for the third year of its Client Development Coaching Program, which was designed for all experience levels and provided fresh ideas and strategies for pursuing and cultivating client opportunities. Each session this year was focused on relevant topics ranging from establishing client preference to pitching new business and building diverse teams and feature panel discussions with accomplished client managers, including **Jon Watson**, **Sonja McGill**, **Tracey Wallace**, **DeAndrea Washington**, **Andrew Brought**, and **Cathy Webking**.

”

This event provided our attorneys with perspective on how their South Asian colleagues arrived at their respective careers and highlighted the unique challenges we face as South Asian American attorneys. For me, participating in this event was a therapeutic reminder of how my South Asian roots shaped my career path, and an opportunity to share my experiences with newer attorneys going through similar challenges in their careers.

– **Kunal Shah**, Partner and South Asian Heritage Month SF Connects participant

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The Women's History program was extraordinarily meaningful to me. I felt it was important for the firm to host this event and for me to participate in it because it richly celebrated our society overall, it honored the phenomenal achievements of women in history, and it inspired all of us to do great things, not only for our own careers but for the greater good of our communities.

– **Stacey Garrett Koju**, Partner and Women's History Month SF Connects participant



Social Media Campaigns



In 2024, Spencer Fane continued and grew its social media campaign where we welcome both attorneys and staff to share personal stories about the holidays and observance months that matter the most to them. From Jewish American Heritage Month to Transgender Day of Remembrance, we celebrate how much we learned through these social media spotlights.



What are your goals for the recently created Spencer Fane BOND connect group?

Being a leader for Spencer Fane BOND makes me actually feel that I have a real voice. As a result, I and the other leaders of this connect group aim to provide a support structure where Black employees can interact, advocate for our needs as a group, and foster a sense of community within Spencer Fane.

Ed Summers, Network Administrator, Nashville



Why is it important to have women in leadership roles?

There is something inherently fair about an organization that promotes gender equity and women leadership. Women taking on leadership roles helps break the stereotypical mindset that a woman's role is primarily as a homemaker and not necessarily a "breadwinner" of the family. Women are by nature sensitive, perceptive, and emotionally available which enables them to identify original ways of boosting team spirit, collaboration, and healthy competition. In my opinion, it is somewhat less intimidating for team members to approach a woman leader about their own issues – knowing that a woman would be more in tune with the reality of balancing a working life with the trials and tribulations of juggling multiple balls on a day-to-day basis.



Sonia Shah, Of Counsel, San Jose



How can organizations foster a welcoming, supportive environment for neurodiverse people?

I have benefited immensely from the flexible work culture at Spencer Fane which allows me to choose between quiet spaces for deep focus or dynamic settings that stimulate engagement. This flexibility maximizes my productivity by aligning with my brain's atypical needs. As the prevalence of autism and related conditions rises and becomes better understood, it becomes imperative for companies to create environments where neurodivergent individuals can thrive. Spencer Fane sets a national standard for legal practices by embracing and celebrating neurodiversity, serving as a model for all industries to harness the unique strengths of all professionals for a more inclusive and productive workplace.



Allen Darrach, Chief Information Officer, Kansas City



What does AAPI Heritage Month mean to you personally and professionally?

This month provides an opportunity to reflect on and show gratitude for my Hawaiian and Filipino family, especially those who paved the way for my life and career. My great-grandfather came from the Philippines to Hawaii to work for many decades in the sugar cane and taro plantations. My grandparents continued the same legacy of hard work and sacrifice, especially for the benefit of the family. The same is true for my parents, who worked multiple jobs at times, to ensure my siblings and I had everything we needed. They also fostered a strong sense of family unity that motivates much of what I do in life. I feel incredibly fortunate to build on that tradition and to have a family and community where we all support one another unconditionally.

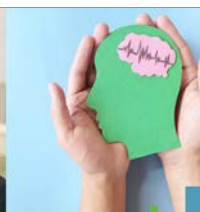
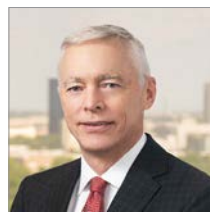
Melinda Bowen, Of Counsel, Salt Lake City



What is your favorite Jewish holiday or tradition and why?

My favorite Jewish holiday is undoubtedly Passover because, at its heart, it displays resilience – the trait I am most proud to associate with my culture. Oppressed – as our people have repeatedly been over the centuries – and at one time enslaved, the Jewish people were empowered by Moses to be free and were unwilling to accept anything less than complete self-determination. As the Passover story goes, in the end, the enslaved Jews were freed and returned to their ancestral homeland in the land of Israel, albeit following a trying trek of 40 days and nights in the desert with only unleavened bread to survive. This story forever reminds me that we, as the Jewish people, no matter where we live, what we look like, or what we've experienced, are capable of amazing things despite the odds constantly being stacked against us. It truly makes me proud to be a Jewish person.

Johanna Hyman, Associate, Minneapolis



What's a practice that has helped you maintain your mental health while managing the demands of a legal career?

I find that an early morning workout on Arizona trails, immersed in nature and sunshine, is a tremendous way to start the day. Whether hiking, running, or biking, I finish the workout feeling great and ready to take on any challenge that might arise in the course of my litigation practice. At any pace or distance, morning exercise just sets the stage for a sense of well-being which results in enhanced resilience throughout the day, and no doubt enhances respect and good cheer in the workplace.

Rick Herold, Partner, Phoenix

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Participating in the Black History Month spotlight is important because it highlights our firm's commitment to diversity and inclusion. Celebrating Black history fosters a sense of belonging and encourages meaningful conversations about equality. I chose to participate because I believe in the power of representation and the importance of amplifying underrepresented voices. This engagement helps honor the contributions of Black individuals and promotes positive change within our firm and community.

– **Ed Summers, Network and Server Administrator, BOND Committee member, and Black History Month spotlight**

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This type of engagement is important for our firm because it highlights the unique backgrounds of Spencer Fane attorneys and acknowledges the diverse perspectives each brings to the table. With antisemitism skyrocketing, for me it was important participate in the social media spotlight to show I am proud of my heritage, and that my Jewish identity is fully embraced by the firm I choose to work for.

– **Johanna Hyman, Senior Associate and Jewish American Heritage Month spotlight**

Social Media Campaigns

By the Numbers

38

total social media posts

19

holidays celebrated with firm spotlights

48

attorneys and staff featured

”

I firmly believe that each of us must pay attention to our own mental health, most notably with adequate sleep and exercise whenever feasible. And, we must support our friends and colleagues at work as they strive for balance. A firm and culture which elevates mental health to a position of significance, and supports the needs of its personnel, allows people to flourish both professionally and personally.

– **Rick Herold**, Partner and Mental Health Awareness Month spotlight

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This type of engagement is important so people remember that there are those around them that are willing to put our great country and our nation's citizens before themselves. Some of those same people have experienced things that only a few understand and can imagine. I chose to participate because I feel that I am one of the very few with this experience in our profession.

– **Jenn Trapp**, Litigation Paralegal and Veterans Day spotlight



What message do you have for other young professionals navigating their identity?

One piece of advice I would offer to young professionals exploring their identity is to embrace the journey. It can be daunting to be open about your identity in professional settings, but I actively seek employers that support the LGBTQIA+ community, and I personally take part in their diversity and inclusion initiatives. With everyone's help, we can create a work environment where everyone feels welcomed and valued!

Kayla Zack, Client Development Specialist, Kansas City



What is one of your favorite cultural traditions and why?

One of my favorite cultural traditions is celebrating Diwali, also known as the Festival of Lights. It is a time of joy, togetherness, and spiritual renewal for me and my family. The beautiful diyas (oil lamps made of clay) and vibrant colors create a unique atmosphere of warmth and positivity. Celebrating Diwali with my friends and family reminds me of my roots and allows me to share our traditions with others in the community.

Namrita Notari, Senior Associate, Plano



How can the legal and other business communities do more to honor the legacy of Juneteenth?

One way American businesses can honor Juneteenth's legacy is to increase support for educational and economic opportunities for the descendants of enslaved Americans, as well as supporting public policies to achieve the same goals.

William J. (Pat) Haynes III, Partner & Spencer Fane BOND Committee Chair, Nashville



What is your favorite cultural holiday or tradition and why?

My favorite cultural holiday is Dia de los Muertos. I enjoy celebrating this holiday because it focuses on creating a special connection with our ancestors and highlights the importance of family and heritage. Gathering with loved ones to honor those who have passed allows us to reflect on their lives, their legacies, and the impact they have had on our own lives. Moreover, Dia de los Muertos fosters a sense of community, reinforcing our bonds and cultural identity. This tradition not only deepens my appreciation for my roots but also helps keep the memories of my loved ones alive in a beautiful and meaningful way.

Ashley Zarate, Associate, Dallas



What's a key lesson you learned during your service?

The one key lesson that I learned during my service actually comes down to the Army core values. While the acronym is the Army's, the definitions are my own based on what they mean to me. I try to apply these to everything I do both personally and professionally. I believe that many people have these same values, but I also believe that many more could benefit from them as a guiding star to act upon: Loyalty – allegiance to my family, the firm, and our clients; Duty – fulfilling my obligations; Respect – treating everyone with dignity and expecting the same in return; Selfless service – putting the needs of others (my family, friends, coworkers, and clients) before my own; Honor – abiding by these values always; Integrity – doing what's right, legally and morally, no matter what; and Personal Courage – facing fear and adversity.

Jenni Trapp, Paralegal, Nashville



How do you think your heritage has influenced your personal or professional journey?

As a child, I learned my heritage stems from the Sioux tribes. When I lived in North Dakota in 2007, I was able to kickstart a deeper exploration of my Sioux heritage. I discovered a deep connection to and respect for their religious beliefs about The Great Spirit and how it relates to the natural and supernatural world around us. I found myself drawn to natural health and the many uses of plant medicine and more specifically ways to assist with healing my community. Today, I am a certified health coach with my own natural health company. All my plants are grown and cared for onsite, and my products are crafted within a practice heavily influenced by my Sioux heritage.

Jessica Kallweit, Legal Administrative Assistant, Denver

Memberships and Sponsorships

Active leaders in the legal industry and our communities, Spencer Fane is compelled by the desire to reach beyond the firm when championing an inclusive environment. We lend our support to related networks and initiatives not just through membership but also through formal sponsorship. From networking events to award ceremonies to educational opportunities, we are honored to support these programs and their missions.

By the Numbers

64

DEI-related memberships

25

DEI-related community service organizations

41

DEI-related sponsorships in 2024



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While I have served in leadership and governing positions in a number of community organizations, I have found myself drawn to leading drop-in tours at Holocaust Museum Houston (HMH) on weekends in order to facilitate a better understanding of the lessons of the Holocaust to the general community. Each Holocaust museum has its own perspective, and HMH has chosen to tell the story from the perspective of those who survived the Holocaust and came to Houston to build their businesses and families. This perspective offers profound insights into the human spirit that I love to share.

– **Albert Hiller**, Of Counsel and Advisory Board
Member at Holocaust Museum Houston

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The DRI diversity conference was a great conference lead by a great committee of lawyers who are dedicated to promoting diversity in the legal industry. We did not get a chance to participate in the Corporate Expo at last year's conference but my previous involvement in the Expo led to my business development with Phillips 66. I highly recommend the firm continue its support of this conference.

– **Hannah Lee**, Partner and firm-sponsored
DRI Diversity for Success attendee

”

While prejudice and bias still exist in this profession, there has been significant improvement. Confronting people head-on who express these views and supporting others facing bias is key to continuing this change. Our firm sponsoring this event evidenced to me that Spencer Fane supports DEI and understands the value adhering to DEI principles provides to the community and business. I am proud that Spencer Fane is a force for change.

– **Kim Kerns**, Partner and firm-sponsored
DAYL Dinner and Dialogue attendee

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I joined the Minnesota Lavender Bar Association because I am an ally for the LGBTQIA2S+ community. I am honored to have the opportunity to work with many estate planning clients who identify as LGBTQIA2S+, and to be an ally for attorneys and financial advisors in this space.

– **Serena O'Neil**, Partner and Minnesota
Lavender Bar Association active member

A Letter From Pat Whalen

Over the last year, we had the unique and humbling privilege to combine with three law firms and welcome hundreds of colleagues in new and existing markets across the U.S., including:

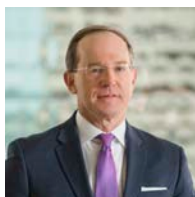
- **Utah:** The largest combination in firm history with Snow Christensen & Martineau, a full-service firm with a 135-year history in Salt Lake City and St. George, Utah.
- **Washington, D.C.:** Expansion to the East Coast and into one of the nation's largest legal markets with a portfolio of service offerings that includes patent litigation, governmental affairs, and white-collar defense.
- **New Mexico:** Entry further into the Southwest region after a combination with Montgomery & Andrews, PA, a Santa Fe-based firm offering a deep bench of trial, transactional, and regulatory attorneys.
- **Nevada:** Deepening our Las Vegas presence after combining with Holley Driggs, a storied regional firm with notable strength in business and corporate law.

These additions and similar combinations over the last five years have made Spencer Fane the fastest-growing AmLaw 200 firm over that time span, as reported by *The American Lawyer*, and have created exceptional value for the firm's clients and its front-line legal practitioners, as evidenced by our recognition as the only law firm to receive perfect scores in the most recent *U.S. News & World Report* list of "Best Companies to Work For."

However, the significance of this growth is not in its impact on our headcount, revenue, or profile, and it is not measured by our place in industry law firm rankings or media recognitions. Rather, these firms and colleagues electing to join Spencer Fane stand as a testament to a singular culture defined by autonomy with accountability, kindness with performance excellence, and the fierce pursuit of realizing our individual and collective potential. These values – as evidenced by the wide array of talent that has joined Spencer Fane – resonate deeply in a profession that has traditionally been defined by the kind of vertical hierarchy and heavy-handed bureaucracy that impede client service, create unnecessary inefficiency, and interfere with execution by an expert workforce.

As we look ahead, the stakes will only get higher. The opportunities that arise and the obstacles that we encounter will become more numerous, more complex, and more consequential. The client and talent marketplaces will challenge us to continue to seek solutions, systems, and processes that create value while avoiding the highly centralized, "command-and-control" model that runs counter to our culture. Our ability to sustain this momentum will depend on our intellectual humility, our commitment to inclusivity and collaboration, and our thorough consideration of all relevant points-of-view and perspectives.

No doubt, as you have read in this report, we are energized by this opportunity and confident that we can continue to achieve growth in all forms that serves – rather than compromises – our culture and values. We look forward to what is ahead of us and to continuing to serve our clients, colleagues, and communities.



Pat Whalen
Spencer Fane Chair



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Spencer Fane is a full-service business law firm focused on providing results that move clients and their businesses forward. With direct access to firm leadership and a different approach to client engagement, our attorneys instill confidence and certainty that the clients' interests are the firm's priority

For more information on Spencer Fane DEI initiatives, please visit spencerfane.com.