

Law Firm
Diversity Report
Dallas – 2014

Presented by the
DALLAS DIVERSITY TASK FORCE
a collaborative effort undertaken by the:

Dallas Asian American Bar Association
Dallas Hispanic Bar Association
J.L. Turner Legal Association
Dallas Women Lawyers Association
Dallas Gay and Lesbian Bar Association

A copy of this report is available for download at www.diversitytaskforce.com.
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Executive Summary & Progress Report

The 2014 Law Firm Diversity Report (“2014 Report”) prepared by the Dallas Diversity Task Force (“Task Force”) presents a snapshot of the diversity of lawyers practicing at the 20 largest law firms in Dallas County. The Task Force surveyed the 20 largest law firm offices in Dallas County, Texas, based on information reported by the Dallas Business Journal. The list of surveyed firms in 2014 is different from previous years. There were two new additions to the list of the 20 largest firms in Dallas County: Baker McKenzie and Gray Reed & McGraw, PC. Baker McKenzie, Gray Reed & McGraw, PC, Munsch Hardt Kopf & Harr, PC, and Strasburger & Price, LLP chose not to participate this year.

The 2014 Report provides composite scores that measure racial or ethnic minority attorney representation at the surveyed firms. The methodology for calculating the firms’ composite scores based on racial or ethnic minorities remains unchanged from previous years. A firm’s composite score is 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 of the State of Texas (“Texas Demographics”) and the racial or ethnic composition of the members of the State Bar of Texas (“Texas Lawyer Demographics”).

The 2014 Report also includes checklist scores that measure the firms’ diversity efforts to recruit, retain, and promote minority attorneys. This year, the checklist scores reflect each firm’s efforts as related to lesbian, gay, bisexual, and transgender (“LGBT”) and women lawyers. A firm’s checklist score is based on a checklist of diversity efforts that a firm undertook during the survey period. A firm’s checklist score is not used in calculating its composite score.

With nine years of data, the 2014 Report provides an opportunity to evaluate Dallas firms’ progress over time. Based on 2014 results, (i) no law firm met the lower benchmark of Texas Lawyer Demographics and (ii) no firm met the higher benchmark of Texas Demographics.

Notable Developments

- Nine firms improved their composite scores from 2013 to 2014.
- The 2014 average composite score for the largest law firms in Dallas County remained relatively constant compared to 2013 with the average composite score for 2013 at 49.36 and 2014 at 48.66.
- 87% of participating firms reported interviewing at racial or ethnic minority job fairs, 50% reported interviewing at LGBT job fairs, and 12% reported interviewing at women focused job fairs. 37% of the participating firms reported hiring from a minority job fair.
- 81% 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.

- 93% of participating firms reported providing paid maternity leave of at least 12 weeks, and 18% reported providing up to 18 weeks.

Other Developments

- The composite scores for seven firms decreased from 2013 to 2014.
- None of the responding firms met or exceeded the Texas Lawyer Demographics for: (i) African-American/Black attorneys and (ii) Hispanic/Latino attorneys.
- Just 41 (approximately 6%) of the 681 equity partners at the surveyed firms are racial and ethnic minority lawyers, a small decline from 2013 numbers and percentages, despite racial and ethnic minority attorneys comprising almost 12% of the total attorneys at these firms and approximately 16% of the State Bar.
- 12% percent of the firms surveyed have no racial or ethnic minority equity partners at all, 56% have no African-American/Black equity partners, 56% have no Asian/Asian-American equity partners, 43% have no Hispanic/Latino equity partners, and 68% have no Native American equity partners. While all the firms surveyed have women equity partners, none equaled the percentage of women lawyers in Dallas County, which is approximately 32%.

Attrition Data

Since 2010, the Firm Efforts Checklist included questions regarding attorney attrition at the largest 20 Dallas County firms, to determine whether efforts to retain minority attorneys have been successful. Although the Task Force is not releasing the complete attrition data, a few summary highlights include the following:

- Of the 13 firms that responded, the data show that 18% of all attorneys who ceased employment with the firms were racial or ethnic minority attorneys.
- Of the total attorneys who ceased employment with the firms, the data show 38% were women even though women attorneys make up 32% of all Dallas County attorneys.

Selected Individual Firm Highlights

- Jones Day holds the highest composite score for this year, though it did not meet the benchmark of Texas Lawyer Demographics.
- Locke Lord LLP has the most improved composite score, increasing its score from 2013 by more than six points.
- Carrington, Coleman, Sloman & Blumenthal, LLP, Hunton & Williams LLP, and Thompson & Knight LLP improved their scores by approximately 4 points.
- Norton Rose Fulbright and K & L Gates, LLP had the largest decrease in composite score, although each decreased by less than six points.

Overall Results

A. Information Sheet Scores

SURVEYED LAW FIRM (DALLAS OFFICE ONLY)	2014 SCORE	2013 SCORE
Jones Day	69.25	66.02
Haynes and Boone, LLP	63.20	60.15
K & L Gates LLP	57.41	62.11
Andrews Kurth LLP	55.19	59.68
Norton Rose Fulbright	53.45	58.12
Locke Lord LLP	49.67	43.25
Winstead P.C.	49.36	48.84
Jackson Walker L.L.P.	48.94	50.15
Vinson & Elkins LLP	48.05	50.09
Akin Gump Strauss Hauer & Feld LLP	47.99	49.99
Thompson, Coe, Cousins & Irons, LLP	45.99	45.47
Carrington, Coleman, Sloman & Blumenthal, L.L.P.	44.60	40.32
Thompson & Knight LLP	38.62	34.20
Hunton & Williams LLP	38.06	34.63
Baker Botts L.L.P.	37.15	34.29
Gardere Wynne Sewell LLP	35.02	37.02
Baker McKenzie*	N/A	N/A
Gray Reed & McGraw PC*	N/A	N/A
Munsch Hardt Kopf & Harr PC*	N/A	N/A
Strasburger & Price, LLP*	N/A	N/A

* Did not participate.

B. Efforts Checklist Scores

SURVEYED LAW FIRM	2014 CHECKLIST SCORE	2013 CHECKLIST SCORE	2012 CHECKLIST SCORE
Haynes and Boone, LLP	60	31	25
Baker Botts L.L.P.	58	29	31
Vinson & Elkins LLP	56	29	28
Gardere Wynne Sewell LLP	52	20	18
Jackson Walker L.L.P.	50	25	25
Thompson & Knight LLP	49	25	27
K & L Gates LLP	48	25	22
Thompson, Coe, Cousins & Irons, LLP	48	32	29
Andrews Kurth LLP	47	22	24
Locke Lord LLP	47	23	23
Jones Day	46	28	29
Winstead P.C.	45	29	26
Hunton & Williams LLP	42	19	20
Akin Gump Strauss Hauer & Feld LLP	36	21	18
Norton Rose Fulbright	32	20	22
Carrington, Coleman, Sloman & Blumenthal, L.L.P.	29	17	15

C. Percentage of Women Attorneys

SURVEYED LAW FIRM (DALLAS OFFICE ONLY)	Percentage of Women Equity Partner Attorneys	Percentage of Women Non-Equity Partner Attorneys	Dallas Women Equity Partner / Total Dallas Equity Partners	Dallas Women Non-Equity Partner / Total Dallas Non- Equity Attorneys
Akin Gump Strauss Hauer & Feld LLP	13.33%	34.18%	4/30	27/79
Andrews Kurth LLP	23.08%	37.74%	3/13	20/53
Baker Botts L.L.P.	16.33%	29.85%	8/49	20/67
Carrington, Coleman, Sloman & Blumenthal, L.L.P.	20.00%	36.36%	4/20	12/33
Gardere Wynne Sewell LLP	13.64%	31.71%	6/44	26/82
Haynes and Boone, LLP	20.00%	40.46%	14/70	53/131
Hunton & Williams LLP	5.13%	37.84%	2/39	14/37
Jackson Walker L.L.P.	18.42%	27.59%	7/38	24/87
Jones Day	19.57%	34.78%	9/42	32/92
K & L Gates LLP	29.03%	33.96%	9/31	18/53
Locke Lord LLP	14.71%	36.08%	10/68	35/97
Norton Rose Fulbright	23.53%	32.86%	23/70	12/51
Thompson & Knight LLP	18.97%	34.29%	11/58	36/105
Thompson, Coe, Cousins & Irons, LLP	19.05%	40.00%	4/21	24/60
Vinson & Elkins LLP	11.76%	33.33%	6/51	25/75
Winstead P.C.	11.54%	43.90%	6/52	36/82
Totals for All Surveyed Law Firms			115/681	425/1,203

I. Background

A. Scope

This ninth annual report of the Task Force continues the work of our inaugural 2006 study of the representation of attorneys of color at the 20 largest law firms in Dallas, Texas (“2006 Report”). The Task Force aims to examine:

- the number of minority attorneys employed by the 20 largest law firms in Dallas County;
- the positions of minority attorneys (*i.e.*, equity partners, non-equity partners, associates, etc.);
- annual changes and trends in recruiting, retention, and promotion of attorneys of color; and
- the correlations, if any, between firm demographics and the implementation and continuation of best practices for law firm recruiting, retention, and promotion of attorneys of color.

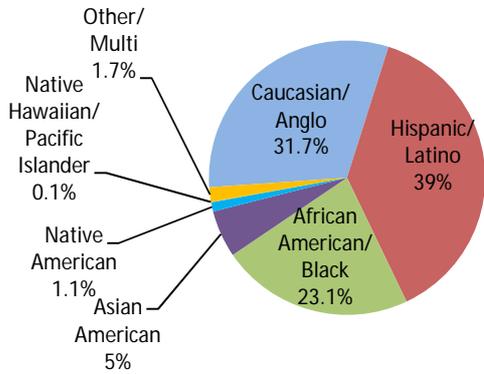
The Task Force has always recognized the importance of evaluating the progress of minority groups, and this year includes data regarding women and LGBT attorneys. These recent changes to the Report reflect the Task Force’s commitment to employing a holistic approach to diversity that emphasizes mutuality and inclusion. The Task Force hopes that this expansion will be a significant step toward creating a more comprehensive analysis of diversity within the large law firms in Dallas County.

B. Rationale

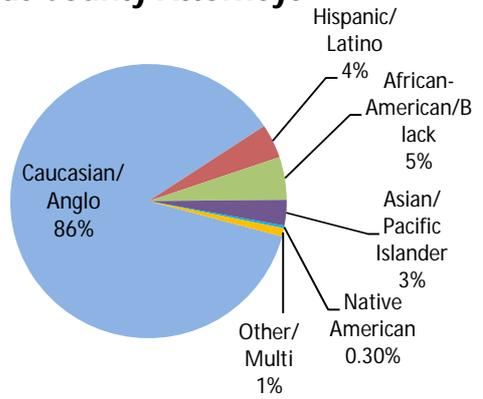
The Task Force’s critical work facilitates a dialogue that was highlighted in 1994 when the Dallas Bar Association issued a Statement of Goals related to the recruitment and retention of attorneys of color. *See* Exhibit A, Statement of Goals. We discovered in 2006 that the issues raised in 1994 still demanded attention. Now, with the previous reports as a benchmark, the 2014 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.¹

¹ Sources: U.S. Census Bureau, State & County QuickFacts for Dallas County, Texas (2013 data, please note that the total exceeds 100%. This is due to the fact that 1.7% 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 (2012-13).

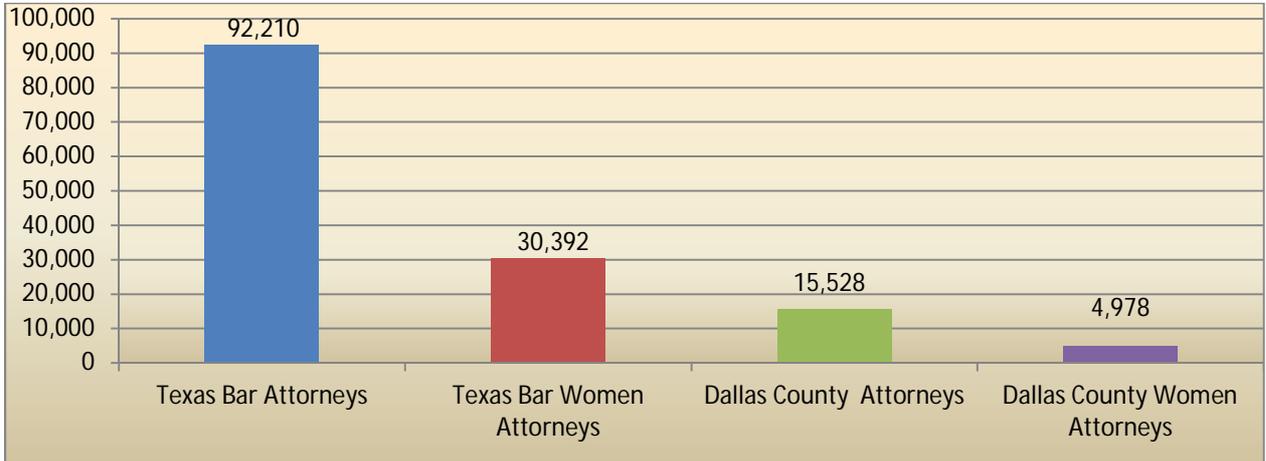
Dallas County Population



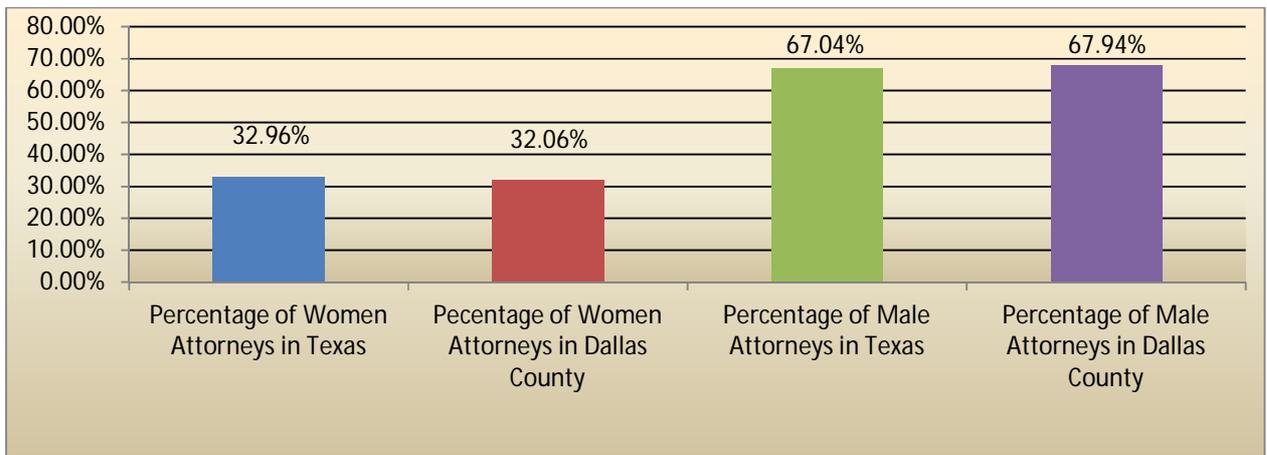
Dallas County Attorneys



Texas and Dallas County Attorneys



Texas and Dallas County Percentage of Women Attorneys



C. Findings

The 2006-2014 Reports provide a qualitative and quantitative snapshot of racial or ethnic diversity in the 20 largest law firms in Dallas County, and now a glimpse at the diversity of women and LGBT lawyers at those firms. The Reports calculate a composite score as well as a score for each of the surveyed racial or ethnic groups based on the 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) and also factor in each firm's most recent efforts to diversify its attorney ranks (collectively, the "Dallas Formula"). The Reports also track current law firm efforts to recruit, retain, and promote minority attorneys. The Reports present, among other information, raw data regarding the demographics of attorneys within the surveyed firms, a comparative analysis of firms based on the self-reported data for all minorities combined and by minority subgroups, and a qualitative account of recommended best practices for minority recruitment, retention, and promotion within law firms.

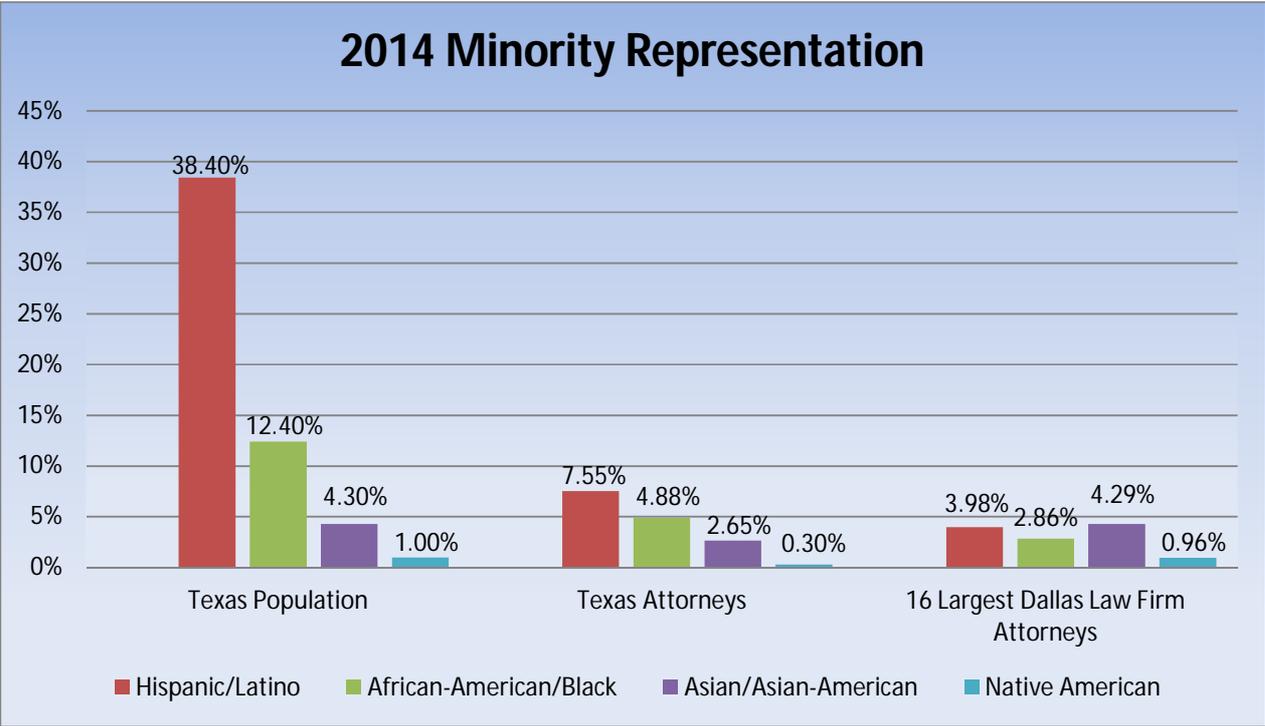
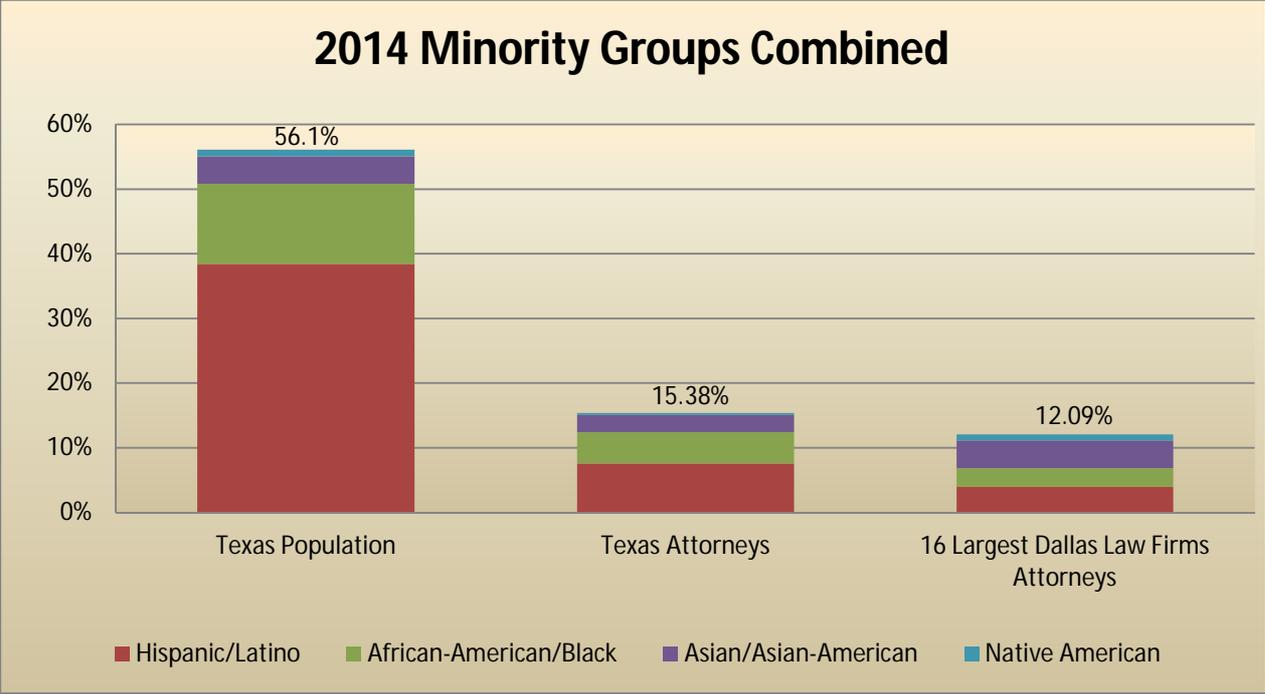
In addition, this year's Report presents a quantitative view of women and LGBT attorneys in the 20 largest firms in Dallas County. This year, the Task Force endeavored to take a quantitative look at the hiring, recruitment, and retention of women and LGBT attorneys. As a part of its continued growth and aim to expand the definition of diversity in the Dallas legal community, this year's Report presents a quantitative view of women and LGBT attorneys in the 20 largest firms in Dallas County. The DDTF 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 DDTF will be able to include composite scores for women and LGBT attorneys.

D. State and Local Demographics²

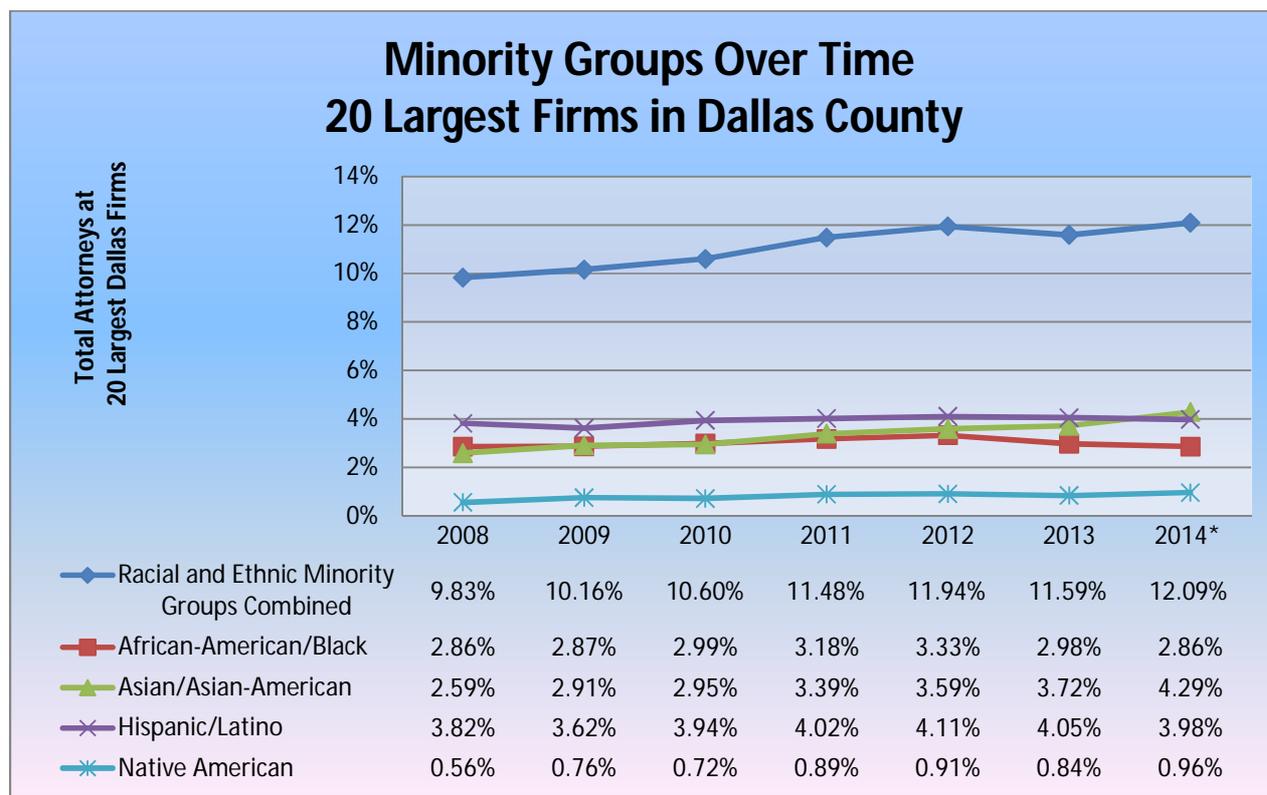
The sharp disparities between the Texas Demographics and Texas Lawyer Demographics provide the backdrop for the Task Force's inquiry. The following bar graphs illustrate the differences between racial or ethnic minority representation in Texas Demographics, Texas Lawyer Demographics, and lawyers working at the 20 largest Dallas law firms. For African-Americans/Blacks and Hispanics/Latinos, the representation of attorneys of color statewide falls far short of the higher benchmark—minority lawyer demographics that match the demographics of the general population. And the representation of African-American/Black and Hispanic/Latino attorneys at the 20 largest Dallas law firms does not meet even the lower standard set by the state lawyer population. For Asian/Asian-Americans and Native Americans, whose state population representation is relatively low, representation at the 20 largest Dallas law firms exceeds that of the state lawyer representation and is very close to the demographics of the general population of Texas. Over the nine years of Task Force reports, racial or ethnic minority attorney representation has risen only slightly for all groups, from an overall average of 8.40% in 2006 increasing by just 3.6 percentage points to approximately 12% in 2014, a slight increase from 2013.

The charts below illustrate the status of minority attorneys in the 20 largest law firms in Dallas, as compared to the Texas lawyer totals and the general Texas population.

² Source: U.S. Census Bureau, State & County QuickFacts for Dallas County, Texas (2013) (<http://quickfacts.census.gov>); State Bar of Texas, Minority Attorneys: Attorney Statistical Profile (2012-13) (<http://www.texasbar.com>); Dallas Diversity Task Force Survey (2014).



Minority Groups Over Time 20 Largest Firms in Dallas County



*Only 16 Firms Participated

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 each year to publish the Austin Diversity Report Card, to assign 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 2014 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.

II. 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 Women Lawyers Association, and Dallas Gay and Lesbian Bar 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 attorneys of color in Dallas.

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)

DAABA Representatives: **Vivian Lee**
Special Assistant United States Attorney,
United States Attorney's Office, Northern District of Texas
University of Pennsylvania Law School, JD 2012

Rachany T. Son
Associate Attorney,
Carter Scholer Arnett Hamada Mockler
Southern Methodist University Dedman 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 Mexican-American Bar Association of Texas and the Hispanic National Bar Association. (www.dallashispanicbar.com)

DHBA Representatives: **Rosa R. Orenstein**
Orenstein Law Group
University of California, Berkeley, Boalt Hall School of Law, JD 1981

John V. Treviño, Jr.
Senior Attorney, Privacy
Hewlett-Packard Company
University of Texas, JD 1997

Jacqueline Palma Malafa
Associate
Sidley Austin LLP, Complex Commercial Litigation
Columbia Law School, JD 2011

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)

JLTLA Representatives: **LaToyia W. Pierce**
 Attorney
 Wilson Elser Moskowitz Edelman & Dicker LLP
 Southern Methodist University Dedman School of Law, JD 2005

Emmanuel Obi
 Associate
 Norton Rose Fulbright
 Southern Methodist University Dedman School of Law, JD 2007

Keron Wright, Chair
 Associate,
 Akerman LLP
 Washburn University School of Law, JD 2007

The **Dallas Gay and Lesbian Bar Association** (“DGLBA”) is composed of lawyers, law students, para-professionals, and related professional allies who share an interest in the laws that affect and protect the gay, lesbian, bisexual, and transgendered community. The DGLBA 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. The DGLBA 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.

DGLBA Representatives: **Shelly Skeen**
 Attorney, Mediator, Arbitrator
 Blume, Faulkner, Skeen & Northam, PLLC

Omar Alaniz
 Special Counsel
 Baker Botts LLP

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: **Cathy Altman**
 Partner
 Carrington Coleman Sloman & Blumenthal, L.L.P.
 University of Kentucky, JD 1995

Christina Jump
 Compliance Director/Legal
 Bella & Chloe, LLC
 University of Houston Law School, JD 1996

III. Methodology and Scoring

In August 2014, the Task Force surveyed the 20 largest law firm offices in Dallas County, Texas, 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:

(1) the number of attorneys, sorted by race/ethnicity, gender, and sexual orientation, 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, 2014; and

(2) 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, 2013, and May 31, 2014.

A copy of the Law Firm Information Sheet is attached as Exhibit B.

1. 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 a firm likely meets or exceeds the racial or ethnic minority resident percentages in Texas for each of the minority groups.
- A score of at least 70 indicates that a firm likely meets the state's racial or ethnic minority attorney percentages, but it does not meet the state's racial or ethnic minority resident percentages for each of the minority groups.
- A score of less than 70 indicates that a firm likely meets neither the state's racial or ethnic minority attorney percentages, nor the state's minority resident percentages for each of the minority groups.
- 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.

2. Important Design Features

a. 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 African-American/Black attorneys cannot compensate for shortcomings in hiring Asian/Asian-American attorneys.

b. 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.

c. A Firm's Most Recent Successes in Hiring Are Taken Into Account

A firm's most recent hiring trends and practices reflects 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.

3. Quantitative Capture of Women and LGBT Attorneys

This year, the Task Force endeavored to take a quantitative look at the hiring, recruitment, and retention of women and LGBT attorneys. As a part of its continued growth and aim to expand the definition of diversity in the Dallas legal community, this year's Report presents a quantitative view of women and LGBT attorneys in the 20 largest firms in Dallas County. The DDTF 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 DDTF will be able to include composite scores for women and LGBT attorneys.

a. Quantitative Look at Women Attorneys in the Largest 20 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 20 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 20 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 more detailed description 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, 2013, and May 31, 2014. 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 76 of the initiatives described. This is a dramatic change from previous years.

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.

IV. 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. None of the law firms met or exceeded the demographics of Texas lawyers.

SURVEYED LAW FIRM (DALLAS OFFICE ONLY)	COMPOSITE SCORE	Dallas Non- Equity Attorneys of Color / Total Dallas Non- Equity Attorneys	Dallas Equity Partners of Color / Total Dallas Equity Partners
Jones Day	69.25	20/92	6/46
Haynes and Boone, LLP	63.20	24/131	7/70
K & L Gates LLP	57.41	10/53	2/31
Andrews Kurth LLP	55.19	7/53	1/13
Norton Rose Fulbright	53.45	16/70	4/51
Locke Lord LLP	49.67	17/97	3/68
Winstead P.C.	49.36	13/82	3/52
Jackson Walker L.L.P.	48.94	12/87	2/38
Vinson & Elkins LLP	48.05	11/75	3/51
Akin Gump Strauss Hauer & Feld LLP	47.99	9/79	3/30
Thompson, Coe, Cousins & Irons, LLP	45.99	9/60	0/21
Carrington, Coleman, Sloman & Blumenthal, L.L.P.	44.60	3/33	1/20
Thompson & Knight LLP	38.62	14/105	2/58
Hunton & Williams LLP	38.06	7/37	0/39
Baker Botts L.L.P.	37.15	11/67	2/49
Gardere Wynne Sewell LLP	35.02	10/82	2/44
Totals for All Surveyed Law Firms		193/1,203	41/681

* For purposes of the Report, the scoring methodology does not calculate the composite scores for bi- or multi-racial attorneys because the state bar does not collect the information. As a result, there is no way to benchmark the results for b- or multi-racial attorneys.

B. African-American/Black Attorney Results

The chart below orders firms according to their composite scores for African-American/Black attorneys. None of the firms meet or exceed Texas Lawyer Demographics for African-Americans/Blacks although there was slight uptick from 2013.

SURVEYED LAW FIRM (DALLAS OFFICE ONLY)	African- American/Black Score	Dallas African- American/Black Non-Equity Attorneys/ Total Dallas Non-Equity Attorneys	Dallas African- American/Black Equity Partners/ Total Dallas Equity Partners
Jackson Walker L.L.P.	68.33	5/87	1/38
Norton Rose Fulbright	64.27	6/70	0/51
Jones Day	63.77	5/92	1/46
Locke Lord LLP	58.52	4/97	2/68
Baker Botts L.L.P.	55.13	3/67	1/49
Gardere Wynne Sewell LLP	52.80	3/82	1/44
K & L Gates LLP	46.85	1/53	1/31
Winstead P.C.	46.69	4/82	0/52
Haynes and Boone, LLP	44.33	4/131	1/70
Hunton & Williams LLP	41.14	2/37	0/39
Thompson & Knight LLP	40.99	4/105	0/58
Akin Gump Strauss Hauer & Feld LLP	33.99	2/79	0/30
Andrews Kurth LLP	30.10	1/53	0/13
Thompson, Coe, Cousins & Irons, LLP	24.94	1/60	0/21
Vinson & Elkins LLP	16.19	1/75	0/51
Carrington, Coleman, Sloman & Blumenthal, L.L.P.	0.00	0/33	0/20
Totals for All Surveyed Law Firms		46/1,203	8/681

C. Hispanic/Latino Attorney Results

The chart below orders firms according to their composite scores for Hispanic/Latino attorneys. None of the firms meet or exceed Texas Lawyer Demographics for Hispanics/Latinos (down from 2013).

SURVEYED LAW FIRM (DALLAS OFFICE ONLY)	Hispanic/Latino Score	Dallas Hispanic/ Latino Non- Equity Attorneys/ Total Dallas Non-Equity Attorneys	Dallas Hispanic/ Latino Equity Partners/ Total Dallas Equity Partners
Jones Day	67.10	5/92	4/46
Haynes and Boone, LLP	64.27	10/131	3/70
Carrington, Coleman, Sloman & Blumenthal, L.L.P.	61.06	2/33	1/20
Andrews Kurth LLP	59.79	4/53	0/13
K & L Gates LLP	57.63	5/53	0/31
Vinson & Elkins LLP	55.42	4/75	2/51
Akin Gump Strauss Hauer & Feld LLP	48.04	3/79	1/30
Thompson, Coe, Cousins & Irons, LLP	45.41	3/60	0/21
Jackson Walker L.L.P.	44.09	3/87	1/38
Winstead P.C.	43.97	2/82	2/52
Norton Rose Fulbright	43.63	3/70	1/51
Locke Lord LLP	43.17	6/97	0/68
Thompson & Knight LLP	36.57	3/105	1/58
Hunton & Williams LLP	33.81	2/37	0/39
Baker Botts L.L.P.	25.43	2/67	0/49
Gardere Wynne Sewell LLP	24.42	2/82	0/44
Totals for All Surveyed Law Firms		59/1,203	16/681

D. Asian/Asian-American Attorney Results

The chart below orders firms according to their composite scores for Asian/Asian-American attorneys. The demographics of 11 surveyed firms exceed Asian/Asian-American Texas Lawyer Demographics (same in 2013, 2012, and 2011 and down from 13 firms in 2010).

SURVEYED LAW FIRM (DALLAS OFFICE ONLY)	Asian/Asian- American Score	Dallas Non- Asian/Asian- American Non- Equity Attorneys / Total Dallas Non-Equity Attorneys	Dallas Asian/Asian- American Equity Partners / Total Dallas Equity Partners
Akin Gump Strauss Hauer & Feld LLP	100.00	4/79	2/30
Baker Botts L.L.P.	100.00	5/67	1/49
Haynes and Boone, LLP	100.00	9/131	2/70
Jones Day	100.00	8/92	0/46
K & L Gates LLP	100.00	4/53	1/31
Norton Rose Fulbright	100.00	5/70	3/51
Andrews Kurth LLP	100.00	2/53	1/13
Thompson, Coe, Cousins & Irons, LLP	100.00	4/60	0/21
Winstead P.C.	96.50	5/82	1/52
Hunton & Williams LLP	76.66	3/37	0/39
Locke Lord LLP	72.31	6/97	0/68
Gardere Wynne Sewell LLP	63.91	4/82	0/44
Vinson & Elkins LLP	61.98	4/75	0/51
Jackson Walker L.L.P.	47.88	3/87	0/38
Carrington, Coleman, Sloman & Blumenthal, L.L.P.	36.19	1/33	0/20
Thompson & Knight LLP	35.64	3/105	0/58
Totals for All Surveyed Law Firms		70/1,203	11/681

E. Native American Attorney Results

The demographics of 9 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 (down one from 2013 and 2012).

SURVEYED LAW FIRM (DALLAS OFFICE ONLY)	Native American Score	Dallas Native American Non- Equity Attorneys/ Total Dallas Non-Equity Attorneys	Dallas Native American Equity Partners/ Total Dallas Equity Partners
Gardere Wynne Sewell LLP	100.00	1/82	1/44
Thompson & Knight LLP	100.00	4/105	1/58
Thompson, Coe, Cousins & Irons, LLP	100.00	1/60	0/21
Norton Rose Fulbright	100.00	2/70	0/51
Haynes and Boone, LLP	100.00	1/131	1/70
Vinson & Elkins LLP	100.00	2/75	1/51
Locke Lord LLP	94.34	0/97	1/68
Winstead PC	90.07	1/82	0/52
Jones Day	89.92	1/92	0/46
Jackson Walker L.L.P.	0.00	0/87	0/38
Akin Gump Strauss Hauer & Feld LLP	0.00	0/79	0/30
Andrews Kurth LLP	0.00	0/53	0/13
Baker Botts L.L.P.	0.00	0/67	0/49
Carrington, Coleman, Sloman & Blumenthal, L.L.P.	0.00	0/33	0/20
Hunton & Williams LLP	0.00	0/37	0/39
K & L Gates LLP	0.00	0/53	0/31
Totals for All Surveyed Law Firms		13/1,203	5/681

F. 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 20 surveyed firms.

	All Attorneys	African-American/Black	Hispanic/Latino	Asian/Asian-American	Native American
Associates and Other Non-Equity Attorneys	1,203	46	59	70	13
Equity Partners	681	8	16	11	5
Totals	1,884	54	75	81	18

G. Total Attorney Counts (from the Firm Information Sheets)

The chart below shows the total attorney count and the total women attorneys among all 20 surveyed firms.

	All Attorneys	Women Attorneys
Associates and Other Non-Equity Attorneys	1,203	425
Equity Partners	681	115
Totals	1,884	540

H. Total Attorney Counts (from the Firm Information Sheets)

The chart below shows the total attorney count and the total LGBT attorneys among all 20 surveyed firms.

	All Attorneys	LGBT Attorneys
Associates and Other Non-Equity Attorneys	1,203	11
Equity Partners	681	6
Totals	1,884	17

I. 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.

	All Attorneys	African-American/Black	Hispanic/Latino	Asian/Asian-American	Native American
Associates and Other Non-Equity Attorneys	226	13	22	18	1
Equity Partners	6	0	0	0	0
Totals	232	13	22	18	1

V. Firm Efforts Results

The Task Force went beyond the analysis of raw numbers and examined diversity initiatives undertaken by law firms. 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, "2014 Firm Efforts Checklist," lists the checklist questions.

A. Efforts Checklist Scores

SURVEYED LAW FIRM	2014 CHECKLIST SCORE	2013 CHECKLIST SCORE	2012 CHECKLIST SCORE
Haynes and Boone, LLP	60	31	25
Baker Botts L.L.P.	58	29	31
Vinson & Elkins LLP	56	29	28
Gardere Wynne Sewell LLP	52	20	18
Jackson Walker L.L.P.	50	25	25
Thompson & Knight LLP	49	25	27
Thompson, Coe, Cousins & Irons, LLP	48	32	29
K & L Gates LLP	48	25	22
Locke Lord LLP	47	23	23
Andrews Kurth LLP	47	22	24
Jones Day	46	28	29
Winstead PC	45	29	26
Hunton & Williams LLP	42	19	20
Akin Gump Strauss Hauer & Feld LLP	36	21	18
Norton Rose Fulbright	32	20	22
Carrington, Coleman, Sloman & Blumenthal, L.L.P.	29	17	15

B. Trends

The Efforts Checklists was radically revised for 2014 and, as a result, the average Efforts Checklist Score is 46.5, up from 2013 and previous years. The number of questions contained within the 2014 Efforts Checklist increased by 14 from 2013. Although last year's scores are also shown in the table above, they should be analyzed keeping in mind the inclusion of efforts aimed at women and LGBT attorneys. This year's trends include:

- **General Commitment.** All of the participating firms have a written diversity strategy, but only 25% provide billable credit for diversity efforts (up from 21% in 2013 and 20% in 2012).
- **Diversity Committees and Professionals.** 100% of the participating firms have a diversity committee or a diversity consultant or professional (the same as 2013, up from 95% in 2012, and matching 100% in 2011) and 43% employ a diversity consultant or professional on a full-time or part-time basis (slightly down from 2013, and down from 70% in 2012 and 2011).
- **Leadership within Firm.** 31% 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. 50% of the responding firms reported having a racial or ethnic minority attorney who heads a practice group, and 68% reported having a female attorney who heads a practice group. None of the responding firms reported having an LGBT attorney in the management body while 18% reported having an LGBT attorney who heads a practice group. As a caveat, many of the firms reported they did not provide a mechanism to voluntarily disclose and/or collect such information.
- **Recruiting.** 87% of participating firms reported interviewing at racial or ethnic minority job fairs, 50% reported interviewing at LGBT job fairs, and 12% reported interviewing at women attorney job fairs. 37% reported hiring a racial or ethnic minority attorney, 12% reported hiring an LGBT attorney, and 25% reported hiring a female attorney. 56% of the responding firms reported interviewing at one or more racial or ethnic minority law schools, but only 12% reported hiring from a racial or ethnic minority law school. 93% of the responding firms reported having a female attorney on the recruiting committee, 31% reported having a racial or ethnic minority on the recruiting committee, 6% reported having an LGBT attorney on the recruiting committee, and 6% reported not having a racial or ethnic minority attorney, a female attorney, or an LGBT attorney on the recruiting committee.
- **Retention.** 100% of the responding firms have mentoring programs for minority attorneys, and 93% of the responding firms reported monitoring work assignments and committee appointments for minority attorneys, down from 95% in 2013.
- **Total Attrition (from the Efforts Checklists; only 14 firms responding).** The chart below shows the total racial minority attrition among the surveyed firms during the reporting period.

All Attorneys	Racial or ethnic Minority Attorneys	All Attrition	Minority Attrition	Women Attrition
1,884	234	143	27	55

- **Minority Organizations.** 100% of the firms pay membership fees for minority bar associations (up from 2012 and 2013), as well as pay expenses related to participation in minority-focused associations.
- **Communication.** 81% of the responding firms communicate diversity information internally to employees as well as report that their external websites display diversity information.
- **LGBT Attorneys.** 81% 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.** 93% of participating firms reported providing paid maternity leave of at least 12 weeks, and 18% reported providing up to 18 weeks.

As the Task Force gathers more data over time, the diversity efforts inquiry will trace trends and highlight correlations between the implementation of specific efforts and changes in scores. In time, we expect to offer firms individualized analyses concerning their efforts and the ensuing results.

VI. Conclusion

The 2014 Report synthesizes quantitative and qualitative data, providing benchmarks for monitoring the demographics at large Dallas law firms.

Of the 16 largest law firms in Dallas who participated by responding to the survey this year, all fell below the reasonable expectation that their minority representation should, at a minimum, reflect the demographics of the Texas Bar. From an initial average composite score of 46.0 in 2006, the highest average score resulting from the survey to date was 52.5 in 2008. Since then, scores have incrementally declined each year to an average of 49.36 in 2013 and now 48.66, indicating that many of the gains of the previous years of the survey have subsequently eroded, in part, on account of the economic downturn. On a positive note, many of the firms are making gains in their efforts, which will hopefully result in a reversal of further declines in minority representation. The Task Force again challenges law firms to redouble their efforts to attract and retain talented diverse attorneys to join their ranks, and encourages firms to scrutinize their current practices to create and sustain more inclusive firm cultures.

We applaud each participating firm for facing these challenges and by cooperating with the Task Force to complete this 2014 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 as 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 informal and formal) are free of discrimination on 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: AUGUST 14, 2014

Firm Name: _____

2014 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.** If you have any questions, please email the Dallas Diversity Task Force (“DDTF”) at dallasdiversitytaskforce@gmail.com or call **Keron A. Wright at 214-720-4323.**

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

Asian/Asian-American: Persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands. This 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, bi-sexual 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 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, 2014.

ATTORNEYS									
	All Dallas County Attorneys	African-American / Black	Hispanic/Latino	Asian/Asian-American	Native-American	Other Race*	Bi- or Multi-Racial**	<u>Women</u>	<u>LGBT</u> ***
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 “African-American/Black” blank below and “0” in the “Asian/Asian-American” blank below):**

African-American/Black _____

Hispanic/Latino _____

Asian/Asian-American _____

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 Task Force encourages efforts to collect this information. Eventually, when the data becomes available, the Task Force will be able to include composite scores for LGBT attorneys (in the same manner as attorneys of color and women).**

II. Recent Hires. Please indicate the number of offers for permanent employment in the Dallas County offices that were extended to and accepted by licensed or unlicensed attorneys between June 1, 2013 and May 31, 2014:

Exhibit B

OFFERS EXTENDED AND ACCEPTED									
	All Dallas County Attorneys	African- American / Black	Hispanic/ Latino	Asian/ Asian- American	Native- American	Other Race*	Bi- or Multi- Racial**	<u>Wome n</u>	<u>LGB T ***</u>
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 “African-American/Black” blank below and “0” in the “Asian/Asian-American” blank below):**

African-American/Black _____

Hispanic/Latino _____

Asian/Asian-American _____

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 Task Force encourages efforts to collect this information. Eventually, when the data becomes available, the Task Force will be able to include composite scores for LGBT attorneys (in the same manner as attorneys of color and women).**

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

Signature

Exhibit B

Title

Date

Exhibit C

Completed forms due by: AUGUST 14, 2014

2014 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, 2013 through May 31, 2014. “Presently” means as of May 31, 2014. “Minority” refers to persons who are Asian-American/Asian; African-American/Black; 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 yes, or list total if “___”	weight
	General Commitment		
1	Firm has a written diversity strategy (e.g., a diversity action plan or a firm strategic plan that includes diversity initiatives) that has been communicated to all firm attorneys <u>that includes a statement on:</u>		
	<u>1a. Racial or ethnic minorities</u>	<input type="checkbox"/>	+1
	<u>1b. Women</u>	<input type="checkbox"/>	+1
	<u>1c. LGBT</u>	<input type="checkbox"/>	+1
2	The 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
3	Firm gives billable credit for work that is directly related to diversity efforts (but is not pro bono work).	<input type="checkbox"/>	+1
4	Firm ties a component of partner compensation to diversity efforts <u>as related to:</u>		
	<u>4a. Racial or ethnic minorities</u>	<input type="checkbox"/>	+1
	<u>4b. Women</u>	<input type="checkbox"/>	+1
	<u>4c. LGBT</u>	<input type="checkbox"/>	+1
5	Evaluations of higher ranking attorneys (e.g., partners) are made by lower ranking attorneys (e.g., associates).	<input type="checkbox"/>	+1

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6	Evaluations of higher ranking attorneys (e.g., partners) are made by lower ranking attorneys (e.g., 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 <u>on at least an annual basis.</u>	<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 (e.g., works on recruitment, retention, development, and advancement of minority lawyers).	<input type="checkbox"/>	+1
11	Firm has engaged a third party diversity professional who performed diversity-related tasks.	<input type="checkbox"/>	+1
	Firm Leadership		
13	<u>How many minority attorneys in the firm’s Dallas County office(s) serve on the Firm’s managing body?</u>	___	
	<u>Of the total above, how many identify as:</u>		
	<p><u>13a. Racial or ethnic minorities*</u></p> <p><u>*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 “African-American/Black” blank below and “0” in the “Asian/Asian-American” blank below):</u></p> <p style="margin-left: 40px;"> <u> </u> African-American/Black <u> </u> Hispanic/Latino <u> </u> Asian/Asian-American <u> </u> Native-American </p>	___	+1
	<u>13b. Woman</u>	___	+1
	<u>13c. LGBT</u>	___	+1

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14	<u>How many minority attorneys in the firm’s Dallas County office(s) serves as head of a practice group?</u>	___	
	<p><u>14a. Racial or ethnic minorities*</u></p> <p><u>*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 “African-American/Black” blank below and “0” in the “Asian/Asian-American” blank below):</u></p> <p style="padding-left: 40px;"> <u> African-American/Black</u> <u> Hispanic/Latino</u> <u> Asian/Asian-American</u> <u> Native-American</u> </p>	___	+1
	<u>14b. Women</u>	___	+1
	<u>14c. LGBT</u>	___	+1
	<u>Recruiting</u>		
15	Firm conducts interviews at one or more minority job fairs.		
	<u>15a. Racial or ethnic minorities (If so, please indicate how many: ___)</u>	<input type="checkbox"/>	+1
	<u>15b. Women (If so, please indicate how many: ___)</u>	<input type="checkbox"/>	+1
	<u>15c. LGBT (If so, please indicate how many: ___)</u>	<input type="checkbox"/>	+1
16	Firm has hired at least one or more minority student from a minority job fair focused on:		
	<u>16a. Racial or ethnic minorities (If so, please indicate how many: ___)</u>	<input type="checkbox"/>	+1
	<u>16b. Women (If so, please indicate how many: ___)</u>	<input type="checkbox"/>	+1
	<u>16c. LGBT)If so, please indicate how many: ___)</u>	<input type="checkbox"/>	+1
17	<p><u>Firm conducts on-campus interviews at one or more minority law schools (e.g., historically Black colleges and universities, Hispanic-serving institutions, and other racial or ethnic minority academic institutions).* If so, state how many minority law schools: _____.</u></p> <p><u>*For purposes of the Report, questions 16 and 17 will only be used to calculate a Firm’s Efforts Checklist Scores for racial or ethnic minorities.</u></p>	<input type="checkbox"/>	+1
18	<p><u>Firm has hired at least one minority student from a minority law school.* If so, state how many minority students have been hired: _____.</u></p> <p><u>*For purposes of the Report, questions 16 and 17 will only be used to</u></p>	<input type="checkbox"/>	+1

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	<u>calculate a Firm's Efforts Checklist Scores for racial or ethnic minorities.</u>		
19	Firm offers at least one fellowship/scholarship directed toward minority law students. If so, please indicate the number of fellowships/scholarships: _____, and the amount of each fellowship/scholarship: \$ _____.	<input type="checkbox"/>	+1
20	The fellowship/scholarship of 19 includes a summer clerkship at the Firm.	<input type="checkbox"/>	+1
21	Firm's hiring committee includes minority attorneys.	<input type="checkbox"/>	+1
	<u>Of the total members on the Firm's hiring committee, how many identify as:</u>		
	<u>21a. Racial or ethnic minorities*</u> <u>*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 "African-American/Black" blank below and "0" in the "Asian/Asian-American" blank below):</u> <u> </u> African-American/Black <u> </u> Hispanic/Latino <u> </u> Asian/Asian-American <u> </u> Native-American	___	+1
	<u>21b. Women</u>	___	+1
	<u>21c. LGBT</u>	___	+1
22	Firm has a diverse recruiting staff. If so, state how many members of the recruiting staff:		
	<u>22a. Racial or ethnic minorities*</u> <u>*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 "African-American/Black" blank below and "0" in the "Asian/Asian-American" blank below):</u> <u> </u> African-American/Black <u> </u> Hispanic/Latino <u> </u> Asian/Asian-American <u> </u> Native-American	___	+1
	<u>22b. Women</u>	___	+1
	<u>22c. LGBT</u>	___	+1

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	Retention		
23	Firm has affinity or employee resource group for minority attorneys, and the affinity groups meet at least quarterly.		
	<u>23a. Racial or ethnic minorities</u>	<input type="checkbox"/>	+1
	<u>23b. Women</u>	<input type="checkbox"/>	+1
	<u>23c. LGBT</u>	<input type="checkbox"/>	+1
24	Firm has a succession plan that specifically emphasizes greater inclusion of each of the below groups of attorneys in Firm leadership.		
	<u>24a. Racial or ethnic minorities</u>	<input type="checkbox"/>	+1
	<u>24b. Women</u>	<input type="checkbox"/>	+1
	<u>24c. LGBT</u>	<input type="checkbox"/>	+1
25	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
26	Firm has an accessible mentoring program for minority attorneys to develop career advancement plans.	<input type="checkbox"/>	+1
27	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
28	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 (without ever having been a partnership-track associate with any other provider of legal services) and who has been promoted to partner status without ever having left the Firm? If so, please indicate:		
	<p><u>28a. (a) the total number of such racial or ethnic minority partners* that the Firm has had in its history: _____, (b) the number of such racial or ethnic minority partners that have attained equity partner status with the Firm: _____, (c) the number of such racial or ethnic minority partners who are presently non-equity partners with the Firm: _____, and (d) the number of such racial or ethnic minority partners who are presently equity partners with the firm: _____.</u></p> <p><u>*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 “African-American/Black” blank below and “0” in the “Asian/Asian-American” blank below):</u></p> <p style="text-align: center;"><u>_____ African-American/Black</u></p>	<input type="checkbox"/>	+1

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	<u> </u> Hispanic/Latino <u> </u> Asian/Asian-American <u> </u> Native-American		
	<u>28b. (a) the total number of such women partners that the Firm has had in its history: _____, (b) the number of such women partners that have attained equity partner status with the Firm: _____, (c) the number of such women partners who are presently non-equity partners with the Firm: _____, and (d) the number of such women partners who are presently equity partners with the firm: _____.</u>	<input type="checkbox"/>	+1
	<u>28c. (a) the total number of such LGBT partners that the Firm has had in its history: _____, (b) the number of such LGBT partners that have attained equity partner status with the Firm: _____, (c) the number of such LGBT partners who are presently non-equity partners with the Firm: _____, and (d) the number of such LGBT partners who are presently equity partners with the firm: _____.</u>	<input type="checkbox"/>	+1
29	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 5 years? If so, please indicate the total number of such:		
	<u>29a. Racial or ethnic minorities*</u> <u>*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 “African-American/Black” blank below and “0” in the “Asian/Asian-American” blank below):</u> <u> </u> African-American/Black <u> </u> Hispanic/Latino <u> </u> Asian/Asian-American <u> </u> Native-American	___	+1
	<u>29b. Women</u>	___	+1
	<u>29c. LGBT</u>	___	+1
30	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.	<input type="checkbox"/>	+1
31	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:		
	<u>31a. Racial or ethnic minorities*</u> <u>*For purposes of the Report, the scoring methodology does not</u>	___	0

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	<p><u>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 “African-American/Black” blank below and “0” in the “Asian/Asian-American” blank below):</u></p> <p>_____ <u>African-American/Black</u> _____ <u>Hispanic/Latino</u> _____ <u>Asian/Asian-American</u> _____ <u>Native-American</u></p>		
	31b. Women	___	0
	31c. LGBT	___	0
32	Firm has had at least one minority associate leave service (for any reason, voluntarily or involuntarily) with the Firm. If so, please indicate the total number of attorneys as follows:		
	<p>32a. Racial or ethnic minorities*</p> <p><u>*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 “African-American/Black” blank below and “0” in the “Asian/Asian-American” blank below):</u></p> <p>_____ <u>African-American/Black</u> _____ <u>Hispanic/Latino</u> _____ <u>Asian/Asian-American</u> _____ <u>Native-American</u></p>	___	0
	32b. Women	___	0
	32c. LGBT	___	0
33	Firm has had at least one non-minority associate leave service (for any reason, voluntarily or involuntarily) with the Firm. If so, please indicate the total number of such non-minority associates: _____.	<input type="checkbox"/>	0
34	Firm has had at least one minority partner leave service (for any reason, voluntarily or involuntarily) with the Firm. If so, please indicate the total number of attorneys as follows:		
	<p>34a. Racial or ethnic minorities*</p> <p><u>*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</u></p>	___	0

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	<p><u>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 “African-American/Black” blank below and “0” in the “Asian/Asian-American” blank below:</u></p> <p>_____ <u>African-American/Black</u> _____ <u>Hispanic/Latino</u> _____ <u>Asian/Asian-American</u> _____ <u>Native-American</u></p>		
	<u>34b. Women</u>	___	0
	<u>34c. LGBT</u>	___	0
35	Firm has had at least one non-minority partner leave service (for any reason, voluntarily or involuntarily) with the Firm. If so, please indicate the total number of such non-minority partners: _____.	<input type="checkbox"/>	0
	Minority Organizations		
36	Firm pays membership fees for minority bar associations (<i>i.e.</i> , bar associations dedicated to minority attorneys).	<input type="checkbox"/>	+1
37	Firm pays expenses related to participation in non-bar minority-focused organizations (<i>i.e.</i> , organizations dedicated to minority interests (<i>e.g.</i> , NAACP), minority bar associations, and legal profession diversity organizations (<i>e.g.</i> , MCCA)).	<input type="checkbox"/>	+1
38	Firm has built strong relationships with external minority-focused organizations. If so, please name the organization(s) and describe the relationship(s): Organization Name(s): _____ Nature of the Relationship(s): _____ Funds Contributed: \$ _____	<input type="checkbox"/>	+1
	Communications		
39	Firm collects diversity information that includes diversity policies, statistics, and goals.	<input type="checkbox"/>	+1
40	Firm provides the diversity information to clients.	<input type="checkbox"/>	+1
41	Firm communicates the diversity information to all firm employees.	<input type="checkbox"/>	+1
42	Firm’s external website displays the diversity information.	<input type="checkbox"/>	+1
43	Firm’s marketing staff is diverse. If so, state how many members of the marketing staff are:		
	<p><u>43a. Racial or ethnic minorities*</u></p> <p><u>*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</u></p>	___	+1

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	<p><u>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 “African-American/Black” blank below and “0” in the “Asian/Asian-American” blank below):</u></p> <p>_____ <u>African-American/Black</u> _____ <u>Hispanic/Latino</u> _____ <u>Asian/Asian-American</u> _____ <u>Native-American</u></p>		
	43b. Women	___	+1
	43c. LGBT	___	+1
	LGBT		
44	<u>Firm’s policy specifically prohibits discrimination based on sexual orientation.</u>	<input type="checkbox"/>	+1
45	<u>Firm’s policy specifically prohibits discrimination based on gender identity and expression.</u>	<input type="checkbox"/>	+1
46	<u>Attorneys may voluntarily disclose their sexual orientation or gender identity and expression through firm data collection procedures.</u>	<input type="checkbox"/>	+1
47	<u>Firm provides health care benefits to same-sex partners or spouses on an economic par with health care benefits offered to non-LGBT attorneys.</u>	<input type="checkbox"/>	+1
	Women		
48	<u>Firm’s policy specifically prohibits discrimination based on gender.</u>	<input type="checkbox"/>	+1
49	<u>Firm policy specifically provides for paid maternity leave. If so, please identify the number of weeks of paid maternity leave offered.</u> _____	<input type="checkbox"/>	+1
50	<u>Firm policy specifically provides for unpaid maternity leave. If so, please identify the number of weeks of unpaid maternity leave offered.</u> _____	<input type="checkbox"/>	+1
51	<u>Firm’s policy specifically addresses the treatment of partnership track women attorneys who utilize the Firm’s maternity leave policy.</u>	<input type="checkbox"/>	+1
52	<u>Firm has a part-time or “flex” time policy.</u>	<input type="checkbox"/>	+1
53	<u>Firm currently has _____ male partners and _____ female partners working on a part-time basis.</u>	<input type="checkbox"/>	+1
54	<u>Firm currently has _____ male associates and _____ female associates working on a part-time basis.</u>	<input type="checkbox"/>	+1