

**Law Firm**  
**Diversity Report**  
**Dallas – 2016**

Presented by the



a collaborative effort undertaken by the:

**Dallas Women Lawyers Association**  
**Dallas Asian American Bar Association**  
**Dallas Hispanic Bar Association**  
**J.L. Turner Legal Association**  
**Dallas LGBT Bar Association**

A copy of this report is available for download at [www.diversitytaskforce.com](http://www.diversitytaskforce.com).  
Please send comments or questions to [dallasdiversitytaskforce@gmail.com](mailto:dallasdiversitytaskforce@gmail.com).

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2016 Dallas Diversity Task Force  
Chair, Nicole Knox  
*representing* Dallas Women Lawyers Association

### Recommendation for revisions for future reporting

While it is not customary for the Chair of the Task Force to write an introductory letter, I believe I would not be fulfilling the honor of my responsibilities if I failed to bring awareness to issues previously unaddressed by this Task Force. I do this with the hope that future Task Forces implement solutions suggested below and in accordance with the goals of the 2016 Task Force: to engage, to educate, and to enhance our community and our profession.

The first problem is that the current methodology employed by the Task Force does not account for multi-racial or bi-racial attorneys. Currently, the Task Force addresses this issue by asking surveyed firms to choose the race for which the attorney most identifies.

The second problem is that the law firms are not asked to report whether multi-racial and bi-racial attorneys choosing to identify with a particular race or ethnicity are equity partners. In the past, this issue has been resolved if the individual surveyed firms took the initiative to distinguish equity partners on their own or if the Task Force took the additional measure to seek clarification to distinguish equity partners.

Thompson & Knight brought the reality of these problems to my attention this year. A detailed analysis revealed the following details. In 2014, the Task Force overrepresented Hispanic/Latino equity partner representation at the firm and underrepresented its Hispanic/Latino non-equity attorney representation, which resulted in an inflated score for Hispanic/Latino representation. Both misrepresentations involved multi-racial attorneys identifying as Hispanic/Latino. That year, the Task Force also underrepresented a multi-racial equity partner identifying as Native American, which did not affect the firm's score for Native American representation because they achieved a score of 100 despite the error. However, both errors from 2014 affected the firm's 2015 score because it gives the appearance of attrition. Further, the firm suffered reporting errors in 2015 when the Task Force did not account for one reported multi-racial associate attorney identifying as Black/African-American, one reported multi-racial associate attorney identifying as Hispanic/Latino, and two reported multi-racial attorneys identifying as Native American.

The 2016 Task Force cautiously examined its reporting of multi-racial attorneys, and it extends a sincere apology to participating firms who may have been effected by the issues addressed herein. To prevent future misrepresentations of participating firms, I strongly recommend two curative measures before any future reports are published. First, the methodology should be recalculated to incorporate inclusion of multi-racial and bi-racial attorneys without requesting them to choose a race with which they most identify. Second, the law firm information sheet should direct firms to identify whether each multi-racial or bi-racial attorney is an equity partner or non-equity attorney.

Thank you to the sister bar organizations for trusting me with this humbling responsibility. And, thank you to the participating firms for their continued participation in the Task Force's annual report.

Very Truly Yours,

Nicole Knox  
Chair, 2016 Dallas Diversity Task Force

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## **I. Executive Summary & Progress Report**

The 2016 Law Firm Diversity Report (“2016 Report”) prepared by the Dallas Diversity Task Force (“Task Force”) presents a snapshot of the diversity of attorneys practicing at the largest firms in Dallas County, Texas. The Task Force invited the twenty largest law firm offices in Dallas County, as reported by the Dallas Business Journal, to participate. Two firms declined to participate: Gibson, Dunn & Crutcher, LLP and Gray Reed & McGraw PC.

The 2016 Report provides composite scores that measure racial or ethnic minority attorney representation at the surveyed firms during the relevant time frame (June 1, 2015-May 31, 2016). The methodology for calculating the firms’ composite scores is based on racial or ethnic minorities remains unchanged from previous years and is calculated based on a firm’s number of racial or ethnic minority attorneys, depth (i.e., number of equity partners vs. other attorneys), and breadth (i.e., diversity across minority groups). The composite score measures firms against two benchmarks: the population demographics within the State of Texas (“Texas Demographics”), and the demographics of licensed attorneys in Texas (“Texas Lawyer Demographics”).

The 2016 Report also includes checklist scores that measure the firms’ efforts to recruit, retain, and promote minority attorneys. The checklist scores also reflect each firm’s efforts as related to lesbian, gay, bisexual, and transgender (“LGBT”) and women attorneys. A firm’s checklist score is not used in calculating its composite score.

With eleven years of data to use as points of comparison, the 2016 Report provides an opportunity to evaluate Dallas firms’ progress over time.

### **Notable Developments**

- Nine firms improved their composite scores from 2015 to 2016.
- The 2016 average composite score is 51.32, a marginal increase from the 2015 average composite of 50.32 (+1.0). The benchmark for representative industry standards is a composite score of 70.0.
- 89% of participating firms reported interviewing at racial or ethnic minority job fairs (decrease of one percentage point since 2015), 61% reported interviewing at LGBT job fairs (decrease of 14 percentage points since 2015), and 33% reported interviewing at women focused job fairs (increase of 20 percentage points since 2015). 17% of the participating firms reported hiring from a minority job fair (decrease of 33 percentage points since 2015).
- 48 of 684 (7%) total equity partners at the surveyed firms are racial and ethnic minority attorneys. 217 of 1,276 (17%) total associates and other non-equity attorneys at the surveyed firms are racial or ethnic minority attorneys. 265 of 1,960 (13.5%) total attorneys at the surveyed firms are racial and ethnic minority attorneys. Conversely, racial or ethnic minority attorneys comprise approximately 19% of active

attorneys licensed by the State Bar.<sup>1</sup> No firm met or exceeded the Texas Lawyer Demographics for African Americans/Blacks (down from two firms in 2015).

- Two participating firms, Hunton & Williams, LLP and Thompson, Coe, Cousins & Irons, LLP, reported zero racial or ethnic minority equity partners.
- The participating firms reported the following: 61.1% have zero Black/African-American equity partners, 44.4% have zero Asian/Asian-American equity partners, 44.4% have zero Hispanic/Latino equity partners, and 72.2% have zero Native American equity partners.
- 114 of 684 (16.6%) total equity partners at the surveyed firms are women. The State Bar does not provide comparative data for female equity partners. However, the National Association of Women Lawyers reports annually on the status of women in the profession. NAWL's 2015 report cites that 18% of equity partners are women.<sup>2</sup> Eight firms (44%) surveyed by the Task Force reported 18% or more women equity partners. Strasburger & Price, LLP reported the highest percentage (26.7%) of women equity partners. Hunton & Williams, LLP reported the lowest percentage (5.26%) of women equity partners.
- The Task Force is unaware of any existing state or national comparative data for LGBT equity partners. Three of the surveyed firms reported LGBT equity partners as follows: Baker Botts (2), Vinson & Elkins (1), and Winstead PC (1).

### **Attrition Data**

- 33.1% of associates who ceased employment with the firms are racial or ethnic minority attorneys.
- Eight firms, Andrews Kurth LLP, Baker McKenzie, Bell Nunnally & Martin, Haynes & Boone, Hunton & Williams, LLP, Jackson Walker, LLP, Munsch Hardt Kopf & Harr, PC, Thompson & Knight LLP, Vinson & Elkins LLP, and Winstead PC, reported no turnover of racial or ethnic minority partners (equity and non-equity) during the relevant time frame.
- 29 equity partners who ceased employment with the firms are women. Haynes & Boone, Thompson & Knight, and Winstead PC reported no turnover of women partners (equity and non-equity).
- Of the 16 firms reporting attrition data, three firms, Gardere Wynn, Haynes & Boone, and Jackson Walker, reported that one LGBT partner (equity and non-equity) at each firm ceased employment.

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<sup>1</sup> Source: State Bar of Texas Department of Research and Analysis, Dallas County Attorney Statistical Profile (2015-16) [https://www.texasbar.com/AM/Template.cfm?Section=Demographic\\_and\\_Economic\\_Trends&Template=/CM/ContentDisplay.cfm&ContentID=32670](https://www.texasbar.com/AM/Template.cfm?Section=Demographic_and_Economic_Trends&Template=/CM/ContentDisplay.cfm&ContentID=32670).

<sup>2</sup> Source: NAWL 2015 annual report. <http://www.nawl.org/p/cm/ld/fid=506>. (Note: AmLaw 200 firms are invited to participate in the annual survey. In 2015, 73 AmLaw 200 firms participated.)

### **Selected Individual Firm Highlights**

- Jones Day maintained its hold on the highest composite score for this year (70.71), a decrease of 1.87 points since 2015. Jones Day is the only firm exceeding the benchmark of Texas Lawyer Demographics (higher than 70 points).
- Thompson, Coe, Cousins & Irons LLP has the most improved composite score since last year's report, increasing its score from 2015 by more than 13 points (from 52.15 to 66.00). Thompson Knight increased its score by 13 points (from 26.84 to 39.84).
- Strasburger & Price had the largest decrease in composite score with a decrease of over 20 points, followed by Locke Lord with a decrease of over 13 points.

## II. Overall Results

### A. Information Sheet Scores (“Composite Scores”)

| <b>SURVEYED LAW FIRM<br/>(DALLAS OFFICE ONLY)</b> | <b>2016<br/>SCORE</b> | <b>2015<br/>SCORE</b> |
|---|-----------------------|-----------------------|
| Jones Day   | 70.71                 | 72.58                 |
| Haynes and Boone, LLP                             | 68.24                 | 66.17                 |
| Thompson, Coe, Cousins & Irons, LLP               | 66.00                 | 52.15                 |
| Norton Rose Fulbright                             | 64.79                 | 56.44                 |
| Andrews Kurth LLP                                 | 62.96                 | 62.46                 |
| Akin Gump Strauss Hauer & Feld LLP                | 54.94                 | 51.70                 |
| Bell Nunnally & Martin LLP                        | 54.08                 | *                     |
| Baker McKenzie                                    | 53.53                 | 54.21                 |
| Winstead P.C.                                     | 52.71                 | 53.46                 |
| Jackson Walker L.L.P.                             | 49.52                 | 55.30                 |
| Baker Botts L.L.P.                                | 48.28                 | 50.80                 |
| Vinson & Elkins LLP                               | 46.14                 | 47.63                 |
| Hunton & Williams LLP                             | 46.09                 | 42.06                 |
| Gardere Wynne Sewell LLP                          | 43.03                 | 35.72                 |
| Munsch Hardt Kopf & Harr, P.C.                    | 40.01                 | 30.51                 |
| Thompson & Knight LLP                             | 39.84                 | 26.84                 |
| Locke Lord LLP                                    | 35.22                 | 48.38                 |
| Strasburger & Price, LLP                          | 27.60                 | 47.95                 |
| Gibson, Dunn & Crutcher LLP                       | N/A                   | 23.60                 |
| Gray Reed & McGraw                                | N/A                   | *                     |



**B. Efforts Checklist Scores**

| <b>SURVEYED LAW FIRM</b>            | <b>2016<br/>CHECKLIST<br/>SCORE</b> | <b>2015<br/>CHECKLIST<br/>SCORE</b> |
|-------------------------------------|-------------------------------------|-------------------------------------|
| Haynes and Boone, LLP               | 60                                  | 59                                  |
| Baker Botts L.L.P.                  | 58                                  | 60                                  |
| Vinson & Elkins LLP                 | 58                                  | 58                                  |
| Gardere Wynne Sewell LLP            | 54                                  | 53                                  |
| Locke Lord LLP                      | 54                                  | 55                                  |
| Jackson Walker L.L.P.               | 54                                  | 52                                  |
| Thompson, Coe, Cousins & Irons, LLP | 53                                  | 53                                  |
| Thompson & Knight LLP               | 50                                  | 49                                  |
| Baker McKenzie                      | 49                                  | 46                                  |
| Andrews Kurth LLP                   | 48                                  | 46                                  |
| Jones Day                           | 46                                  | 44                                  |
| Norton Rose Fulbright               | 45                                  | 44                                  |
| Strasburger & Price, LLP            | 44                                  | 33                                  |
| Winstead P.C.                       | 44                                  | 45                                  |
| Hunton & Williams LLP               | 43                                  | 44                                  |
| Bell Nunnally & Martin LLP          | 40                                  | *                                   |
| Akin Gump Strauss Hauer & Feld LLP  | 37                                  | 37                                  |
| Munsch Hardt Kopf & Harr, P.C.      | 37                                  | 40                                  |
| Gibson, Dunn & Crutcher LLP         | N/A                                 | 44                                  |
| Gray Reed & McGraw                  | N/A                                 | *                                   |

### III. Background

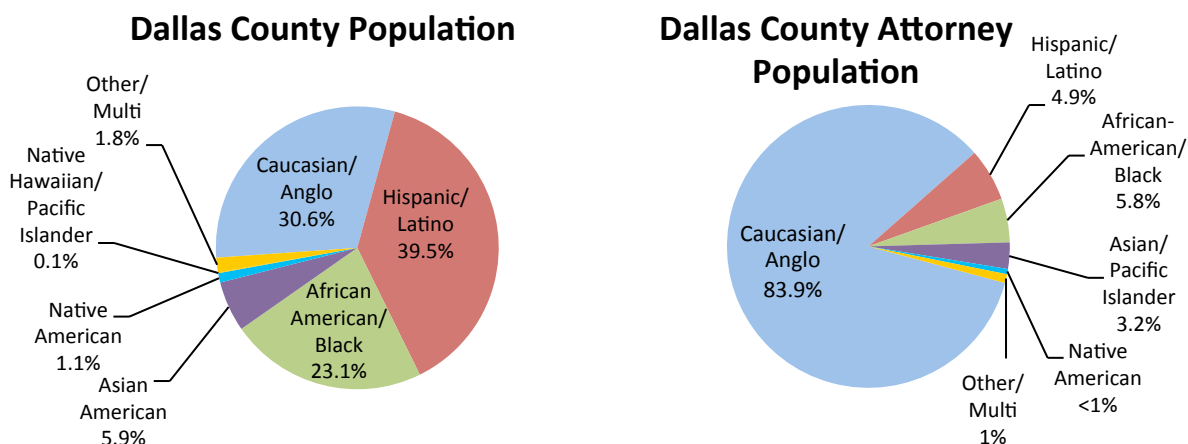
#### A. Scope

This eleventh annual Report of the Task Force continues the work of our inaugural 2006 study of the representation of attorneys of color at the twenty largest law firms in Dallas, Texas (“2006 Report”). The Task Force aims to examine:

- The number of racial and ethnic minority attorneys employed by the twenty largest law firms in Dallas County;
- The positions of racial and ethnic minority attorneys (i.e., equity partners, non-equity partners, associates, etc.);
- Annual changes and trends in recruiting, retention, and promotion of racial and ethnic minority attorneys; and
- The correlations, if any, between firm demographics and the implementation and continuation of best practices for law firm recruiting, retention, and promotion of racial and ethnic minority attorneys.

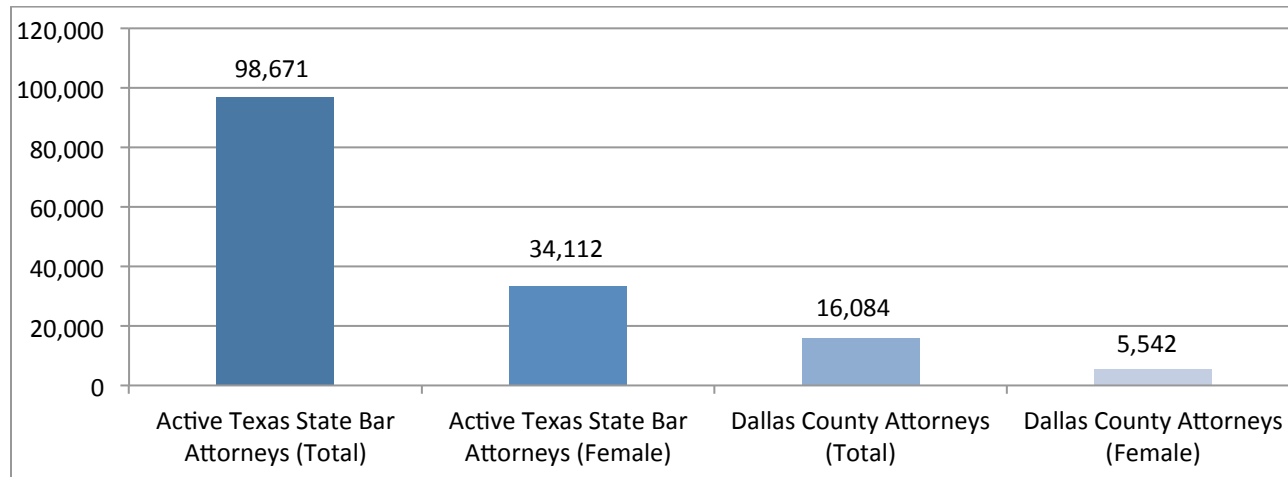
#### B. Rationale

The Task Force’s critical work facilitates a dialogue that was highlighted in 1994 when the Dallas Bar Association issued a Statement of Goals related to the recruitment and retention of attorneys of color. *See Exhibit A, Statement of Goals.* We discovered in 2006 that the issues raised in 1994 still demanded attention. Now, with the previous reports as a benchmark, the 2016 Report offers another opportunity to measure progress in the Dallas legal community. The charts below illustrate the current state of the Dallas lawyer community and the differences in demographic makeup between Dallas County lawyers and Dallas County residents.<sup>3</sup>

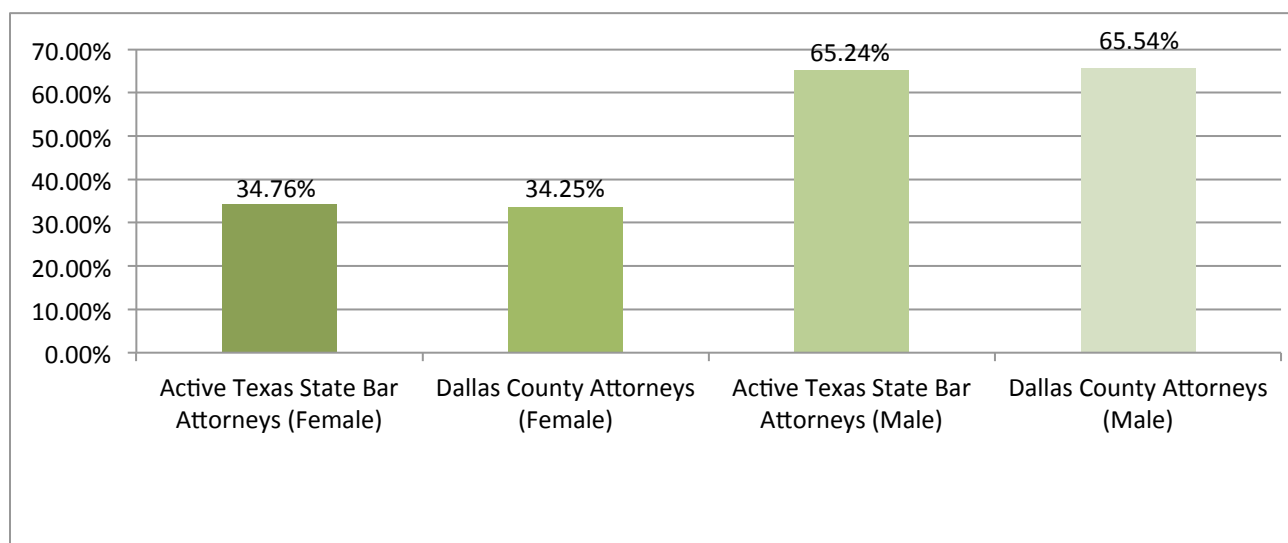


<sup>3</sup> Sources: U.S. Census Bureau, State & County QuickFacts for Dallas County, Texas (2015 data, please note that the total exceeds 100%. This is due to the fact that 1.8% of persons reported two or more races, and persons reporting Hispanic ethnicity may be included in any of the minority racial groups); State Bar of Texas Department of Research and Analysis, Dallas County Attorney Statistical Profile (2015-16 data, percentages may not sum to 100 due to rounding, not all demographic data is provided by every attorney to the State Bar).

## Texas and Dallas County Attorneys



## Percentage of Texas and Dallas County Attorneys (by Gender)



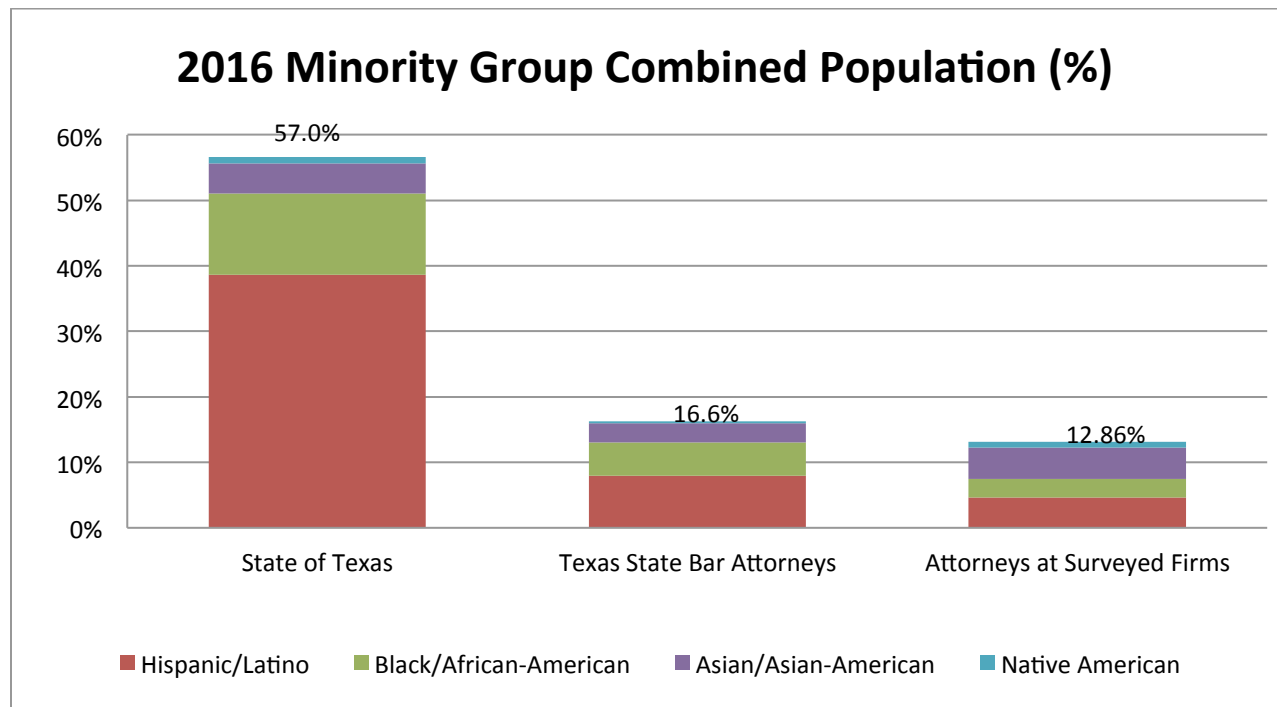
### C. Findings

The 2006-16 Reports provide a qualitative and quantitative snapshot of racial or ethnic diversity in the twenty largest law firms in Dallas County, and a glimpse at the diversity of women and LGBT attorneys at those firms. The Reports calculate a composite score measuring diversity efforts and a separate representation score specific to separate races and ethnicities. Both scores account for depth (i.e., number of equity partners vs. other attorneys), and breadth (i.e., diversity across minority groups), recruitment, retention, and promotion efforts. The Reports also present raw data regarding the demographics of attorneys within the surveyed firms, a comparative analysis of firms based on the self-reported data for all racial or ethnic minority attorneys combined and by minority subgroups, and a qualitative account of recommended best practices for minority recruitment, retention, and promotion within law firms.

In addition, the 2016 Report presents a quantitative view of women and LGBT attorneys in the surveyed firms. Beginning in 2014, the Task Force began collecting and reporting on the hiring, recruitment, and retention of women and LGBT attorneys. The Task Force has not yet developed a scoring methodology to calculate the composite scores for women, and, therefore, the methodology applied to racial or ethnic minorities could not be replicated for women attorneys. The same is true for LGBT attorneys because neither the State Bar of Texas nor the U.S. Census Bureau collect data about sexual orientation or gender identity. When the data becomes available, the Task Force will be able to include composite scores for women and LGBT attorneys.

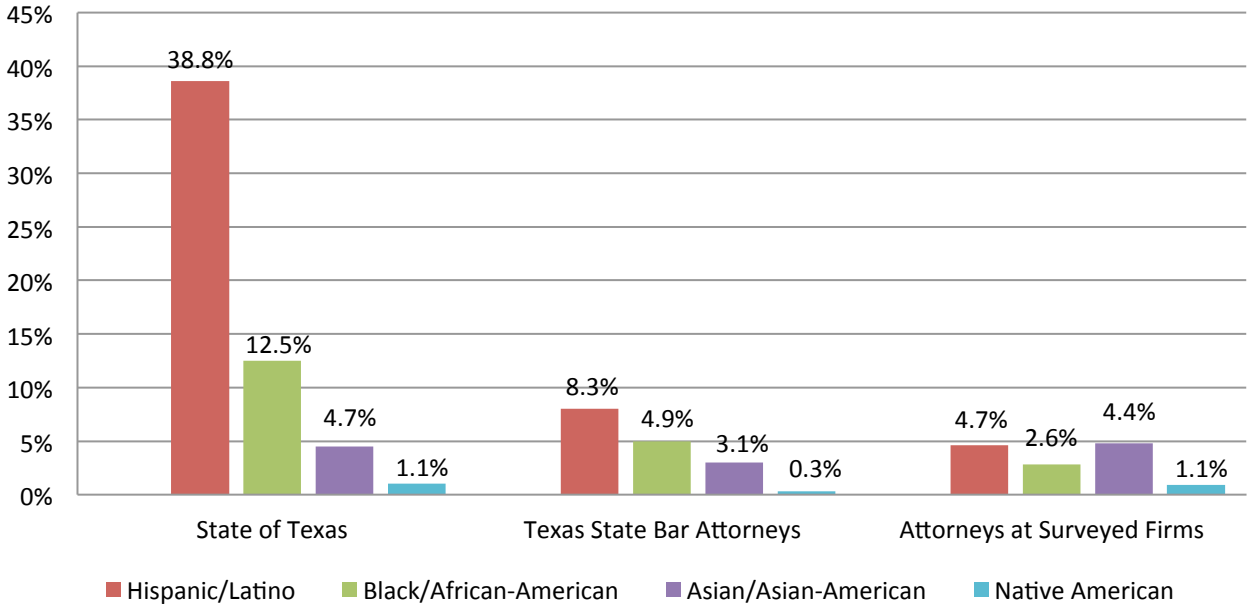
**D. State and Local Demographics<sup>4</sup>**

The sharp disparities between the Texas population demographics and Texas State Bar demographics are contributing factors for the Task Force’s initial inquiry in 2006. The following bar graphs compare and contrast racial or ethnic minority representation for Texas population demographics, State Bar demographics, and demographics reported by the firms surveyed by the Task Force. By comparing the demographics, it is evident that racial or ethnic minority attorneys at the surveyed firms and statewide are starkly underrepresented when compared to local and state population demographics. Black/African-American attorneys and Hispanic/Latino attorneys suffer the greatest disparities. Asian/Asian-American attorneys and Native American attorneys suffer less dramatic disparities, which is largely attributable to lower population demographics. Most remarkable, 2016 represents the first year of declining racial or ethnic minority attorney representation among the surveyed firms. From 2006-2015, racial or ethnic minority attorney representation, as a whole, at the surveyed firms slowly increased each year from an overall average of 8.4% in 2006 to 13.52% in 2016.



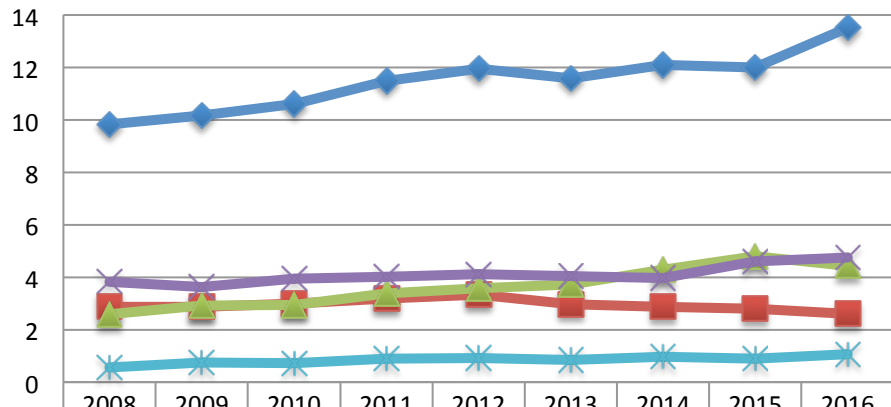
<sup>4</sup> Sources: U.S. Census Bureau, State & County QuickFacts for Dallas County, Texas (2015). Note: the total exceeds 100% due to the fact that 1.8% of persons reported two or more races, and persons reporting Hispanic ethnicity may be included in any of the minority racial groups; State Bar of Texas Department of Research and Analysis, Dallas County Attorney Statistical Profile (2015-15); Dallas Diversity Task Force Survey (2016).

## 2016 Minority Group Representation



## Minority Attorney Representation by Surveyed Firms 2008-2016

Minority Attorney Representation



|   | 2008 | 2009  | 2010 | 2011  | 2012  | 2013  | 2014  | 2015 | 2016  |
|---|------|-------|------|-------|-------|-------|-------|------|-------|
| ◆ Racial and Ethnic Minorities Combined | 9.83 | 10.16 | 10.6 | 11.48 | 11.94 | 11.59 | 12.09 | 12   | 13.52 |
| ■ Black/African-American                | 2.86 | 2.87  | 2.99 | 3.18  | 3.33  | 2.98  | 2.86  | 2.81 | 2.6   |
| ▲ Asian/Asian-American                  | 2.59 | 2.91  | 2.95 | 3.39  | 3.59  | 3.72  | 4.29  | 4.8  | 4.44  |
| ✱ Hispanic/Latino                       | 3.82 | 3.62  | 3.94 | 4.02  | 4.11  | 4.05  | 3.98  | 4.61 | 4.74  |
| ✱ Native American                       | 0.56 | 0.76  | 0.72 | 0.89  | 0.91  | 0.84  | 0.96  | 0.9  | 1.07  |

## **E. Other Reports**

Bar associations in other Texas cities have also evaluated law firms' efforts in recruiting and retaining minority attorneys. In the past, minority bar associations in Austin, Texas worked together to publish the Austin Diversity Report Card, assigning grades to each of the surveyed firms based on the percentage of attorneys of color employed at each. Additionally, minority bar associations in Houston, Texas, launched their inaugural diversity report card in 2006. It analyzed demographics of attorneys at law firms in Houston, assigning grades and numerical scores based on a "stair step" formula.

Since the 2006 Report was published, the Task Force has received support and inquiries from numerous companies and organizations outside of Dallas. The Task Force has granted permission to some companies that expressed interest in using the Dallas Formula as a tool for assessing the diversity of their outside counsel.

We present the 2016 Report to provide the Dallas legal community with a tool for assessing its own progress, and we encourage local law firms and companies to work toward increasing minority lawyer representation in the Dallas legal community. We look forward to discussing the results of the report and strategies for enhancing diversity. Once again, we offer to share our research, methodology, and other materials with groups interested in establishing similar programs elsewhere.

#### **IV. Dallas Diversity Task Force Members and Representatives**

Formed at the suggestion of the Dallas Hispanic Bar Association, the Task Force comprises representatives from the Dallas Asian American Bar Association, the Dallas Hispanic Bar Association, the J.L. Turner Legal Association (the African-American bar association of Dallas County), Dallas Gay and Lesbian Bar Association, and Dallas Women Lawyers Association. Working collaboratively, representatives from each organization contribute different perspectives and resources to achieve the Task Force's goal of increasing the recruitment, retention, and promotion of minority attorneys in Dallas.

The **Dallas Women Lawyers Association** ("DWLA") is a non-profit organization uniting for the mutual benefit of women attorneys and to elevate the standing of women in the legal profession. In 1968, a group of women attorneys in Dallas began to meet regularly to prepare programs and activities for the ABA Convention to be held in Dallas in 1969. After their success at the ABA Convention, the group continued to meet informally for mutual support. Founding members include Louise Raggio, Judge Sarah T. Hughes, and Joann Peters. From these early meetings emerged the Dallas Women Lawyers Association. By 1980, DWLA was meeting for regular monthly luncheons at the Belo Mansion. In 1984, DWLA incorporated as a non-profit corporation, and included in its purposes uniting for the mutual benefit of women attorneys and elevating the standards of women in the profession.

DWLA Representatives:

**Nicole Knox, Chair**

*Founding Partner*

Law Office of Nicole Knox, PLLC

Texas Wesleyan University School of Law, JD 2009

**Gemma Descoteaux**

*Shareholder*

Polsinelli PC

Southern Methodist University Dedman School of Law, JD 1998

**Kelly Frazier**

*Associate General Counsel*

Sharyland Utilities, L.P.

University of Texas, JD, 2005

**Hon. Amber Givens-Davis**

*Judge Presiding*

282nd Criminal District Court, Dallas County

Syracuse University, JD, 2006

The **Dallas Asian American Bar Association** (“DAABA”) was founded in 1988 to promote the interests of Asian-American attorneys and the Asian-American community. DAABA provides marketing and networking opportunities for its members, mentoring programs for law students, and pro bono legal assistance for Asian-Americans. DAABA is a chapter of the National Asian Pacific American Bar Association. ([www.daaba.org](http://www.daaba.org))

DAABA Representatives: **Camille Kilmartin**  
*Associate Attorney*  
Parkland Health & Hospital System  
Saint Louis University School of Law, JD 2013

**Carolyn Lam**  
*Vice President, Legal & Compliance*  
Stream Energy  
Cumberland School of Law, JD 2006

**Stephanie Tso**  
*Associate*  
Norton Rose Fulbright US LLP  
Washington University in St. Louis School of Law, JD 2013

The **Dallas Hispanic Bar Association** (“DHBA”) began as an informal association in 1969 and was formally organized as the Mexican-American Bar Association of Dallas in 1978. Its membership includes attorneys practicing in Dallas and the surrounding areas, judges, law students, and non-lawyers who join as associate members. DHBA aims to provide legal services to the Hispanic community, to enrich and ensure the success of its members in the legal profession in Dallas, and to become actively involved in issues affecting the Hispanic community. DHBA is an affiliate of the Hispanic National Bar Association. ([www.dallashispanicbar.com](http://www.dallashispanicbar.com))

DHBA Representatives: **Celina Orr**  
*Associate*  
Carstens & Cahoon, LLP  
University of Texas, School of Law, JD 2005

**Jordan Perez**  
*Juris Doctor Candidate*  
UNT Dallas College of Law, JD anticipated 2017

**Jaime Treviño**  
*Program Manager/Attorney, Immigration & Legal Services*  
Catholic Charities of Dallas  
Pace University School of Law, JD 2012

Founded in 1952, the **J.L. Turner Legal Association** (“JLTLA”) is the African-American bar association in Dallas, Texas. It is also an affiliate chapter of the National Bar Association, the nation’s oldest and largest national association of predominately African-American lawyers and judges. JLTLA is an organization whose mission is to improve the quality of life in the African-American community through education, service, and scholarship. JLTLA members provide legal



assistance to indigent residents in the North Texas area, provide scholarships to law students demonstrating financial or other needs, provide attorney mentors for law students, perform educational and other community outreach projects for North Texas area residents, and assist its members and the community in seeking African-American attorneys who practice in the various areas of law. ([www.jltla.org](http://www.jltla.org))

JLTLA Representative: **Hon. Amber Givens-Davis**  
*Judge Presiding*  
282nd Criminal District Court, Dallas County  
Syracuse University, JD, 2006

**Emmanuel Obi**  
*Founding Partner*  
Obi Law Firm, PLLC  
Southern Methodist University Dedman School of Law, JD 2007

The **Dallas LGBT Bar Association** (“DLGBTBA”) is composed of lawyers, law students, paraprofessionals, and related professional allies who share an interest in the laws that affect and protect the gay, lesbian, bisexual, and transgendered community. The DLGBTBA holds monthly luncheon meetings for its members where speakers provide continuing legal education on a broad range of topics affecting lawyers who represent LGBT clients. It also issues a monthly newsletter to approximately 200 subscribers on current topics of interest in LGBT law and the community and has over 950 Facebook followers. The DLGBTBA also holds networking events, gives scholarships to deserving law students, profiles its members on its website, and educates and promotes legal issues affecting the LGBT community.

DLGBTBA Representatives: **James Frederick**  
*Shareholder*  
Littler Mendelson, P.C.  
University of Houston School of Law, JD 2007

**Aaron Parrish**  
Legal Assistant  
Secretary and Treasurer for the Dallas LGBT Bar Association

## V. Methodology and Scoring

In September 2016, the Task Force surveyed 18 of the 20 largest law firm offices in Dallas County based on information reported by the Dallas Business Journal. The Task Force requested that each firm complete a Law Firm Information Sheet (Exhibit B) and a Firm Efforts Checklist (Exhibit C). The Law Firm Information Sheet measured racial or ethnic diversity at each law firm and was used to calculate each firm's composite score. The Information Sheet was also used to measure the number of women and LGBT attorneys at each firm. The Firm Efforts Checklist measured each firm's efforts to increase recruitment, retention, and promotion of minority attorneys and was used to calculate each firm's checklist score.

### a. Law Firm Information Sheet

The Law Firm Information Sheet asked each firm to provide the following information:

- The number of attorneys, sorted by race/ethnicity, gender, and sexual orientation,<sup>5</sup> and by position (*e.g.*, equity partner, non-equity partner, associate, and staff attorney), who work primarily in the firm's Dallas County office(s) and were licensed and employed at the firm as of May 31, 2016; and
- The number of recently hired attorneys, sorted by race/ethnicity, gender, and sexual orientation, and by position, who accepted offers of permanent employment in the firm's Dallas County office(s) between June 1, 2015, and May 31, 2016.

#### i. Composite Score

The information from the Law Firm Information Sheet was used to calculate composite scores that measure racial or ethnic minority attorney representation at the firms. The composite score is equal to a representation score plus a recruitment score bonus. The representation score measures a firm's racial or ethnic minority attorney representation with respect to racial or ethnic minority representation in the state, indicated by percentages of racial or ethnic minority attorneys and racial or ethnic minority residents in the state. The recruitment score bonus rewards firms' recruitment efforts and it is calculated using a recruitment score that measures a firm's recruitment compared to recruitment at other surveyed firms.

Potential values for the composite score range from 0 to 100. A higher score indicates a stronger diversity profile. To put the composite score into perspective:

- A score of 100 indicates that racial or ethnic minority representation at the firm meets or exceeds demographic data for the Texas population at large and such representation meets or exceeds demographic data for attorneys practicing in Texas.
- A score of at least 70 indicates that racial or ethnic minority representation at the firm does **not** meet demographic data for the Texas population at large but such representation meets or exceeds demographic data for attorneys practicing in Texas.

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<sup>5</sup> Sexual orientation as used herein includes gender identity or transgender status.

- A score of less than 70 indicates that racial or ethnic minority representation at the firm does **not** meet demographic data for the Texas population at large and such representation does **not** meet demographic data for attorneys practicing in Texas.
- A score of zero indicates that a firm has no racial or ethnic minority attorneys.

The development of the methodology to calculate the composite scores involved a rigorous vetting process. The Task Force studied evaluations conducted by different groups, reviewed various mathematical and statistical methodologies, and considered how to most accurately capture law firm diversity. The Task Force also incorporated into the methodology suggestions and criticisms from multiple experts. Copies of the technical paper produced in connection with this report are available upon request.

## **ii. Important Design Features**

### **1. Individual Minority Groups Are Separately Assessed**

The composite score separately considers each firm's record for hiring different groups of racial or ethnic minority attorneys. That is, attorneys of color have not been "lumped together" before scoring. Instead, a firm's score for each group is separately assessed before each is combined to produce the composite score. Accordingly, a firm that excels at hiring Black/African-American attorneys cannot compensate for shortcomings in hiring Asian/Asian-American attorneys.

### **2. Equity Partners Are Weighted More Heavily Than All Other Attorneys**

Different firms distribute power and profits differently, but equity partners generally direct the policies and share in the profits of the firm. Accordingly, the Task Force assigned more weight to equity partners than to other attorneys. Moreover, an annual evaluation of two groups—equity attorneys and all other attorneys—will reveal changes in the firms' recruiting, retaining, and promoting of racial or ethnic minority attorneys.

### **3. Firm's Most Recent Successes in Hiring Are Taken Into Account**

A firm's most recent hiring trends and practices reflect the firm's current success in attracting new racial or ethnic minority attorneys to the firm. Accordingly, a firm's score takes into account its most recent hiring.

## **iii. Quantitative Capture of Women and LGBT Attorneys**

Beginning in 2014, the Task Force endeavored to take a quantitative look at the hiring, recruitment, and retention of women and LGBT attorneys. The Task Force has not yet developed a scoring methodology to calculate the composite scores for women and the methodology applied to racial or ethnic minorities could not be replicated for women attorneys. The same is true for LGBT attorneys because neither the State Bar of Texas nor the U.S. Census Bureau collect data about sexual orientation. When the data becomes available, the Task Force will be able to include composite scores for women and LGBT attorneys.

## **1. Quantitative Look at Women Attorneys in the Twenty Largest Dallas County Law Firms**

For women attorneys, the Task Force has generated a percentage comparison of the total women equity attorneys and non-equity attorneys at the twenty largest firms in Dallas County. By comparing the percentage of women attorneys in Dallas County to that of the percentage of women attorneys at the twenty largest Dallas County law firms, the Task Force is merely skimming the surface when it comes to initiating conversations aimed at the hiring, recruitment, and retention of women attorneys.

### **b. Law Firm Efforts Checklist**

The Firm Efforts Checklist lists initiatives that may be used to recruit, retain, and promote minority attorneys. A copy of the Firm Efforts Checklist is attached as Exhibit C. For the most part, a firm receives a point for an initiative if the firm had undertaken the initiative between June 1, 2015, and May 31, 2016. The firm's checklist score is determined by the number of points the firm has, and measures the firm's diversity efforts relative to the other firms in the survey. In the most recent survey, a perfect checklist score is 76, meaning that the firm is engaged in all of the initiatives described in the Firm Efforts Checklist that are assigned point values.

Responses to the Firm Efforts Checklist may be used to track trends of different diversity efforts. The responses may also be used in conjunction with firm scores to assess the success of particular diversity efforts.

## VI. Survey Results

In each chart, firms are ordered according to diversity performance. *A score of 70 indicates that a firm's attorney population meets Texas Lawyer Demographics.* Firms above the red line in each chart meet or exceed the lower benchmark Texas Lawyer Demographics. Firms below the red line fall below the lower benchmark of Texas Lawyer Demographics.

### a. Overall Attorney Results

The chart below orders firms according to their composite scores for minority attorneys. Only one law firm met, and slightly exceeded, the demographics of Texas lawyers.

| SURVEYED LAW FIRM<br>(DALLAS OFFICE ONLY) | COMPOSITE<br>SCORE | Dallas Non-<br>Equity<br>Minority<br>Attorneys /<br>Total Dallas<br>Non-Equity<br>Attorneys | Dallas Equity<br>Minority<br>Partners / Total<br>Dallas Equity<br>Partners |
|---|--------------------|---|--|
| Jones Day                                 | 70.71              | 20 / 75   | 5 / 40   |
| Haynes and Boone, LLP                     | 68.24              | 28 / 131  | 8 / 66   |
| Thompson, Coe, Cousins & Irons, LLP       | 66.00              | 14 / 59   | 0 / 21   |
| Norton Rose Fulbright                     | 64.79              | 19 / 72   | 4 / 49   |
| Andrews Kurth LLP                         | 62.96              | 8 / 52  | 1 / 12   |
| Akin Gump Strauss Hauer & Feld LLP        | 54.94              | 10 / 66   | 2 / 29   |
| Bell Nunnally & Martin LLP                | 54.08              | 5 / 41  | 1 / 13   |
| Baker McKenzie                            | 53.53              | 10 / 48   | 2 / 12   |
| Winstead P.C.                             | 52.71              | 13 / 90   | 4 / 55   |
| Jackson Walker L.L.P.                     | 49.52              | 8 / 89  | 3 / 40   |
| Baker Botts L.L.P.                        | 48.28              | 13 / 64   | 3 / 14   |
| Vinson & Elkins LLP                       | 46.14              | 13 / 82   | 3 / 48   |
| Hunton & Williams LLP                     | 46.09              | 8 / 41  | 0 / 38   |
| Gardere Wynne Sewell LLP                  | 43.03              | 11 / 87   | 2 / 44   |
| Munsch Hardt Kopf & Harr, P.C.            | 40.01              | 6 / 48  | 2 / 31   |
| Thompson & Knight LLP                     | 39.84              | 15 / 97   | 3 / 58   |
| Locke Lord LLP                            | 35.22              | 12 / 93   | 3 / 54   |
| Strasburger & Price, LLP                  | 27.60              | 4 / 41  | 2 / 30   |
| <b>Totals for All Surveyed Law Firms</b>  |                    | 205 / 1,276   | 47 / 684   |

**b. Black/African-American Attorney Results**

The chart below orders firms according to their composite scores for Black/African-American attorneys. No firms met the Texas Lawyer Demographics for African-Americans/Blacks.

| <b>SURVEYED LAW FIRM<br/>(DALLAS OFFICE ONLY)</b> | <b>Black/African-<br/>American Score</b> | <b>Dallas<br/>Black/African-<br/>American Non-<br/>Equity<br/>Attorneys/<br/>Total Dallas<br/>Non-Equity<br/>Attorneys</b> | <b>Dallas<br/>Black/African-<br/>American<br/>Equity<br/>Partners/<br/>Total Dallas<br/>Equity Partners</b> |
|---|--|--|---|
| Thompson, Coe, Cousins & Irons, LLP               | 67.53                                    | 4 / 59   | 0 / 21  |
| Andrews Kurth LLP                                 | 66.14                                    | 3 / 52   | 0 / 12  |
| Norton Rose Fulbright                             | 63.21                                    | 6 / 72   | 0 / 49  |
| Jackson Walker L.L.P.                             | 60.41                                    | 4 / 89   | 1 / 40  |
| Locke Lord LLP                                    | 57.03                                    | 3 / 93   | 2 / 54  |
| Jones Day   | 56.60                                    | 4 / 78   | 1 / 44  |
| Bell Nunnally & Martin                            | 55.60                                    | 2 / 41   | 0 / 13  |
| Munsch Hardt Kopf & Harr, P.C.                    | 54.92                                    | 3 / 48   | 0 / 31  |
| Gardere Wynne Sewell LLP                          | 43.77                                    | 2 / 87   | 1 / 44  |
| Haynes and Boone, LLP                             | 42.35                                    | 2 / 131  | 2 / 66  |
| Baker Botts L.L.P.                                | 38.77                                    | 1 / 64   | 1 / 44  |
| Akin Gump Strauss Hauer & Feld LLP                | 37.27                                    | 2 / 66   | 0 / 29  |
| Strasburger & Price, LLP                          | 36.02                                    | 0 / 41   | 1 / 30  |
| Thompson & Knight LLP                             | 34.27                                    | 3 / 97   | 0 / 58  |
| Winstead P.C.                                     | 26.17                                    | 2 / 90   | 0 / 55  |
| Hunton & Williams LLP                             | 23.56                                    | 1 / 41   | 0 / 38  |
| Vinson & Elkins LLP                               | 15.96                                    | 1 / 82   | 0 / 48  |
| Baker McKenzie                                    | 0.00                                     | 0 / 48   | 0 / 12  |
| <b>Totals for All Surveyed Law Firms</b>          |  | 42 / 1,276   | 9 / 684   |

**c. Hispanic/Latino Attorney Results**

The chart below orders firms according to their composite scores for Hispanic/Latino attorneys. The demographics of two surveyed firms meet or exceed Texas Lawyer Demographics for Hispanics/Latinos.

| <b>SURVEYED LAW FIRM<br/>(DALLAS OFFICE ONLY)</b> | <b>Hispanic/Latino<br/>Score</b> | <b>Dallas<br/>Hispanic/<br/>Latino Non-<br/>Equity<br/>Attorneys /<br/>Total Dallas<br/>Non-Equity<br/>Attorneys</b> | <b>Dallas<br/>Hispanic/<br/>Latino<br/>Equity<br/>Partners /<br/>Total Dallas<br/>Equity<br/>Partners</b> |
|---|----------------------------------|--|---|
| Jones Day   | 73.88                            | 7 / 75   | 3 / 40  |
| Haynes and Boone, LLP                             | 72.26                            | 14 / 131   | 3 / 66  |
| Baker Botts L.L.P.                                | 67.06                            | 3 / 64   | 1 / 44  |
| Thompson, Coe, Cousins & Irons, LLP               | 60.88                            | 5 / 59   | 0 / 21  |
| Andrews Kurth LLP                                 | 60.78                            | 4 / 52   | 0 / 12  |
| Norton Rose Fulbright                             | 60.50                            | 5 / 72   | 2 / 49  |
| Akin Gump Strauss Hauer & Feld LLP                | 57.15                            | 4 / 66   | 1 / 29  |
| Winstead P.C.                                     | 55.53                            | 5 / 90   | 2 / 55  |
| Vinson & Elkins LLP                               | 54.83                            | 4 / 82   | 2 / 48  |
| Bell, Nunnally & Martin                           | 52.01                            | 1 / 41   | 1 / 13  |
| Hunton & Williams LLP                             | 51.75                            | 4 / 41   | 0 / 38  |
| Baker McKenzie                                    | 46.92                            | 3 / 48   | 1 / 12  |
| Jackson Walker L.L.P.                             | 45.90                            | 2 / 89   | 2 / 40  |
| Thompson & Knight LLP                             | 40.35                            | 5 / 97   | 0 / 58  |
| Gardere Wynne Sewell LLP                          | 39.37                            | 4 / 87   | 0 / 44  |
| Munsch Hardt Kopf & Harr, P.C.                    | 34.06                            | 2 / 48   | 0 / 31  |
| Strasburger & Price, LLP                          | 21.66                            | 1 / 41   | 0 / 30  |
| Locke Lord LLP                                    | 21.46                            | 2 / 93   | 0 / 54  |
| <b>Totals for All Surveyed Law Firms</b>          |                                  | <b>75 / 1,276</b>  | <b>18 / 684</b>   |

**d. Asian/Asian-American Attorney Results**

The chart below orders firms according to their composite scores for Asian/Asian-American attorneys. The demographics of 12 surveyed firms exceed Asian/Asian-American Texas Lawyer Demographics.

| <b>SURVEYED LAW FIRM<br/>(DALLAS OFFICE ONLY)</b> | <b>Asian/Asian-<br/>American<br/>Score</b> | <b>Dallas Non-<br/>Asian/Asian-<br/>American Non-<br/>Equity<br/>Attorneys<br/>/ Total Dallas<br/>Non-Equity<br/>Attorneys</b> | <b>Dallas<br/>Asian/Asian-<br/>American<br/>Equity Partners<br/>/ Total Dallas<br/>Equity Partners</b> |
|---|--|--|--|
| Baker Botts L.L.P.                                | 100.00                                     | 5 / 64   | 1 / 44   |
| Baker McKenzie                                    | 100.00                                     | 7 / 48   | 1 / 12   |
| Haynes and Boone, LLP                             | 100.00                                     | 11 / 131   | 2 / 66   |
| Jones Day   | 100.00                                     | 10 / 75  | 1 / 40   |
| Norton Rose Fulbright                             | 100.00                                     | 4 / 72   | 2 / 49   |
| Thompson, Coe, Cousins & Irons, LLP               | 100.00                                     | 4 / 59   | 0 / 21   |
| Akin Gump Strauss Hauer & Feld LLP                | 99.64                                      | 3 / 66   | 1 / 29   |
| Winstead P.C.                                     | 96.39                                      | 4 / 90   | 2 / 55   |
| Andrews Kurth LLP                                 | 88.48                                      | 1 / 52   | 1 / 12   |
| Bell, Nunnally & Martin                           | 81.32                                      | 2 / 41   | 0 / 13   |
| Locke Lord LLP                                    | 81.07                                      | 6 / 93   | 0 / 54   |
| Hunton & Williams LLP                             | 71.50                                      | 3 / 41   | 0 / 38   |
| Jackson Walker L.L.P.                             | 62.31                                      | 4 / 89   | 0 / 40   |
| Gardere Wynne Sewell LLP                          | 60.61                                      | 4 / 87   | 0 / 44   |
| Vinson & Elkins LLP                               | 44.80                                      | 3 / 82   | 0 / 48   |
| Strasburger & Price, LLP                          | 39.86                                      | 0 / 41   | 1 / 30   |
| Thompson & Knight LLP                             | 37.24                                      | 3 / 97   | 0 / 58   |
| Munsch Hardt Kopf & Harr, P.C.                    | 36.19                                      | 4 / 48   | 2 / 31   |
| <b>Totals for All Surveyed Law Firms</b>          |  | <b>74 / 1,276</b>  | <b>13 / 684</b>  |



**e. Native American Attorney Results**

The demographics of 10 surveyed firms exceed Texas Lawyer Demographics for Native Americans. Due to the small Native American population in Texas and the Texas Bar, firms generally meet these benchmarks with one or two Native American attorneys.

| <b>SURVEYED LAW FIRM<br/>(DALLAS OFFICE ONLY)</b> | <b>Native<br/>American<br/>Score</b> | <b>Dallas Native<br/>American Non-<br/>Equity Attorneys /<br/>Total Dallas Non-<br/>Equity Attorneys</b> | <b>Dallas Native<br/>American Equity<br/>Partners /<br/>Total Dallas<br/>Equity Partners</b> |
|---|--------------------------------------|--|--|
| Haynes and Boone, LLP                             | 100.00                               | 1 / 133  | 1 / 66   |
| Thompson, Coe, Cousins & Irons, LLP               | 100.00                               | 1 / 57   | 0 / 21   |
| Norton Rose Fulbright                             | 100.00                               | 2 / 77   | 0 / 49   |
| Thompson & Knight LLP                             | 100.00                               | 4 / 95   | 3 / 60   |
| Gardere Wynne Sewell LLP                          | 100.00                               | 1 / 87   | 1 / 44   |
| Munsch Hardt Kopf & Harr, P.C.                    | 100.00                               | 1 / 48   | 1 / 31   |
| Locke Lord LLP                                    | 100.00                               | 1 / 93   | 1 / 54   |
| Strasburger & Price, LLP                          | 99.54                                | 1 / 41   | 0 / 30   |
| Vinson & Elkins LLP                               | 90.98                                | 1 / 82   | 0 / 48   |
| Winstead P.C.                                     | 88.25                                | 1 / 90   | 0 / 55   |
| Jones Day   | 0.00                                 | 0 / 75   | 0 / 40   |
| Baker Botts L.L.P.                                | 0.00                                 | 0 / 64   | 0 / 44   |
| Andrews Kurth LLP                                 | 0.00                                 | 0 / 52   | 0 / 12   |
| Akin Gump Strauss Hauer & Feld LLP                | 0.00                                 | 0 / 66   | 0 / 29   |
| Bell, Nunnally & Martin                           | 0.00                                 | 0 / 41   | 0 / 13   |
| Hunton & Williams LLP                             | 0.00                                 | 0 / 41   | 0 / 38   |
| Baker McKenzie                                    | 0.00                                 | 0 / 48   | 0 / 12   |
| Jackson Walker L.L.P.                             | 0.00                                 | 0 / 89   | 0 / 40   |
| <b>Totals for All Surveyed Law Firms</b>          |                                      | 14 / 1,276   | 7 / 684  |

**f. Percentage of Women Partner Attorneys**

The demographics of 8 surveyed firms exceed the industry standard as reported by the National Association of Women Lawyers.

| <b>SURVEYED LAW FIRM<br/>(DALLAS OFFICE ONLY<br/>ALPHABETICALLY)</b> | <b>% Women<br/>Equity<br/>Partner<br/>Attorneys</b> | <b>% Women<br/>Non-Equity<br/>Partner<br/>Attorneys</b> | <b>Dallas<br/>Women<br/>Equity<br/>Partner /<br/>Total Dallas<br/>Equity<br/>Partners</b> | <b>Dallas<br/>Women<br/>Non-Equity<br/>Partner /<br/>Total<br/>Dallas Non-<br/>Equity<br/>Attorneys</b> |
|--|---|---|---|---|
| Strasburger & Price, LLP   | 26.67%  | 60.00%  | 8/30  | 6/10  |
| Norton Rose Fulbright  | 22.45%  | N/A   | 11/49   | N/A   |
| Haynes & Boone, LLP  | 21.21%  | 40.00%  | 14/66   | 6/15  |
| Thompson & Knight LLP  | 20.69%  | 34.29%  | 12/58   | 12/35   |
| Gardere Wynne Sewell LLP   | 20.45%  | 16.13%  | 9/44  | 5/31  |
| Thompson, Coe, Cousins & Irons, LLP                                  | 19.05%  | 33.33%  | 4/21  | 6/18  |
| Baker Botts LLP  | 18.18%  | N/A   | 8/44  | N/A   |
| Winstead PC  | 18.18%  | 31.82%  | 10/55   | 7/22  |
| Jackson Walker LLP   | 17.50%  | 26.09%  | 7/40  | 12/46   |
| Jones Day  | 17.50%  | N/A   | 7/40  | N/A   |
| Akin Gump Strauss Hauer & Feld LLP                                   | 17.24%  | 0.00%   | 5/29  | 0/4   |
| Andrews Kurth LLP  | 16.67%  | 35.29%  | 2/12  | 6/17  |
| Baker McKenzie   | 16.67%  | 26.67%  | 2/12  | 4/15  |
| Locke Lord LLP   | 12.96%  | 29.41%  | 7/54  | 5/17  |
| Bell Nunnally & Martin LLP   | 7.69%   | 50.00%  | 1/13  | 8/16  |
| Munsch Hardt Kopf & Harr, PC   | 6.45%   | 21.05%  | 2/31  | 4/19  |
| Vinson & Elkins LLP  | 6.25%   | N/A   | 3/48  | N/A   |
| Hunton Williams LLP  | 5.26%   | N/A   | 2/38  | N/A   |
| <b>Totals for All Surveyed Law Firms</b>                             |   |   | <b>114 / 684</b>  | <b>81 / 265</b>   |

**g. Total Attorney Counts (from the Firm Information Sheets)**

The chart below shows the total attorney count and the total for each racial minority group among all twenty surveyed firms.

|   | <b>All Attorneys</b> | <b>Black/African-American</b> | <b>Hispanic/Latino</b> | <b>Asian/Asian-American</b> | <b>Native American</b> |
|---|----------------------|-------------------------------|------------------------|-----------------------------|------------------------|
| Associates and Other Non-Equity Attorneys | 1,276                | 42                            | 75                     | 74                          | 14                     |
| Equity Partners                           | 684                  | 9                             | 18                     | 13                          | 7                      |
| Totals                                    | 1,960                | 51                            | 97                     | 93                          | 21                     |

**h. Total Attorney Counts (from the Firm Information Sheets)**

The chart below shows the total attorney count and the total women attorneys among all twenty surveyed firms.

|   | <b>All Attorneys</b> | <b>Women Attorneys</b> | <b>Representative Percentage</b> |
|---|----------------------|------------------------|----------------------------------|
| Associates and Other Non-Equity Attorneys | 1,276                | 478                    | 37.4%                            |
| Equity Partners                           | 684                  | 114                    | 16.7%                            |
| Totals                                    | 1,960                | 592                    | 30.2%                            |

**i. Total Attorney Counts (from the Firm Information Sheets)**

The chart below shows the total attorney count and the total LGBT attorneys among all twenty surveyed firms.

|   | <b>All Attorneys</b> | <b>LGBT Attorneys</b> | <b>Representative Percentage</b> |
|---|----------------------|-----------------------|----------------------------------|
| Associates and Other Non-Equity Attorneys | 1,276                | 15                    | 1.2%                             |
| Equity Partners                           | 684                  | 4                     | 0.6%                             |
| Totals                                    | 1,960                | 19                    | 0.97%                            |

**j. Total Attorney Recruitment (from the Firm Information Sheets)**

The chart below shows the numbers of attorneys who accepted employment at the surveyed firms during the reporting period.

|   | <b>All Attorneys</b> | <b>Black/African-American</b> | <b>Hispanic/Latino</b> | <b>Asian/Asian-American</b> | <b>Native American</b> |
|---|----------------------|-------------------------------|------------------------|-----------------------------|------------------------|
| Associates and Other Non-Equity Attorneys | 223                  | 14                            | 15                     | 13                          | 2                      |
| Equity Partners                           | 3                    | 0                             | 0                      | 0                           | 0                      |
| Totals                                    | 226                  | 14                            | 15                     | 13                          | 2                      |

## VII. Firm Efforts Results

A firm's Efforts Checklist Score is not included for purposes of calculating a firm's overall Composite Score. Instead, the Efforts Checklist is included to assist a firm in identifying "best practices" as well as assessing diversity initiatives relative to that of the other firms. Exhibit C, "2016 Firm Efforts Checklist," lists the checklist questions.

### a. Efforts Checklist Scores

| <b>SURVEYED LAW FIRM</b>            | <b>2016 CHECKLIST SCORE</b> | <b>2015 CHECKLIST SCORE</b> |
|-------------------------------------|-----------------------------|-----------------------------|
| Haynes and Boone, LLP               | 60                          | 59                          |
| Baker Botts L.L.P.                  | 58                          | 60                          |
| Vinson & Elkins LLP                 | 58                          | 58                          |
| Gardere Wynne Sewell LLP            | 54                          | 53                          |
| Locke Lord LLP                      | 54                          | 55                          |
| Jackson Walker L.L.P.               | 54                          | 52                          |
| Thompson, Coe, Cousins & Irons, LLP | 53                          | 53                          |
| Thompson & Knight LLP               | 50                          | 49                          |
| Baker McKenzie                      | 49                          | 46                          |
| Andrews Kurth LLP                   | 48                          | 46                          |
| Jones Day                           | 46                          | 44                          |
| Norton Rose Fulbright               | 45                          | 44                          |
| Strasburger & Price, LLP            | 44                          | 33                          |
| Winstead P.C.                       | 44                          | 45                          |
| Hunton & Williams LLP               | 43                          | 44                          |
| Bell Nunnally & Martin LLP          | 40                          | *                           |
| Akin Gump Strauss Hauer & Feld LLP  | 37                          | 37                          |
| Munsch Hardt Kopf & Harr, P.C.      | 37                          | 40                          |

**b. Attrition Data**

To determine whether efforts to retain minority attorneys have been successful, the Task Force began including attrition questions in 2010.. The attrition questions seek responses for attorneys who ceased employment during the relevant time frame. Voluntariness or involuntariness of termination is specifically omitted to encourage reporting. Of the 18 participating firms in 2016, Akin Gump and Jones Day did not report attrition data.

| <b>Total # of All Attorneys</b> | <b>Total # of Racial or Ethnic Minority Attorneys</b> | <b>Total Attorneys Terminating Employment</b> | <b>Minorities Terminating Employment</b> | <b>Women Terminating Employment</b> | <b>LGBT Terminating Employment</b> |
|---------------------------------|---|---|--|-------------------------------------|------------------------------------|
| 1,960                           | 265   | 235   | 56                                       | 81                                  | 3                                  |

- 30.9% of all attorneys who ceased employment with the firms are racial or ethnic minority attorneys.
- Jackson Walker, LLP, Strasburger & Price, LLP, and Thompson, Coe, Cousins & Irons, LLP, reported no turnover of minority associate attorneys.
- 33.1% of associates who ceased employment with the firms are racial or ethnic minority attorneys.
- Eight firms reported no turnover of racial or ethnic minority partners (equity and non-equity) during the relevant time frame.<sup>6</sup>
- 25% of partners (equity and non-equity) are racial or ethnic minorities.
- 29 equity partners who ceased employment with the firms are women.<sup>7</sup>
- Andrews Kurth, Bell Nunnally & Martin, Munsch Hardt, and Strasburger & Price reported no turnover of women associates.
- Haynes & Boone, Thompson & Knight, and Winstead PC reported no turnover of women partners (equity and non-equity).
- No firm reported turnover of LGBT associate attorneys.
- Of the 16 firms reporting attrition data, three firms, Gardere Wynn, Haynes & Boone, and Jackson Walker, reported that one LGBT partner (equity and non-equity) at each firm ceased employment.

<sup>6</sup> Andrews Kurth LLP, Baker McKenzie, Bell Nunnally & Martin, Haynes & Boone, Hunton Williams, Jackson Walker, Munsch Hardt, Thompson & Knight, Vinson & Elkins, Winstead PC.

<sup>7</sup> The Task Force lacks comparative data because it did not and historically has not gathered data on male equity partners ceasing employment at the participating firms.

### c. Trends

This year's trends include:

- **General Commitment.** All of the participating firms have a written diversity strategy, but only 22% provide billable credit for diversity efforts (increase in two percentage points since 2015).
- **Diversity Committees and Professionals.** 100% of the participating firms have a diversity committee or a diversity consultant or professional (the same as 2015) and 72% employ a diversity consultant or professional on a full-time or part-time basis (increase of 32 percentage points since 2015).
- **Leadership within Firm.** 39% of the responding firms have a racial or ethnic minority attorney in the managing body, and 56% reported having a female attorney in the management body. 44% of the responding firms reported having a racial or ethnic minority attorney who heads a practice group, and 61% reported having a female attorney who heads a practice group. None of the responding firms reported having an LGBT attorney in the management body, but one firm, Winstead PC, or 6% of surveyed firms reported having an LGBT attorney who heads a practice group. As a caveat, at least one firm reported they did not provide a mechanism to voluntarily disclose and/or collect such information.
- **Recruiting.** 89% of participating firms reported interviewing at racial or ethnic minority job fairs, 61% reported interviewing at LGBT job fairs, and 33% reported interviewing at women attorney job fairs. From those job fairs, 17% reported hiring a racial or ethnic minority attorney, no firm reported hiring an LGBT attorney, and 6% reported hiring a female attorney. 61% of the responding firms reported interviewing at one or more racial or ethnic minority law schools. 100% of the responding firms reported having a female attorney on the recruiting committee, 50% reported having a racial or ethnic minority on the recruiting committee, and 17% reported having an LGBT attorney on the recruiting committee.
- **Retention.** 83% of the responding firms have mentoring programs for minority attorneys, and 100% of the responding firms reported monitoring work assignments and committee appointments for minority attorneys, which is an increase of 10 percentage points since 2015.
- **Minority Organizations.** 100% of the firms pay membership fees for minority bar associations (the same as 2014), as well as pay expenses related to participation in minority-focused associations.
- **Communication.** 90% (up from 2014) of the responding firms communicate diversity information internally to employees as well as report that their external websites display diversity information.

- **LGBT Attorneys.** 100% (up from 2014) of participating firms reported providing health care benefits to same-sex partners or spouses on economic par with health care benefits offered to non-LGBT attorneys.
- **Women Attorneys.** Of the 18 firms that responded to the question, 100% of the firms reported providing paid maternity leave of at least 12 weeks, and 50% reported providing up to 18 weeks.

## VIII. Conclusion

The 2016 Report synthesizes quantitative and qualitative data, providing benchmarks for monitoring the demographics at large Dallas law firms.

Of the 18 surveyed firms, all but one, Jones Day, fell below the reasonable expectation that their minority representation should, at a minimum, reflect the demographics of the Texas Bar. No firm is yet meeting or exceeding expectations across all minority groups. From an initial average composite score of 46.0 in 2006, the highest average score resulting from the survey to date is 52.5 in 2008. From 2009-2014, scores declined each year and eventually reached a low during this time period of 48.87 in 2014. In 2015, for the first time since 2008, experienced an increase in the average composite score of 50.32. In 2016, the trend of increasing composite scores continues with an average of 51.32, which may indicate that many of the gains lost during of the previous years of the survey post-recession are slowing building back. Throughout this report, we noted the upward trend of firms making gains through their efforts with hope that the scores will continue to improve. The Task Force thanks the law firms for their efforts towards diversity and inclusion in the legal profession. We also reiterate our challenge to law firms to significantly strengthen their efforts to attract and retain talented diverse attorneys to join their ranks, and encourage firms to review their current practices to create and sustain more inclusive firm cultures.

We applaud each participating firm for facing these challenges and for partnering with the Task Force to complete this 2016 Report. Transparency in firm efforts and demographics is an important step toward building a more diverse legal community.



# Exhibit A

## 1994 STATEMENT OF GOALS OF DALLAS LAW FIRMS AND CORPORATE LEGAL DEPARTMENTS FOR INCREASING MINORITY HIRING, RETENTION AND PROMOTION

### Preface

At a time when our nation's commitment to equal opportunity is not being fulfilled, the Dallas Bar Association adopted a Long Range Plan of Inclusion to promote equal opportunity for minority lawyers in the legal profession. However, not being content to merely speak about the necessity of improving the recruitment, retention and promotion of minority lawyers, the Dallas Bar Association has acted with unmistakable clarity and institutional seriousness to promote the inclusion of all attorneys. Now, the Dallas Bar Association, the Dallas Asian American Bar Association, the Dallas Association of American Indian Lawyers, the Dallas Association of Black Women Attorneys, the J.L. Turner Legal Association, and the Mexican-American Bar Association of Dallas join together to invite the law firms and corporation in the greater Dallas area to become signatories to this Statement of Goals.

This Statement of Goals is intended to confirm to minority law students evaluating employment opportunities, as well as minority lawyers practicing in other regions who are considering a move, that the legal community in the greater Dallas area is omitted to provide equal opportunity for minority lawyers and, more specifically, to pursue the goals and take the steps described in this Statement to increase the hiring, retention and promotion of minority lawyers. This Statement of goals provides the same confirmation to the minority students enrolled, and attorneys practicing, in this area as well as to all other citizens of the greater Dallas area.

The signatories to this Statement of goals, many of whose lawyers are actively involved in the Dallas Bar Association, pledge themselves to take steps to increase the employment of minority lawyers. The signatories further pledge to take the specific steps outlined herein toward the goal of increasing retention and promotion rates of minority lawyers, in part, by providing work opportunities and responsibilities for minority lawyers equivalent to those of non-minority lawyers.

### STATEMENT OF GOALS

#### I. Introduction

1. The number of minority lawyers, including African-American, Asian-American, Hispanic-American, and Native American lawyers (hereinafter collectively called "Minority Lawyers"), practicing in law firms and corporate legal departments in the greater Dallas area has long been small in relation to the total number of lawyers employed by such law firms and corporate legal departments.

2. In a profession which should lead our nation in its continuing struggle for equal opportunity under the law, it is essential that we make further progress in achieving greater representation of Minority Lawyers at all levels in our own firms and corporate legal departments.

3. The increased enrollment of minority students in law schools, which exceeds 15 percent in most schools from which Dallas law firms recruit, affords an opportunity for increasing the representation of Minority Lawyers in firms.

4. As the number of minority attorneys in Dallas law firms increases, corporate legal depart

#### II. Statement of Goals for Increasing Minority Representation at All Levels of Law Firms and Corporate Legal Departments

EACH SIGNATORY PLEDGES TO PURSUE THE FOLLOWING GOALS:

*a Full Participation of Minorities:* To achieve meaningful participation of Minority Lawyers at all professional levels in its law firm or corporate legal department.

*b Minority Hiring:* To achieve the goal of hiring, during the period 1993 through 1998, a substantial number of Minority Lawyers. A desirable goal (not a quota) to be achieved for the initial hiring period in those years would be not less than 10 percent of the total number of all lawyers hired by such firm or corporate legal department of the 10 percent goal at or near the conclusion of the 1993-1998 period to determine whether that goal can be increased for future years.

*c. Minority Partners and Shareholders and Senior Corporate Counsel:* To promote the admission to partnership or membership in each law firm and to senior counsel status in each corporate legal departments, Minority Lawyers in accordance with the firm or legal department's criteria for such admission. We believe that this goal and the hiring goal set forth in the preceding paragraph are related and mutually dependent, in that in recruitment and retention programs were successful, then overtime, the number of minorities partners and shareholders and senior corporate counsel can correspond more closely to the percentage of Minority Lawyers hired by the firm or corporate legal department. Firms and corporate legal departments that have Minority Lawyers at the senior level are better able to recruit and retain minority law graduates.

#### III. Steps to be Taken by Firms and Corporate Legal Departments in Recruitment Process

EACH SIGNATORY PLEDGES TO PURSUE THE GOAL OF INCREASING THE NUMBER OF MINORITY LAWYERS HIRED BY TAKING ALL OR SOME OF THE FOLLOWING STEPS:

(a) Using hiring criteria for all lawyers (minority and non-minority) that include not only academic records, but also other factors which indicate potential for success in the law firm or corporate legal department, such a communication skills, leadership, integrity and resourcefulness:

(b) Increasing the pool of minority law student applicants by: (i) augmenting interviewing efforts at law schools with significant number of minority law students; and (ii) identifying minorities students through placements administration, faculty members, former summer associates and minority law student organizations at law schools and by job forums, receptions and other activities for minority law student.

(c) To the extent that a law firm or corporate legal department engages in lateral hiring, increasing the applicant pool by: (i) communicating with the laws school placements administrators, faculty members and Minority bar associations, for referrals to practicing

# Exhibit A

Minority Lawyers, (ii) requesting professional recruiters, when used to include minority candidates in their searches; (iii) requesting minority partners and shareholders of law firms for referrals.

(d) Involving partners and shareholders and senior corporate counsel in the recruiting of minority applicants.

(e) Communicating to all lawyers the firm's or legal department's commitment to the goals set forth in this statement.

#### **IV. Steps to be Taken by Firm and Corporate Legal Departments for Retention and Promotion of Minority Lawyers to Partnership and Management Positions.**

EACH SIGNATORY PLEDGES TO CONTINUE TO PURSUE THE GOAL OF INCREASING RETENTION AND PROMOTION RATES FOR MINORITY LAWYERS BY DOING THE FOLLOWING:

(a) Exercising diligence to ensure that the opportunities for Minority Lawyers are the same as those provided to non-Minority Lawyers with respect to the assignment of work on a consistent basis of the type necessary to develop skills and acquire experience success and advancement:

(b) Enhancing programs aimed at increasing retention rates for all lawyers, including Minority Lawyers, focusing on allocation of interesting work, training and guidance, relationships with partners and shareholders and senior corporate counsel, client contacts, feedback and pro bono commitment.

(c) Exercising diligence further to ensure that the work and social environment is hospitable for Minority Lawyers by providing and encouraging that:

- Minority Lawyers receive the same opportunity to perform significant work assignments for important clients as non-minority Lawyers;
- Minority Lawyers receive the same training, mentoring, guidance, feedback and opportunities to grow and succeed as non-Minority Lawyers;
- Minority Lawyers are included in work-related social activities with other lawyers and clients;

• Programs are adopted for all new lawyers, including Minority Lawyers, that enhance their understanding of business concepts, client relations, and their confidence in dealing with such matters;

• Social activities and business development opportunities (both information and formal) are free of discrimination of the basis of race, sex, religion, creed or national origin and are responsive to the cultural diversity of the firm or legal department and its clients.

(d) Providing the same opportunities for Minority Lawyers to achieve and maintain partnership or membership or senior corporate counsel status as non-Minority Lawyers by:

- Using the same criteria in evaluating all lawyers for promotion to partnership, membership or senior corporate counsel status;
- Guiding the development of Minority Lawyers with the same diligence and in the same manner as non-Minority Lawyers;
- Assigning significant responsibility for important client matter and firm management activities to senior Minority Lawyers in the same manner and to the extent that such matters are assigned to senior non-Minority Lawyers.

#### **V. Steps to be Taken by Firms and Corporate Legal Departments to Promote this Statement of Goals**

EACH SIGNATORY PLEDGES TO DO THE FOLLOWING AS A MEANS FOR PROMOTING THESE GOALS:

(a) Participate in an annual event to be sponsored by the Dallas Bar Association. The annual event will encourage the promotion of these Goals by recognizing signatories which have made significant progress during the year and by providing a forum in which the signatories may discuss other means of promoting these Goals.

(b) Provide the Minority Participation Committee of the Dallas Bar Association with an annual report which will assist the Dallas Bar Association in determining which firms and/or corporate legal departments have made significant

progress during the year. This report may be in the form of the Law Firm Questionnaire, which the signatory provides annually to the National Association for Law Placement, or a narrative or some other form of report.

#### **VI. Scope of this Statement of Goals**

This Statement of Goals is an expression of goals and intentions. It is not intended to create any legal obligation of any signatory to the Statement to any other person. It is not intended to imply that a signatory must change its hiring or promotion criteria. However, it is intended that each signatory make reasonable and good faith efforts to implement the steps outlined in this Statement in order to attain the Goals as set forth in this Statement of Goals.

#### **Signatories To The Statement of Goals of Dallas Law Firm and Corporate Legal Departments for Increasing Minority Hiring, Retention and Promotion (as of Feb. 17, 1994)**

Andrews & Kurth  
Baker & Botts, L.L.P.  
Cowles & Thompson, P.C.  
Gardere & Wynne  
Jones, Day, Reavis & Pogue  
Lastelick, Anderson & Arneson  
Law Offices of Jim Burnham  
Law Offices of Mark A. Perez  
Liddell Sapp Zivley Hill & LaBoon, L.L.P.  
Locke Purnell Rain Harrell  
Melton, Weber, Ehaley, Letteer & Mock, P.C.  
Timmons & Kelly  
Vial, Hamilton, Koch & Knox  
Vinson & Elkins, L.L.P.  
Weil, Gotshal & Manges  
Winstead, Sechrest & Minick, P.C.

#### **Endorsers**

Dallas Bar Association  
Dallas Asian American Bar Association  
Dallas Association of American Indian Lawyers  
Dallas Association of Black Women Attorneys  
J. L. Turner Legal Association  
Mexican-American Bar Association of Dallas

## Exhibit B

Completed forms due by: OCTOBER 17, 2016

Firm Name: \_\_\_\_\_

### 2016 Law Firm Information Sheet

The diversity categories for this survey are defined as follows. Women are considered a diverse category for purposes of this survey. The survey results will be published in an annual report (the "Report") on the hiring, retention, and promotion of diverse attorneys by the 20 largest law firms in Dallas County, Texas. If you have any questions, please email the Dallas Diversity Task Force (the "DDTF") at [dallasdiversitytaskforce@gmail.com](mailto:dallasdiversitytaskforce@gmail.com) or call the 2016 Chair, Nicole Knox at (214) 740-9955.

Black/African-American: Persons having origins in any of the black racial groups of Africa.

Asian-American/Asian: Persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands. This geographic area includes: China, Japan, Korea, India, Pakistan, Nepal, the Philippine Islands, Samoa, and Polynesia.

Hispanic/Latino: Persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

Native-American: Persons having origins in any of the original peoples of North America who maintain cultural identification through tribal affiliation or community recognition.

Other Race: Persons having non-Anglo, non-European origins and who do not identify with any of the above categories.

Bi- or Multi-Racial: Persons belonging to two or more racial groups, including one or more of the above categories.

LGBT: Persons whose sexual orientation is self-identified as lesbian, gay, bisexual or transgendered. Sexual orientation is an enduring personal quality (or immutable trait) that inclines people to feel romantic or sexual attraction (or a combination of these) to persons of the opposite sex or gender, the same sex or gender, or both sexes or more than one gender. Transgender is the state of one's gender identity (self-identification as woman, man, neither, or both) or gender expression not matching one's assigned sex (identification by others as male, female, or intersex based on physical/genetic sex). Transgender is independent of sexual orientation.

## Exhibit B

**I. Attorneys.** Please include only the number of attorneys who work primarily in the firm’s Dallas County office(s). The attorneys must be licensed and employed by the firm as of May 31, 2016.

| ATTORNEYS             |                             |                         |                  |                       |                 |             |                       |       |          |
|-----------------------|-----------------------------|-------------------------|------------------|-----------------------|-----------------|-------------|-----------------------|-------|----------|
|                       | All Dallas County Attorneys | African-American/ Black | Hispanic/ Latino | Asian-American/ Asian | Native-American | Other Race* | Bi- or Multi-Racial** | Women | LGBT *** |
| Equity Partner(s)     |                             |                         |                  |                       |                 |             |                       |       |          |
| Non-Equity Partner(s) |                             |                         |                  |                       |                 |             |                       |       |          |
| Of Counsel(s)         |                             |                         |                  |                       |                 |             |                       |       |          |
| Associate(s)          |                             |                         |                  |                       |                 |             |                       |       |          |
| Staff Attorney(s)     |                             |                         |                  |                       |                 |             |                       |       |          |
| TOTALS                |                             |                         |                  |                       |                 |             |                       |       |          |

\* For each “Other Race” attorney, please indicate the racial group with which the attorney identifies: \_\_\_\_\_.

\*\* For purposes of the Report, the scoring methodology does not calculate the composite scores for bi- or multi-racial attorneys. Therefore, please designate only one of the categories with which each bi- or multi-racial attorney identifies below (*i.e.*, if your firm has two bi-racial attorneys that are half-Black and half-Asian and they both identify as Black, you would report “2” in the “Black/African-American” blank below and “0” in the “Asian/Asian-American” blank below):

\_\_\_\_\_ Black/African-American

\_\_\_\_\_ Hispanic/Latino

\_\_\_\_\_ Asian-American/Asian

\_\_\_\_\_ Native-American

\*\*\* It is currently not possible to use the scoring methodology to calculate the composite scores for LGBT attorneys because neither the State Bar of Texas nor the U.S. Census Bureau directly collects data about LGBT status. The DDTF encourages efforts to collect this information. Eventually, when the data becomes available, the DDTF will be able to include composite scores for LGBT attorneys (in the same manner as attorneys of color and women).

## Exhibit B

**II. Recent Hires.** Please indicate the number of offers for permanent employment in the Dallas County office(s) that were extended to and accepted by licensed or unlicensed attorneys between June 1, 2015 and May 31, 2016:

| OFFERS<br>EXTENDED<br>AND ACCEPTED |                                   |                                |                     |                              |                     |                |                           |       |             |
|------------------------------------|-----------------------------------|--------------------------------|---------------------|------------------------------|---------------------|----------------|---------------------------|-------|-------------|
|                                    | All Dallas<br>County<br>Attorneys | African-<br>American/<br>Black | Hispanic/<br>Latino | Asian-<br>American/<br>Asian | Native-<br>American | Other<br>Race* | Bi- or Multi-<br>Racial** | Women | LGBT<br>*** |
| Equity Partner(s)                  |                                   |                                |                     |                              |                     |                |                           |       |             |
| Non-Equity<br>Partner(s)           |                                   |                                |                     |                              |                     |                |                           |       |             |
| Of Counsel(s)                      |                                   |                                |                     |                              |                     |                |                           |       |             |
| Associate(s)                       |                                   |                                |                     |                              |                     |                |                           |       |             |
| Staff Attorney(s)                  |                                   |                                |                     |                              |                     |                |                           |       |             |
| <b>TOTALS</b>                      |                                   |                                |                     |                              |                     |                |                           |       |             |

\* For each Other Race attorney, please indicate the racial group with which the attorney identifies: \_\_\_\_\_.

\*\* For purposes of the Report, the scoring methodology does not calculate the composite scores for bi- or multi-racial attorneys. Therefore, please designate only one of the categories with which each bi- or multi-racial attorney identifies below (*i.e.*, if your firm has two bi-racial attorneys that are half-Black and half-Asian and they both identify as Black, you would report “2” in the “Black/African-American” blank below and “0” in the “Asian/Asian-American” blank below):

\_\_\_\_\_ Black/African-American

\_\_\_\_\_ Hispanic/Latino

\_\_\_\_\_ Asian-American/Asian

\_\_\_\_\_ Native-American

\*\*\* It is currently not possible to use the scoring methodology to calculate the composite scores for LGBT attorneys because neither the State Bar of Texas nor the U.S. Census Bureau directly collects data about sexual orientation. The DDTF encourages efforts to collect this information. Eventually, when the data becomes available, the DDTF will be able to include composite scores for LGBT attorneys (in the same manner as attorneys of color and women).

## Exhibit B

I, \_\_\_\_\_ [print name], certify that the responses to this survey are true and accurate.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

# Exhibit C

Completed forms due by: OCTOBER 17, 2016

Firm Name: \_\_\_\_\_

## 2016 Firm Efforts Checklist

**Instructions:** Please indicate whether the firm’s Dallas County office(s) has/have undertaken the following efforts or experienced the following events. Unless otherwise noted, the relevant time frame is June 1, 2015 through May 31, 2016. “Presently” means as of May 31, 2016. “Minority” refers to persons who are Asian-American/Asian; Black/African-American; Hispanic/Latino; Native-American; Women; Lesbian, Gay, Bisexual, or Transgender (“LGBT”); Other Race; and/or Bi- or Multi-Racial Minorities as defined in the Law Firm Information Sheet. “Diverse” refers to diversity of minorities. “Firm” refers to the firm’s Dallas County office(s). “DDTF” refers to the Dallas Diversity Task Force. The survey results will be published in an annual report (the “Report”) on the hiring, retention, and promotion of diverse attorneys by the 20 largest law firms in Dallas County, Texas.

“✓” if weight  
yes, or list  
total if  
“ ”  
—

### GENERAL COMMITMENT

---

- |          |  |                          |    |
|----------|--|--------------------------|----|
| <b>1</b> | Firm has a written diversity strategy ( <i>e.g.</i> , a diversity action plan or a firm strategic plan that includes diversity initiatives) that has been communicated to all firm attorneys and that expressly includes a statement on: |                          |    |
|          | <b>1a</b> Racial and ethnic minorities   | <input type="checkbox"/> | +1 |
|          | <b>1b</b> Women  | <input type="checkbox"/> | +1 |
|          | <b>1c</b> LGBT   | <input type="checkbox"/> | +1 |
| <b>2</b> | Firm has a written diversity strategy and will provide a copy of it to the DDTF for the DDTF’s review. If so, please provide that copy with this completed checklist.  | <input type="checkbox"/> | +1 |
| <b>3</b> | Firm gives billable credit for work that is directly related to diversity efforts (but is not pro bono work).  | <input type="checkbox"/> | +1 |
| <b>4</b> | Firm ties a component of partner compensation to diversity efforts as related to:  |                          |    |
|          | <b>4a</b> Racial and ethnic minorities   | <input type="checkbox"/> | +1 |
|          | <b>4b</b> Women  | <input type="checkbox"/> | +1 |
|          | <b>4c</b> LGBT   | <input type="checkbox"/> | +1 |

## Exhibit C

- |     |  |                          |    |
|-----|--|--------------------------|----|
| 5   | Evaluations of higher ranking attorneys ( <i>e.g.</i> , partners) are made by lower ranking attorneys ( <i>e.g.</i> , associates).   | <input type="checkbox"/> | +1 |
| 6   | Evaluations of higher ranking attorneys ( <i>e.g.</i> , partners) are made by lower ranking attorneys ( <i>e.g.</i> , associates), and such evaluations include diversity competence as a component. | <input type="checkbox"/> | +1 |
| 7   | Firm mandates diversity training for ALL lawyers, staff, and management.   | <input type="checkbox"/> | +1 |
| 7.1 | Firm mandates diversity training for ALL lawyers, staff, and management on at least an annual basis.   | <input type="checkbox"/> | 0  |
| 8   | Diversity was an agenda item at the Firm’s partner retreat or partner meeting.   | <input type="checkbox"/> | +1 |

### DIVERSITY COMMITTEES AND PROFESSIONALS

---

- |    |  |                          |    |
|----|--|--------------------------|----|
| 9  | Firm has a diversity committee that includes senior partners and that reports to the firm’s managing body.   | <input type="checkbox"/> | +1 |
| 10 | Firm has a full or part-time diversity professional who performs diversity-related tasks ( <i>e.g.</i> , works on recruitment, retention, development, and advancement of minority lawyers). | <input type="checkbox"/> | +1 |
| 11 | Firm has engaged a third-party diversity professional who performs diversity-related tasks.  | <input type="checkbox"/> | +1 |

### FIRM LEADERSHIP

---

- |    |  |       |  |
|----|--|-------|--|
| 12 | How many minority attorneys in the Firm’s Dallas County office(s) serve on the Firm’s managing body? | _____ |  |
|----|--|-------|--|

Of the total above, how many identify as:

- |     |                               |       |    |
|-----|-------------------------------|-------|----|
| 12a | Racial and ethnic minorities* | _____ | +1 |
|-----|-------------------------------|-------|----|

\*For purposes of the Report, the scoring methodology does not calculate scores for bi- or multi-racial attorneys. Therefore, please designate only one of the categories with which each bi- or multi-racial attorney identifies below (*i.e.*, if your Firm has two bi-racial attorneys that are half-Black and half-Asian and they both identify as Black, you would report “2” in the “Black/African-American” blank below and “0” in the “Asian/Asian-American” blank below):

- \_\_\_\_\_ Black/African-American
- \_\_\_\_\_ Hispanic/Latino
- \_\_\_\_\_ Asian/Asian-American
- \_\_\_\_\_ Native-American

- |     |       |       |    |
|-----|-------|-------|----|
| 12b | Women | _____ | +1 |
|-----|-------|-------|----|

- |     |      |       |    |
|-----|------|-------|----|
| 12c | LGBT | _____ | +1 |
|-----|------|-------|----|



## Exhibit C

**13** How many minority attorneys in the firm’s Dallas County office(s) serve as head of a practice group? \_\_\_\_\_

Of the total above, how many identify as:

**13a** Racial and ethnic minorities\* \_\_\_\_\_ +1

\*For purposes of the Report, the scoring methodology does not calculate scores for bi- or multi-racial attorneys. Therefore, please designate only one of the categories with which each bi- or multi-racial attorney identifies below (*i.e.*, if your Firm has two bi-racial attorneys that are half-Black and half-Asian and they both identify as Black, you would report “2” in the “Black/African-American” blank below and “0” in the “Asian/Asian-American” blank below):

- \_\_\_\_\_ Black/African-American
- \_\_\_\_\_ Hispanic/Latino
- \_\_\_\_\_ Asian/Asian-American
- \_\_\_\_\_ Native-American

**13b** Women \_\_\_\_\_ +1

**13c** LGBT \_\_\_\_\_ +1

**RECRUITING**

---

**14** Firm conducts interviews at one or more minority job fairs focused on:

**14a** Racial and ethnic minorities (If so, please indicate how many: \_\_\_\_\_)  +1

**14b** Women (If so, please indicate how many: \_\_\_\_\_)  +1

**14c** LGBT (If so, please indicate how many: \_\_\_\_\_)  +1

**15** Firm has hired at least one or more minority student from a minority job fair focused on:

**15a** Racial and ethnic minorities (If so, please indicate how many: \_\_\_\_\_)  +1

**15b** Women (If so, please indicate how many: \_\_\_\_\_)  +1

**15c** LGBT (If so, please indicate how many: \_\_\_\_\_)  +1

**16** Firm conducts on-campus interviews at one or more minority law schools (*e.g.*, law schools of historically Black colleges and universities, Hispanic-serving institutions, and other minority academic institutions).\* If so, state how many minority law schools: \_\_\_\_\_  +1

\*For purposes of the Report, question 16 will only be used to calculate the Firm’s Efforts Checklist scores in relation to racial and ethnic minorities.

**17** Firm has hired at least one minority student from a minority law school.\*  +1

## Exhibit C

If so, state how many minority students have been hired from a minority law school: \_\_\_\_.

\*For purposes of the Report, question 17 will only be used to calculate the Firm’s Efforts Checklist scores in relation to racial and ethnic minorities.

- |           |  |                          |    |
|-----------|--|--------------------------|----|
| <b>18</b> | Firm offers at least one fellowship/scholarship to minority law students. If so, please indicate the number of fellowships/scholarships: ____, and the amount of each fellowship/scholarship: \$_____. | <input type="checkbox"/> | +1 |
| <b>19</b> | The fellowship/scholarship referenced in question 18 includes a summer clerkship at the Firm.  | <input type="checkbox"/> | +1 |
| <b>20</b> | Firm’s hiring committee includes minority attorneys.   | <input type="checkbox"/> | +1 |

Of the total members on the Firm’s hiring committee, how many identify as:

- |            |                               |       |    |
|------------|-------------------------------|-------|----|
| <b>20a</b> | Racial and ethnic minorities* | _____ | +1 |
|------------|-------------------------------|-------|----|

\*For purposes of the Report, the scoring methodology does not calculate scores for bi- or multi-racial attorneys. Therefore, please designate only one of the categories with which each bi- or multi-racial attorney identifies below (*i.e.*, if your Firm has two bi-racial attorneys that are half-Black and half-Asian and they both identify as Black, you would report “2” in the “Black/African-American” blank below and “0” in the “Asian/Asian-American” blank below):

- \_\_\_\_\_ Black/African-American
- \_\_\_\_\_ Hispanic/Latino
- \_\_\_\_\_ Asian/Asian-American
- \_\_\_\_\_ Native-American

- |            |   |       |    |
|------------|---|-------|----|
| <b>20b</b> | Women   | _____ | +1 |
| <b>20c</b> | LGBT  | _____ | +1 |
| <b>21</b>  | Firm has a diverse recruiting staff. If so, state how many members of the recruiting staff are: |       |    |
| <b>21a</b> | Racial and ethnic minorities*   | _____ | +1 |

\*For purposes of the Report, the scoring methodology does not calculate scores for bi- or multi-racial attorneys. Therefore, please designate only one of the categories with which each bi- or multi-racial attorney identifies below (*i.e.*, if your Firm has two bi-racial attorneys that are half-Black and half-Asian and they both identify as Black, you would report “2” in the “Black/African-American” blank below and “0” in the “Asian/Asian-American” blank below):

- \_\_\_\_\_ Black/African-American

## Exhibit C

\_\_\_\_\_ Hispanic/Latino  
 \_\_\_\_\_ Asian/Asian-American  
 \_\_\_\_\_ Native-American

|                  |     |    |
|------------------|-----|----|
| <b>21b</b> Women | ___ | +1 |
| <b>21c</b> LGBT  | ___ | +1 |

### RETENTION

- |   |                          |    |
|---|--------------------------|----|
| <b>22</b> Firm has an affinity or employee resource group for the minority attorney groups listed below, and each affinity or employee groups meet at least quarterly.  |                          |    |
| <b>22a</b> Racial and ethnic minorities   | <input type="checkbox"/> | +1 |
| <b>22b</b> Women  | <input type="checkbox"/> | +1 |
| <b>22c</b> LGBT   | <input type="checkbox"/> | +1 |
| <b>23</b> Firm has a succession plan that specifically emphasizes greater inclusion of the minority attorney groups listed below in Firm leadership.  |                          |    |
| <b>23a</b> Racial and ethnic minorities   | <input type="checkbox"/> | +1 |
| <b>23b</b> Women  | <input type="checkbox"/> | +1 |
| <b>23c</b> LGBT   | <input type="checkbox"/> | +1 |
| <b>24</b> Firm mandates and monitors that minority attorneys have equal access to clients, quality work assignments, committee appointments, marketing efforts, and firm events.  | <input type="checkbox"/> | +1 |
| <b>25</b> Firm has an accessible mentoring program for minority attorneys to develop career advancement plans.  | <input type="checkbox"/> | +1 |
| <b>26</b> Firm has one or more programs in place to ensure that each one of its minority attorneys routinely works on at least one matter for one of the Firm's or applicable practice group's top clients (in terms of fees received).   | <input type="checkbox"/> | +1 |
| <b>27</b> Firm, in its history, has had at least one minority attorney who began practicing with the Firm as a partnership-track associate directly after law school or a judicial clerkship and who has been promoted to partner status without ever having left the Firm. If so, please indicate:   |                          |    |
| <b>27a</b> (i) the total number of such racial and ethnic minority partners* that the Firm has had in its history: _____, (ii) the number of such racial and ethnic minority partners that have attained equity partner status with the Firm: _____, (iii) the number of such racial and ethnic minority partners who are presently non-equity partners with the Firm: _____, and (iv) the number of such racial and ethnic minority partners who are presently equity partners with the Firm: _____. | <input type="checkbox"/> | +1 |

## Exhibit C

\*For purposes of the Report, the scoring methodology does not calculate scores for bi- or multi-racial attorneys. Therefore, please designate only one of the categories with which each bi- or multi-racial attorney identifies below (*i.e.*, if your Firm has two bi-racial attorneys that are half-Black and half-Asian and they both identify as Black, you would report “2” in the “Black/African-American” blank below and “0” in the “Asian/Asian-American” blank below):

\_\_\_\_\_ Black/African-American  
 \_\_\_\_\_ Hispanic/Latino  
 \_\_\_\_\_ Asian/Asian-American  
 \_\_\_\_\_ Native-American

- |   |                          |    |
|---|--------------------------|----|
| <p><b>27b</b> (i) the total number of such women partners that the Firm has had in its history: _____, (ii) the number of such women partners that have attained equity partner status with the Firm: _____, (iii) the number of such women partners who are presently non-equity partners with the Firm: _____, and (iv) the number of such women partners who are presently equity partners with the Firm: _____.</p>   | <input type="checkbox"/> | +1 |
| <p><b>27c</b> (i) the total number of such LGBT partners that the Firm has had in its history: _____, (ii) the number of such LGBT partners that have attained equity partner status with the Firm: _____, (iii) the number of such LGBT partners who are presently non-equity partners with the Firm: _____, and (iv) the number of such LGBT partners who are presently equity partners with the Firm: _____.</p>   | <input type="checkbox"/> | +1 |
| <p><b>28</b> Firm presently has at least one minority attorney who has not yet achieved partner status, but has remained on a partnership track with the Firm for at least five years. If so, please indicate the total number of such:</p>   |                          |    |
| <p><b>28a</b> Racial and ethnic minorities*</p>   | _____                    | +1 |
| <p>*For purposes of the Report, the scoring methodology does not calculate scores for bi- or multi-racial attorneys. Therefore, please designate only one of the categories with which each bi- or multi-racial attorney identifies below (<i>i.e.</i>, if your Firm has two bi-racial attorneys that are half-Black and half-Asian and they both identify as Black, you would report “2” in the “Black/African-American” blank below and “0” in the “Asian/Asian-American” blank below):</p> |                          |    |
| <p>_____ Black/African-American<br/>           _____ Hispanic/Latino<br/>           _____ Asian/Asian-American<br/>           _____ Native-American</p>   |                          |    |
| <p><b>28b</b> Women</p>   | _____                    | +1 |
| <p><b>28c</b> LGBT</p>  | _____                    | +1 |

## Exhibit C

**29** Firm attributes origination credits to associate attorneys (including, but not necessarily limited to, minority associates) for work that they bring or help bring to the Firm, and the Firm considers such origination credits in determining the associates' yearly compensation, bonuses, and/or promotion to partner status. □ +1

**30** Firm presently has at least one minority attorney who began practicing with the Firm as a partnership-track associate who remains at the Firm, but who has moved off partnership track for any reason. If so, please indicate the total number of attorneys as follows:

**30a** Racial and ethnic minorities\* \_\_\_ 0

\*For purposes of the Report, the scoring methodology does not calculate scores for bi- or multi-racial attorneys. Therefore, please designate only one of the categories with which each bi- or multi-racial attorney identifies below (*i.e.*, if your Firm has two bi-racial attorneys that are half-Black and half-Asian and they both identify as Black, you would report "2" in the "Black/African-American" blank below and "0" in the "Asian/Asian-American" blank below):

\_\_\_ Black/African-American  
 \_\_\_ Hispanic/Latino  
 \_\_\_ Asian/Asian-American  
 \_\_\_ Native-American

**30b** Women \_\_\_ 0

**30c** LGBT \_\_\_ 0

**31** Firm has had at least one minority associate leave the Firm (for any reason, voluntarily or involuntarily). If so, please indicate the total number of attorneys as follows:

**31a** Racial and ethnic minorities\* \_\_\_ 0

\*For purposes of the Report, the scoring methodology does not calculate scores for bi- or multi-racial attorneys. Therefore, please designate only one of the categories with which each bi- or multi-racial attorney identifies below (*i.e.*, if your Firm has two bi-racial attorneys that are half-Black and half-Asian and they both identify as Black, you would report "2" in the "Black/African-American" blank below and "0" in the "Asian/Asian-American" blank below):

\_\_\_ Black/African-American  
 \_\_\_ Hispanic/Latino  
 \_\_\_ Asian/Asian-American  
 \_\_\_ Native-American

**31b** Women \_\_\_ 0

**31c** LGBT \_\_\_ 0

## Exhibit C

32 Firm has had at least one non-minority associate leave the Firm (for any reason, voluntarily or involuntarily). If so, please indicate the total number of such non-minority associates: \_\_\_\_  0

33 Firm has had at least one minority partner leave the Firm (for any reason, voluntarily or involuntarily). If so, please indicate the total number of attorneys as follows:

33a Racial and ethnic minorities\* \_\_\_\_\_ 0

\*For purposes of the Report, the scoring methodology does not calculate scores for bi- or multi-racial attorneys. Therefore, please designate only one of the categories with which each bi- or multi-racial attorney identifies below (*i.e.*, if your Firm has two bi-racial attorneys that are half-Black and half-Asian and they both identify as Black, you would report “2” in the “Black/African-American” blank below and “0” in the “Asian/Asian-American” blank below):

- \_\_\_\_\_ Black/African-American
- \_\_\_\_\_ Hispanic/Latino
- \_\_\_\_\_ Asian/Asian-American
- \_\_\_\_\_ Native-American

33b Women \_\_\_\_\_ 0

33c LGBT \_\_\_\_\_ 0

34 Firm has had at least one non-minority partner leave the Firm (for any reason, voluntarily or involuntarily). If so, please indicate the total number of such non-minority partners: \_\_\_\_  0

### MINORITY ORGANIZATIONS

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35 Firm pays membership fees for minority bar associations (*i.e.*, bar associations dedicated to minority attorneys).  +1

36 Firm pays expenses related to participation in non-bar minority-focused organizations (*i.e.*, organizations dedicated to minority interests (*e.g.*, NAACP), minority bar associations, and legal profession diversity organizations (*e.g.*, MCCA)).  +1

37 Firm has built strong relationships with external minority-focused organizations. If so, please name the organization(s) and describe the relationship(s):  +1

Organization Name(s):

\_\_\_\_\_

\_\_\_\_\_

Nature of the Relationship(s):

\_\_\_\_\_

## Exhibit C

Funds Contributed:

\$ \_\_\_\_\_

### COMMUNICATIONS

|            |  |                          |    |
|------------|--|--------------------------|----|
| <b>38</b>  | Firm collects diversity information that includes diversity policies, statistics, and goals. | <input type="checkbox"/> | +1 |
| <b>39</b>  | Firm provides the diversity information described above to clients.                          | <input type="checkbox"/> | +1 |
| <b>40</b>  | Firm communicates the diversity information described above to all Firm employees.           | <input type="checkbox"/> | +1 |
| <b>41</b>  | Firm’s external website displays the diversity information described above.                  | <input type="checkbox"/> | +1 |
| <b>42</b>  | Firm’s marketing staff is diverse. If so, state how many members of the marketing staff are: |                          |    |
| <b>42a</b> | Racial and ethnic minorities*  | ___                      | +1 |

\*For purposes of the Report, the scoring methodology does not calculate scores for bi- or multi-racial attorneys. Therefore, please designate only one of the categories with which each bi- or multi-racial attorney identifies below (*i.e.*, if your Firm has two bi-racial attorneys that are half-Black and half-Asian and they both identify as Black, you would report “2” in the “Black/African-American” blank below and “0” in the “Asian/Asian-American” blank below):

\_\_\_\_\_ Black/African-American  
 \_\_\_\_\_ Hispanic/Latino  
 \_\_\_\_\_ Asian/Asian-American  
 \_\_\_\_\_ Native-American

|            |       |     |    |
|------------|-------|-----|----|
| <b>42b</b> | Women | ___ | +1 |
| <b>42c</b> | LGBT  | ___ | +1 |

### LGBT

|           |   |                          |    |
|-----------|---|--------------------------|----|
| <b>43</b> | Firm’s policy specifically prohibits discrimination based on sexual orientation.  | <input type="checkbox"/> | +1 |
| <b>44</b> | Firm’s policy specifically prohibits discrimination based on gender identity and expression.  | <input type="checkbox"/> | +1 |
| <b>45</b> | Firm attorneys may voluntarily disclose their sexual orientation or gender identity and expression through Firm data collection procedures. | <input type="checkbox"/> | +1 |
| <b>46</b> | Firm provides health care benefits to same-sex partners or spouses on economic par with health care benefits offered to non-LGBT attorneys. | <input type="checkbox"/> | +1 |

## Exhibit C

### WOMEN

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- |    |   |                          |    |
|----|---|--------------------------|----|
| 47 | Firm's policy specifically prohibits discrimination based on gender.  | <input type="checkbox"/> | +1 |
| 48 | Firm policy specifically provides for paid maternity leave. If so, please identify the number of weeks of paid maternity leave offered. ____  | <input type="checkbox"/> | +1 |
| 49 | Firm policy specifically provides for unpaid maternity leave. If so, please identify the number of weeks of unpaid maternity leave offered. ____  | <input type="checkbox"/> | +1 |
| 50 | Firm's policy specifically addresses the treatment of partnership track women attorneys who utilize the Firm's maternity leave policy.  | <input type="checkbox"/> | +1 |
| 51 | Firm policy specifically provides for paid paternity leave. If so, please identify the number of weeks of paid paternity leave offered. ____  | <input type="checkbox"/> | +1 |
| 52 | Firm policy specifically provides for unpaid paternity leave. If so, please identify the number of weeks of unpaid paternity leave offered. ____  | <input type="checkbox"/> | +1 |
| 53 | Firm has a part-time or "flex" time policy.   | <input type="checkbox"/> | +1 |
| 54 | Firm currently has ____ female partners and ____ male partners working on a part-time basis under the Firm's part-time or "flex" time policy.   | <input type="checkbox"/> | +0 |
| 55 | Firm currently has ____ female associates and ____ male associates working on a part-time basis under the Firm's part-time or "flex" time policy.   | <input type="checkbox"/> | +0 |
| 56 | Firm has or participates in a program designed to assist women seeking to return to the legal profession after voluntarily leaving for a period of time to focus on family or other priorities. | <input type="checkbox"/> | +1 |