

**Law Firm**  
**Diversity Report**  
**Dallas – 2015**

Presented by the



a collaborative effort undertaken by the:

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

DISCLAIMER: THIS STUDY AND REPORT IS PRESENTED FOR EDUCATIONAL AND INFORMATIONAL PURPOSES ONLY. WHILE REASONABLE EFFORTS HAVE BEEN MADE TO CHECK ITS ACCURACY, THE DALLAS DIVERSITY TASK FORCE DOES NOT WARRANT THE ACCURACY OF ANY INFORMATION CONTAINED HEREIN, AND SPECIFICALLY DISCLAIMS ANY AND ALL WARRANTIES, EXPRESS OR IMPLIED BY LAW, INCLUDING MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE.

© 2015 Dallas Diversity Task Force, All Rights Reserved.

**TABLE OF CONTENTS**

Executive Summary & Progress Report ..... 2

Overall Results..... 4

    A.    Information Sheet Scores ..... 4

    B.    Efforts Checklist Scores..... 5

    C.    Percentage of Women Attorneys ..... 6

I.    Background ..... 7

    A.    Scope..... 7

    B.    Rationale ..... 7

    C.    Findings..... 10

    D.    State and Local Demographics ..... 10

    E.    Other Reports ..... 12

II.    Dallas Diversity Task Force Members and Representatives ..... 13

III.  Methodology and Scoring..... 15

    A.    Law Firm Information Sheet..... 15

        1.    Composite Score ..... 16

        2.    Important Design Features ..... 16

        3.    Quantitative Capture of Women and LGBT Attorneys ..... 17

    B.    Law Firm Efforts Checklist ..... 17

IV.  Survey Results ..... 17

    A.    Overall Attorney Results..... 18

    B.    African-American/Black Attorney Results..... 19

    C.    Hispanic/Latino Attorney Results..... 20

    D.    Asian/Asian-American Attorney Results..... 21

    E.    Native American Attorney Results ..... 22

    F.    Total Attorney Counts (from the Firm Information Sheets)..... 23

    G.    Total Attorney Counts (from the Firm Information Sheets)..... 23

    H.    Total Attorney Counts (from the Firm Information Sheets)..... 23

    I.    Total Attorney Recruitment (from the Firm Information Sheets) ..... 24

V.    Firm Efforts Results..... 24

    A.    Efforts Checklist Scores..... 24

    B.    Trends ..... 25

VI.  Conclusion ..... 27

## **Executive Summary & Progress Report**

The 2015 Law Firm Diversity Report (“2015 Report”) prepared by the Dallas Diversity Task Force (“Task Force”) presents a snapshot of the diversity of lawyers practicing at the twenty largest law firms in Dallas County, Texas. The Task Force surveyed the twenty largest law firm offices in Dallas County based on information reported by the Dallas Business Journal. There are two new additions this year to the list of surveyed firms: Gibson, Dunn & Crutcher LLP and Sidley Austin LLP. One hundred percent of the twenty largest law firm offices in Dallas County participated in the survey this year.

The 2015 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 2015 Report also includes checklist scores that measure the firms’ efforts to recruit, retain, and promote minority attorneys. Continuing the progress made in last year’s report, 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 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 ten years of data to use as points of comparison, the 2015 Report provides an opportunity to evaluate Dallas firms’ progress over time. Eleven firms raised their composite scores from 2014 to 2015. Based on 2015 results: (i) two law firms met the lower benchmark of Texas Lawyer Demographics and (ii) no firm met the higher benchmark of Texas Demographics.

### **Notable Developments**

- Eleven firms improved their composite scores from 2014 to 2015. Of these firms, four improved their composite score by more than five points.
- The 2015 average composite score for the largest law firms in Dallas County had a slight increase in comparison to 2014. The average composite score for 2015 is 50.32 compared to the 2014 average composite score of 48.87.
- 90% of participating firms reported interviewing at racial or ethnic minority job fairs, 75% reported interviewing at LGBT job fairs, and 20% reported interviewing at women focused job fairs. 50% of the participating firms reported hiring from a minority job fair.
- 100% 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.

- Of the 19 firms that responded to the question, 100% of the firms reported providing paid maternity leave of at least 12 weeks, and 37% reported providing up to 18 weeks.

### **Other Developments**

- The composite scores for four firms decreased from 2014 to 2015. Five firms did not have 2014 data to compare against because they: (i) did not participate last year or (ii) were new to the survey this year.
- 50 of the 726 equity partners at the surveyed firms are racial and ethnic minority lawyers (just below 7%). For comparison, racial and ethnic minority attorneys comprise approximately 13% of the total attorneys at these firms and approximately 17% of the State Bar.
- 10% percent of the firms surveyed have no racial or ethnic minority equity partners at all, 55% have no African-American/Black equity partners, 50% have no Asian/Asian-American equity partners, 55% have no Hispanic/Latino equity partners, and 65% have no Native American equity partners. While all the firms surveyed have women equity partners, only K & L Gates LLP and Sidley Austin LLP equaled or exceeded the percentage of women lawyers in Dallas County, which is approximately 34%.<sup>1</sup>

### **Attrition Data**

Since 2010, the Firm Efforts Checklist has included questions regarding attorney attrition at the largest twenty 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 16 firms that responded to attrition questions, the data shows that 17% 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 shows 33% were women attorneys.

### **Selected Individual Firm Highlights**

- Jones Day holds the highest composite score for this year (72.58).
- Baker Botts L.L.P. has the most improved composite score, increasing its score from 2014 by more than 13 points (37.15 to 50.80).
- In addition to Baker Botts L.L.P., Andrews Kurth LLP, Jackson Walker LLP, and Thompson, Coe, Cousins & Irons, L.L.P. improved their composite scores by more than five points.

---

<sup>1</sup> Source: State Bar of Texas Department of Research and Analysis, Dallas County Attorney Statistical Profile (2014-15).

- Thompson & Knight LLP had the largest decrease in composite score with a decrease of almost 12 points.

## Overall Results

### A. Information Sheet Scores

<b>SURVEYED LAW FIRM (DALLAS OFFICE ONLY)</b>	<b>2015 SCORE</b>	<b>2014 SCORE</b>
Jones Day	72.58	69.25
Sidley Austin LLP	71.64	N/A*
Haynes and Boone, LLP	66.17	63.20
Andrews Kurth LLP	62.46	55.19
K & L Gates LLP	56.73	57.41
Norton Rose Fulbright	56.44	53.45
Jackson Walker L.L.P.	55.30	48.94
Baker McKenzie	54.21	N/A†
Winstead P.C.	53.46	49.36
Thompson, Coe, Cousins & Irons, LLP	52.15	45.99
Akin Gump Strauss Hauer & Feld LLP	51.70	47.99
Baker Botts L.L.P.	50.80	37.15
Locke Lord LLP	48.38	49.67
Strasburger & Price, LLP	47.95	N/A†
Vinson & Elkins LLP	47.63	48.05
Hunton & Williams LLP	42.06	38.06
Gardere Wynne Sewell LLP	35.72	35.02
Munsch Hardt Kopf & Harr, P.C.	30.51	N/A†
Thompson & Knight LLP	26.84	38.62
Gibson, Dunn & Crutcher LLP	23.60	N/A*

\* Firm was not surveyed last year.

† Firm did not elect to participate last year.

**B. Efforts Checklist Scores**

<b>SURVEYED LAW FIRM</b>	<b>2015 CHECKLIST SCORE</b>	<b>2014 CHECKLIST SCORE</b>
Baker Botts L.L.P.	60	58
Haynes and Boone, LLP	59	60
Sidley Austin LLP	58	N/A*
Vinson & Elkins LLP	58	56
Locke Lord LLP	55	47
Gardere Wynne Sewell LLP	53	52
Thompson, Coe, Cousins & Irons, LLP	53	48
Jackson Walker L.L.P.	52	50
Thompson & Knight LLP	49	49
Andrews Kurth LLP	46	47
Baker McKenzie	46	N/A†
Winstead P.C.	45	45
Gibson, Dunn & Crutcher LLP	44	N/A*
Hunton & Williams LLP	44	42
Jones Day	44	46
K & L Gates LLP	44	48
Norton Rose Fulbright	44	32
Munsch Hardt Kopf & Harr, P.C.	40	N/A†
Akin Gump Strauss Hauer & Feld LLP	37	36
Strasburger & Price, LLP	33	N/A†

\* Firm was not surveyed last year.

† Firm did not elect to participate last year.

**C. Percentage of Women Attorneys**

<b>SURVEYED LAW FIRM (DALLAS OFFICE ONLY ALPHABETICALLY)</b>	<b>% Women Equity Partner Attorneys</b>	<b>% Women Non-Equity Partner Attorneys</b>	<b>Dallas Women Equity Partner / Total Dallas Equity Partners</b>	<b>Dallas Women Non-Equity Partner / Total Dallas Non- Equity Attorneys</b>
Akin Gump Strauss Hauer & Feld LLP	17.24%	40.79%	5 / 29	31 / 76
Andrews Kurth LLP	18.18%	42.00%	2 / 11	21 / 50
Baker Botts L.L.P.	17.02%	26.15%	8 / 47	17 / 65
Baker McKenzie	9.09%	34.09%	1 / 11	15 / 44
Gardere Wynne Sewell LLP	14.29%	29.07%	6 / 42	25 / 86
Gibson, Dunn & Crutcher LLP	13.33%	40.43%	2 / 15	19 / 47
Haynes and Boone, LLP	19.70%	39.85%	13 / 66	53 / 133
Hunton & Williams LLP	10.00%	41.03%	4 / 40	16 / 39
Jackson Walker L.L.P.	15.79%	32.95%	6 / 38	29 / 88
Jones Day	15.91%	37.18%	7 / 44	29 / 78
K & L Gates LLP	35.71%	39.13%	5 / 14	18 / 46
Locke Lord LLP	13.56%	35.71%	8 / 59	35 / 98
Munsch Hardt Kopf & Harr, P.C.	10.00%	36.59%	3 / 30	15 / 41
Norton Rose Fulbright	26.53%	36.36%	13 / 49	28 / 77
Sidley Austin LLP	58.82%	39.53%	10 / 17	17 / 43
Strasburger & Price, LLP	23.53%	34.09%	8 / 34	15 / 44
Thompson, Coe, Cousins & Irons, LLP	19.05%	40.35%	4 / 21	23 / 57
Thompson & Knight LLP	20.00%	36.84%	12 / 60	35 / 95
Vinson & Elkins LLP	8.51%	32.93%	4 / 47	27 / 82
Winstead P.C.	15.38%	39.77%	8 / 52	35 / 88
<b>Totals for All Surveyed Law Firms</b>	<b>17.77%</b>	<b>36.53%</b>	<b>129 / 726</b>	<b>503 / 1,377</b>

## **I. Background**

### **A. Scope**

This tenth 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 minority attorneys employed by the twenty 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 began including data regarding women and LGBT attorneys in 2014. 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.

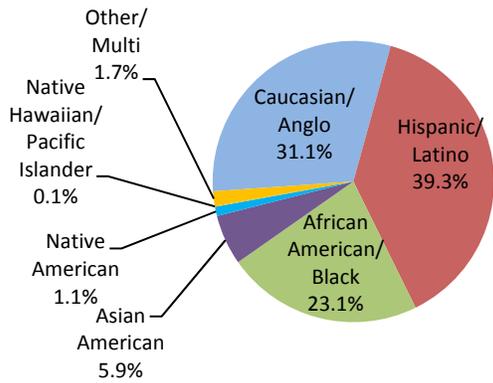
### **B. Rationale**

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 2015 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>2</sup>

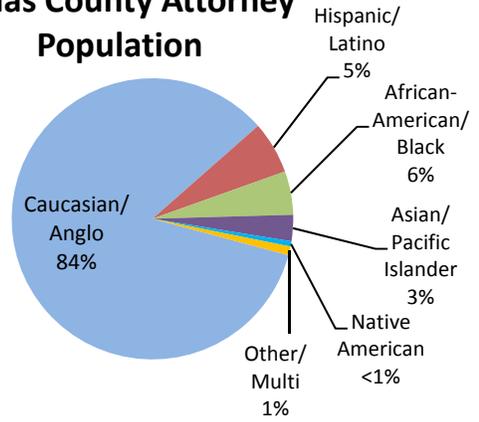
---

<sup>2</sup> Sources: U.S. Census Bureau, State & County QuickFacts for Dallas County, Texas (2014 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 (2014-15).

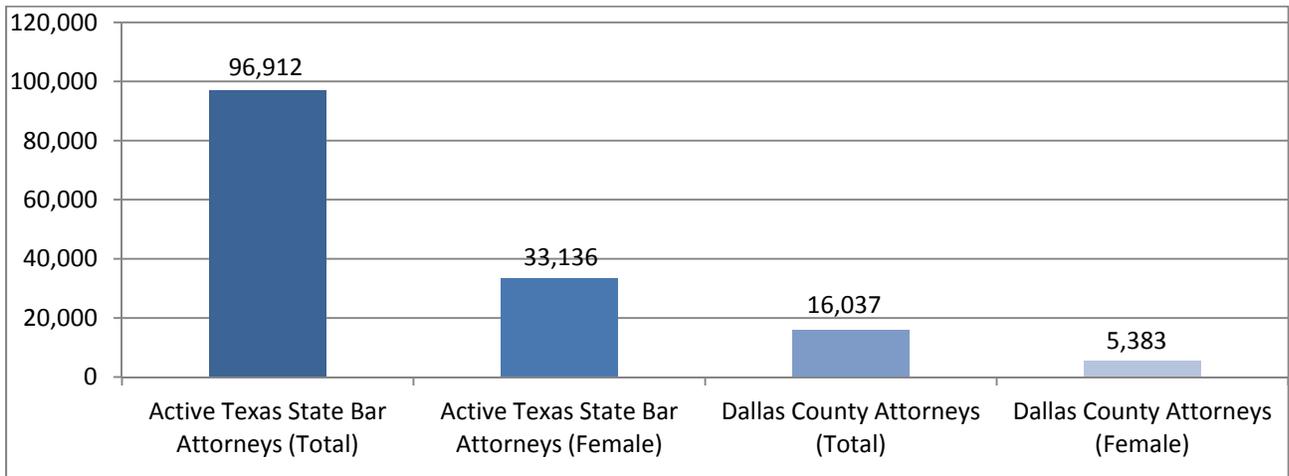
**Dallas County Population**



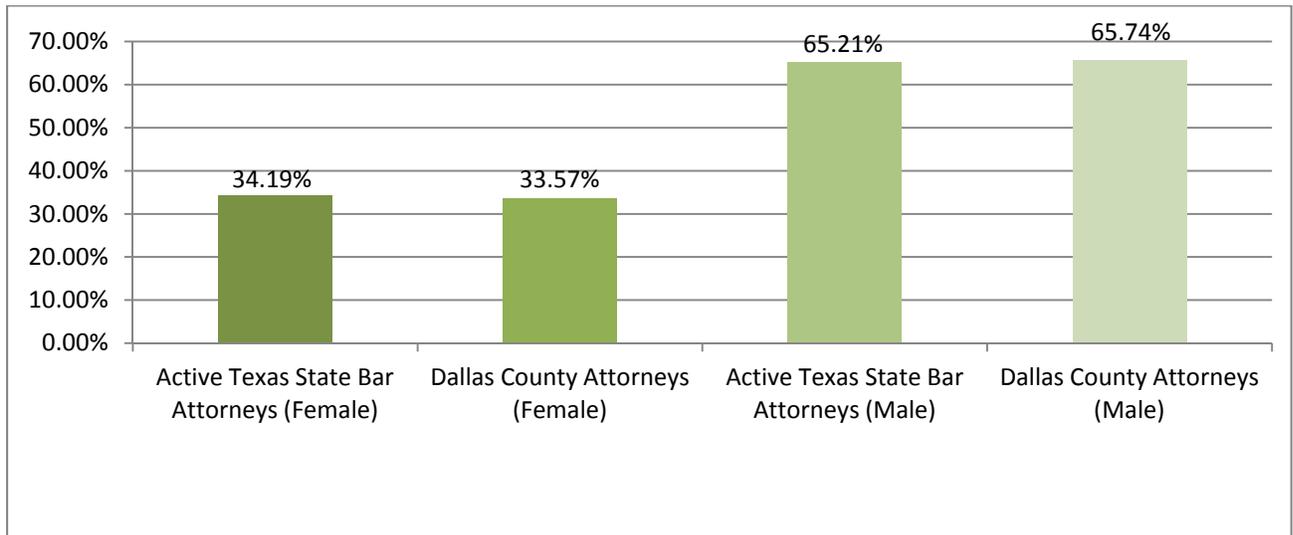
**Dallas County Attorney Population**



**Texas and Dallas County Attorneys**



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



## **C. Findings**

The 2006-15 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 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, the 2015 Report presents a quantitative view of women and LGBT attorneys in the twenty largest firms in Dallas County. 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 or gender identity. When the data becomes available, the Task Force will be able to include composite scores for women and LGBT attorneys.

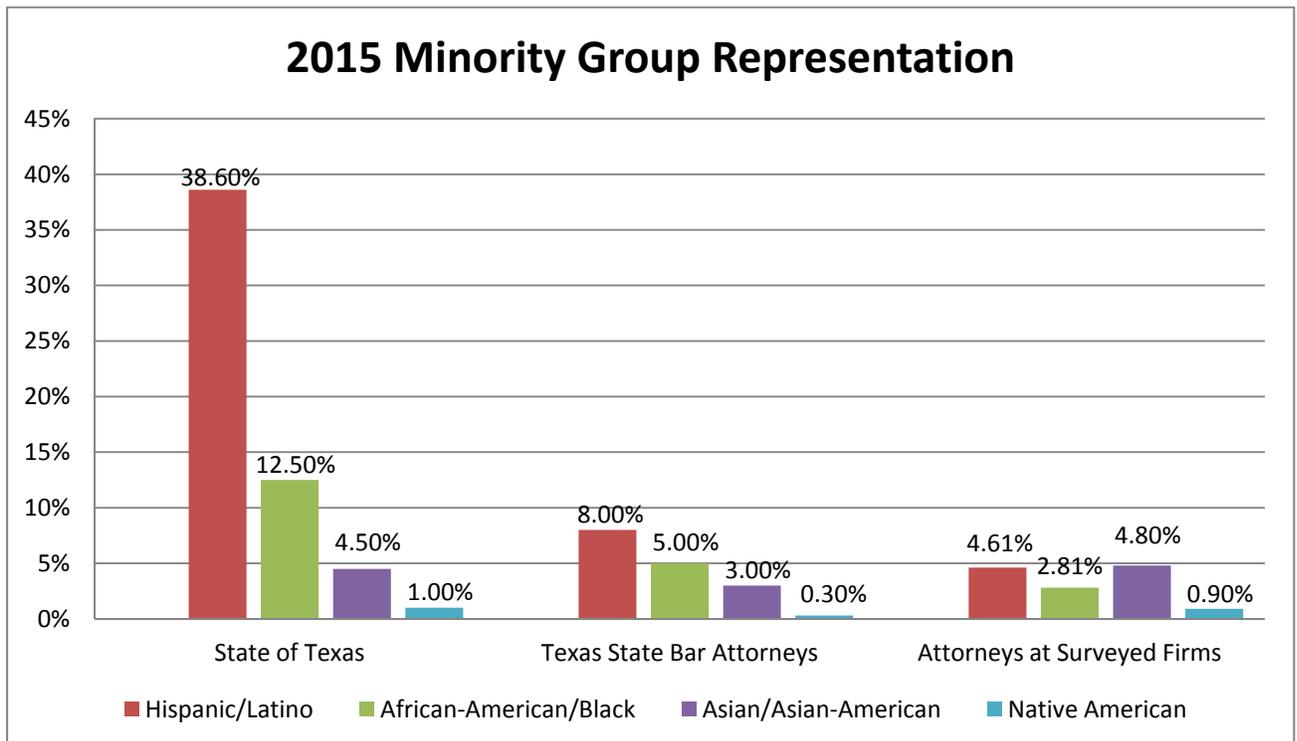
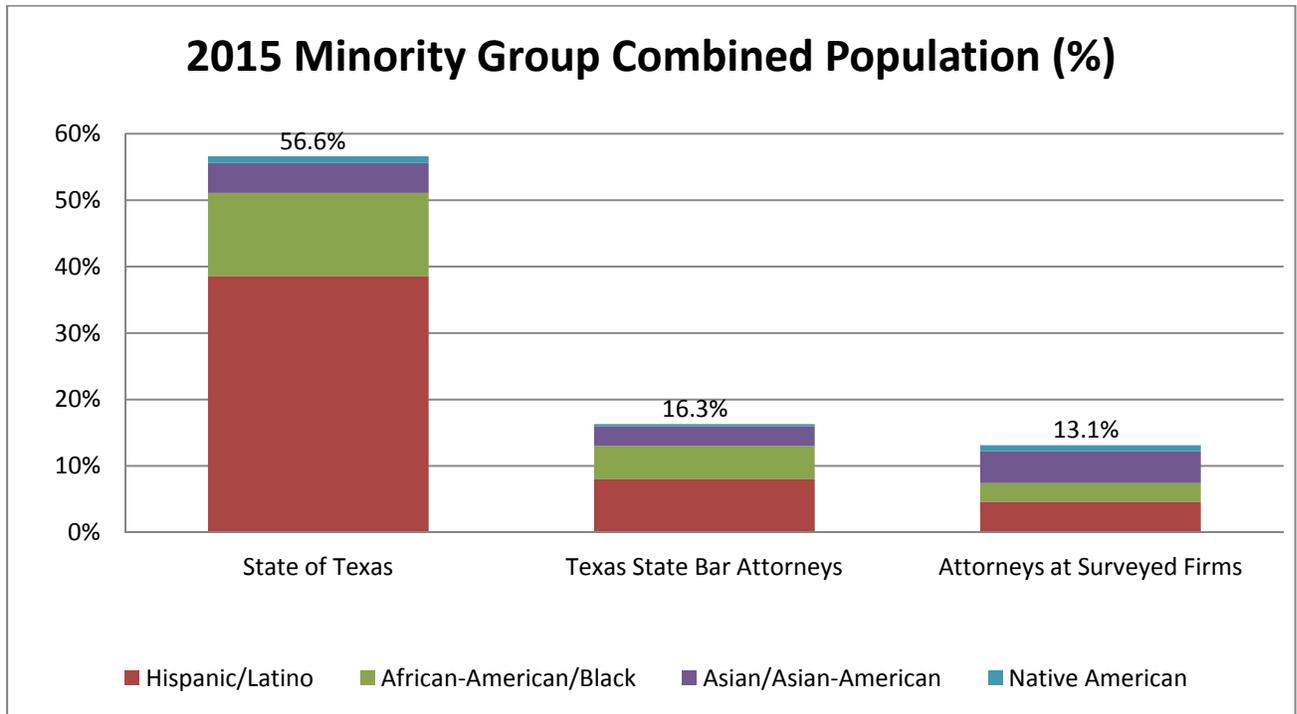
## **D. State and Local Demographics<sup>3</sup>**

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 twenty 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. For Asian/Asian-Americans and Native Americans, whose state population representation is relatively low, representation at the twenty largest Dallas law firms exceeds that of the state lawyer representation and is closer to the demographics of the general population of Texas. Over the ten years of Task Force reports, the total percentage of racial or ethnic minority attorney representation at the surveyed firms has slowly risen proportionate to population growth for all groups from an overall average of 8.4% in 2006 to approximately 13% in 2015.

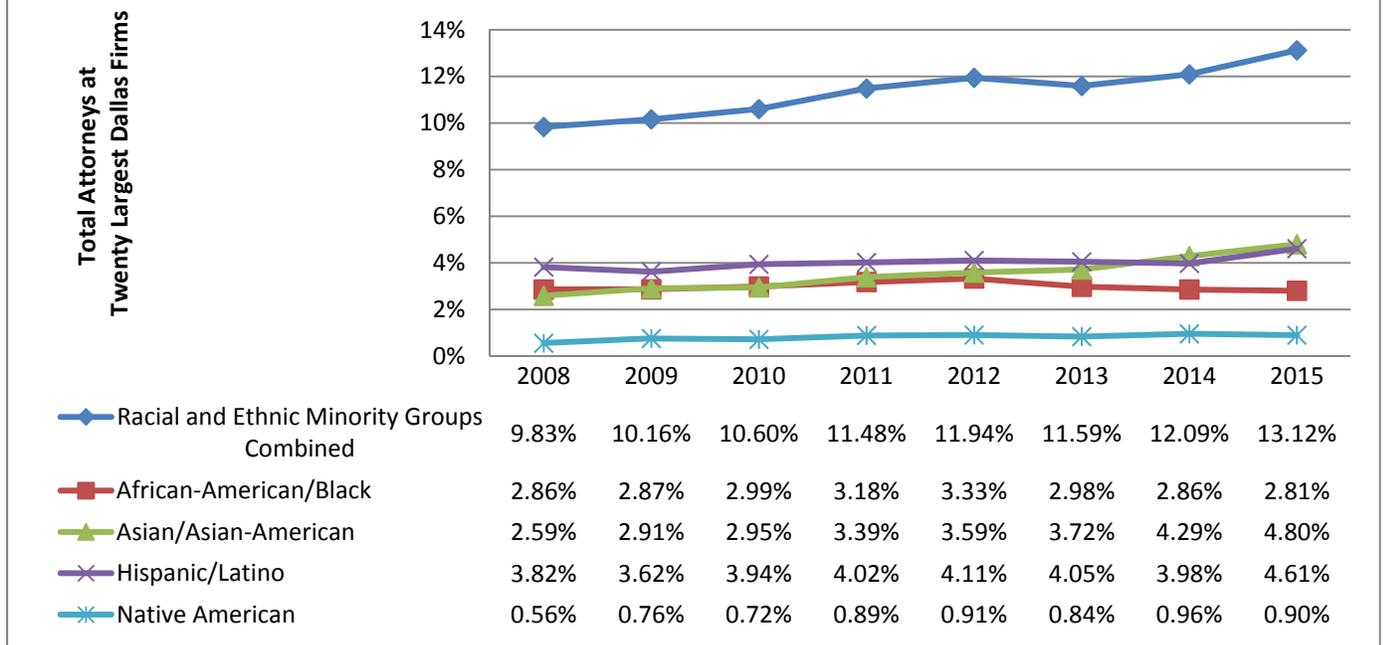
---

<sup>3</sup> Sources: U.S. Census Bureau, State & County QuickFacts for Dallas County, Texas (2014 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 (2014-15); Dallas Diversity Task Force Survey (2015).

The charts below illustrate the status of minority attorneys in the twenty largest law firms in Dallas, as compared to the total number of attorneys in the Texas State Bar and the general population of the State of Texas.



## Minority Groups Over Time Twenty Largest Firms in Dallas County



### 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 2015 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 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 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: **Andrew Chon, Chair**

*Associate*

Weil, Gotshal & Manges LLP

University of Pennsylvania Law School, JD 2012

**Trish Hu**

*Associate*

Howison & Arnott, L.L.P

Southern Methodist University Dedman School of Law, JD 2010

**Maria Camille Mangana Kilmartin**

*General Counsel*

Texas General Hospital

St. Louis University School of Law, JD 2013

**Phil Kim**

*Associate*

Munsch Hardt Kopf & Harr P.C.

Southern Methodist University Dedman School of Law, JD 2011

**Farheen Siddiqi**

*Equal Justice Works AmeriCorps Legal Fellow*

Catholic Charities of Dallas – Immigration and Legal Services

Texas A&M University 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](http://www.dallashispanicbar.com))

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

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 Representatives:    **Courtney Jamison Roane**  
                                  *Associate*  
                                  Thompson & Knight LLP  
                                  Duke University School of Law, JD 2013

**Jasmine S. Wynton**  
                                  *Associate*  
                                  Jones Day  
                                  Duke University School of Law, JD 2011

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 LBGT 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 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 L. Skeen**  
                                  *Attorney, Mediator & Arbitrator*  
                                  BFS Law Group  
                                  Texas Wesleyan University School of Law, JD 1998

**Larisa Maxwell**  
                                  *Associate Attorney*  
                                  Covell PC  
                                  Texas A&M University School of Law, JD 2014

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:     **Alyson Blatney**  
                                  *Associate*  
                                  Strasburger & Price, LLP  
                                  St. Mary's University School of Law, JD 2008

**Hon. Tonya Parker**  
                                  *Judge Presiding*  
                                  116th Civil District Court  
                                  Southern Methodist University Dedman School of Law, JD 1998

### **III. Methodology and Scoring**

In August 2015, the Task Force surveyed the twenty 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>4</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, 2015; 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, 2014, and May 31, 2015.

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

---

<sup>4</sup> Sexual orientation as used herein includes gender identity.

## **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. 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.

**3. 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.

**a. 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, 2014, and May 31, 2015. 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.

**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. Two of the law firms met or exceeded the demographics of Texas lawyers.

<b>SURVEYED LAW FIRM (DALLAS OFFICE ONLY)</b>	<b>COMPOSITE SCORE</b>	<b>Dallas Non- Equity Attorneys of Color / Total Dallas Non- Equity Attorneys</b>	<b>Dallas Equity Partners of Color / Total Dallas Equity Partners</b>
Jones Day	72.58	22 / 78	5 / 44
Sidley Austin LLP	71.64	9 / 43	3 / 17
Haynes and Boone, LLP	66.17	28 / 133	7 / 66
Andrews Kurth LLP	62.46	8 / 50	1 / 11
K & L Gates LLP	56.73	7 / 46	1 / 14
Norton Rose Fulbright	56.44	21 / 77	4 / 49
Jackson Walker L.L.P.	55.30	12 / 88	3 / 38
Baker McKenzie	54.21	9 / 44	2 / 11
Winstead P.C.	53.46	17 / 88	3 / 52
Thompson, Coe, Cousins & Irons, LLP	52.15	10 / 57	0 / 21
Akin Gump Strauss Hauer & Feld LLP	51.70	10 / 76	2 / 29
Baker Botts L.L.P.	50.80	13 / 65	2 / 47
Locke Lord LLP	48.38	17 / 98	3 / 59
Strasburger & Price, LLP	47.95	5 / 44	3 / 34
Vinson & Elkins LLP	47.63	14 / 82	3 / 47
Hunton & Williams LLP	42.06	8 / 39	0 / 40
Gardere Wynne Sewell LLP	35.72	11 / 86	2 / 42
Munsch Hardt Kopf & Harr, P.C.	30.51	6 / 41	1 / 30
Thompson & Knight LLP	26.84	12 / 95	3 / 60
Gibson, Dunn & Crutcher LLP	23.60	8 / 47	2 / 15
<b>Totals for All Surveyed Law Firms</b>		<b>226 / 1,377</b>	<b>50 / 726</b>

Note: 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 this information. As a result, there is currently no way to benchmark the results for bi- or multi-racial attorneys as a separate group(s).

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

The chart below orders firms according to their composite scores for African-American/Black attorneys. The demographics of two surveyed firms meet Texas Lawyer Demographics for African-Americans/Blacks.

<b>SURVEYED LAW FIRM (DALLAS OFFICE ONLY)</b>	<b>African- American/Black Score</b>	<b>Dallas African- American/Black Non-Equity Attorneys/ Total Dallas Non-Equity Attorneys</b>	<b>Dallas African- American/Black Equity Partners/ Total Dallas Equity Partners</b>
Jackson Walker L.L.P.	73.57	6 / 88	1 / 38
Gibson, Dunn & Crutcher LLP	72.73	2 / 47	1 / 15
Baker Botts L.L.P.	63.77	4 / 65	1 / 47
Norton Rose Fulbright	63.35	6 / 77	0 / 49
Jones Day	61.58	4 / 78	1 / 44
K & L Gates LLP	60.81	1 / 46	1 / 14
Locke Lord LLP	59.94	4 / 98	2 / 59
Andrews Kurth LLP	52.86	2 / 50	0 / 11
Sidley Austin LLP	51.46	2 / 43	0 / 17
Akin Gump Strauss Hauer & Feld LLP	46.85	3 / 76	0 / 29
Gardere Wynne Sewell LLP	44.57	2 / 86	1 / 42
Munsch Hardt Kopf & Harr, P.C.	44.45	2 / 41	0 / 30
Hunton & Williams LLP	40.10	2 / 39	0 / 40
Haynes and Boone, LLP	39.00	3 / 133	1 / 66
Winstead P.C.	37.04	3 / 88	0 / 52
Strasburger & Price, LLP	33.41	0 / 44	1 / 34
Thompson, Coe, Cousins & Irons, LLP	25.64	1 / 57	0 / 21
Vinson & Elkins LLP	16.10	1 / 82	0 / 47
Thompson & Knight LLP	13.54	1 / 95	0 / 60
Baker McKenzie	0.00	0 / 44	0 / 11
<b>Totals for All Surveyed Law Firms</b>		<b>49 / 1,377</b>	<b>10 / 726</b>

**C. Hispanic/Latino Attorney Results**

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

<b>SURVEYED LAW FIRM (DALLAS OFFICE ONLY)</b>	<b>Hispanic/Latino Score</b>	<b>Dallas Hispanic/ Latino Non- Equity Attorneys / Total Dallas Non-Equity Attorneys</b>	<b>Dallas Hispanic/ Latino Equity Partners / Total Dallas Equity Partners</b>
Sidley Austin LLP	76.89	2 / 43	3 / 17
Jones Day	75.00	8 / 78	3 / 44
Haynes and Boone, LLP	70.32	13 / 133	3 / 66
Baker McKenzie	68.05	3 / 44	1 / 11
K & L Gates LLP	63.14	4 / 46	0 / 14
Andrews Kurth LLP	63.06	4 / 50	0 / 11
Vinson & Elkins LLP	58.37	5 / 82	2 / 47
Thompson, Coe, Cousins & Irons, LLP	54.17	4 / 57	0 / 21
Winstead P.C.	52.69	4 / 88	2 / 52
Strasburger & Price, LLP	52.58	4 / 44	0 / 34
Jackson Walker L.L.P.	51.69	3 / 88	2 / 38
Akin Gump Strauss Hauer & Feld LLP	49.30	3 / 76	1 / 29
Norton Rose Fulbright	48.51	4 / 77	1 / 49
Hunton & Williams LLP	43.29	3 / 39	0 / 40
Baker Botts L.L.P.	42.54	4 / 65	0 / 47
Locke Lord LLP	40.00	5 / 98	0 / 59
Thompson & Knight LLP	28.09	3 / 95	0 / 60
Gardere Wynne Sewell LLP	24.29	2 / 86	0 / 42
Munsch Hardt Kopf & Harr, P.C.	21.66	1 / 41	0 / 30
Gibson, Dunn & Crutcher LLP	0.00	0 / 47	0 / 15
<b>Totals for All Surveyed Law Firms</b>		<b>79 / 1,377</b>	<b>18 / 726</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 13 surveyed firms exceed Asian/Asian-American Texas Lawyer Demographics.

<b>SURVEYED LAW FIRM (DALLAS OFFICE ONLY)</b>	<b>Asian/Asian- American Score</b>	<b>Dallas Non- Asian/Asian- American Non- Equity Attorneys / Total Dallas Non-Equity Attorneys</b>	<b>Dallas Asian/Asian- American Equity Partners / Total Dallas Equity Partners</b>
Akin Gump Strauss Hauer & Feld LLP	100.00	4 / 76	1 / 29
Andrews Kurth LLP	100.00	2 / 50	1 / 11
Baker Botts L.L.P.	100.00	5 / 65	1 / 47
Gibson, Dunn & Crutcher LLP	100.00	6 / 47	1 / 15
Haynes and Boone, LLP	100.00	9 / 133	2 / 66
Jones Day	100.00	8 / 78	1 / 44
Norton Rose Fulbright	100.00	6 / 77	3 / 49
Baker McKenzie	100.00	6 / 44	1 / 11
Thompson, Coe, Cousins & Irons, LLP	100.00	4 / 57	0 / 21
Sidley Austin LLP	100.00	4 / 43	0 / 17
Winstead P.C.	100.00	10 / 88	1 / 52
Gardere Wynne Sewell LLP	98.49	6 / 86	0 / 42
Locke Lord LLP	78.47	6 / 98	0 / 59
Munsch Hardt Kopf & Harr, P.C.	53.66	2 / 41	0 / 30
Jackson Walker L.L.P.	47.77	3 / 88	0 / 38
Hunton & Williams LLP	46.61	2 / 39	0 / 40
Thompson & Knight LLP	36.99	3 / 95	0 / 60
Strasburger & Price, LLP	35.99	0 / 44	1 / 34
Vinson & Elkins LLP	29.78	2 / 82	0 / 47
K & L Gates LLP	0.00	0 / 46	0 / 14
<b>Totals for All Surveyed Law Firms</b>		<b>88 / 1,377</b>	<b>13 / 726</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 (DALLAS OFFICE ONLY)</b>	<b>Native American Score</b>	<b>Dallas Native American Non- Equity Attorneys / Total Dallas Non- Equity Attorneys</b>	<b>Dallas Native American Equity Partners / Total Dallas Equity Partners</b>
Gardere Wynne Sewell LLP	100.00	1 / 86	1 / 42
Haynes and Boone, LLP	100.00	1 / 133	1 / 66
Locke Lord LLP	100.00	1 / 98	1 / 59
Munsch Hardt Kopf & Harr, P.C.	100.00	1 / 41	1 / 30
Strasburger & Price, LLP	100.00	1 / 44	1 / 34
Thompson & Knight LLP	100.00	1 / 95	3 / 60
Thompson, Coe, Cousins & Irons, LLP	100.00	1 / 57	0 / 21
Vinson & Elkins LLP	100.00	1 / 82	1 / 47
Norton Rose Fulbright	91.51	1 / 77	0 / 49
Winstead P.C.	89.19	1 / 88	0 / 52
Akin Gump Strauss Hauer & Feld LLP	0.00	0 / 76	0 / 29
Andrews Kurth LLP	0.00	0 / 50	0 / 11
Baker Botts L.L.P.	0.00	0 / 65	0 / 47
Baker McKenzie	0.00	0 / 44	0 / 11
Gibson, Dunn & Crutcher LLP	0.00	0 / 47	0 / 15
Hunton & Williams LLP	0.00	0 / 39	0 / 40
Jackson Walker L.L.P.	0.00	0 / 88	0 / 38
Jones Day	0.00	0 / 78	0 / 44
K & L Gates LLP	0.00	0 / 46	0 / 14
Sidley Austin LLP	0.00	0 / 43	0 / 17
<b>Totals for All Surveyed Law Firms</b>		<b>10 / 1,377</b>	<b>9 / 726</b>

**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 twenty surveyed firms.

	<b>All Attorneys</b>	<b>African-American/Black</b>	<b>Hispanic/Latino</b>	<b>Asian/Asian-American</b>	<b>Native American</b>
Associates and Other Non-Equity Attorneys	1,377	49	79	88	10
Equity Partners	726	10	18	13	9
Totals	2,103	59	97	101	19

**G. 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>
Associates and Other Non-Equity Attorneys	1,377	503
Equity Partners	726	129
Totals	2,103	632

**H. 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>
Associates and Other Non-Equity Attorneys	1,377	14
Equity Partners	726	5
Totals	2,103	19

**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.

	<b>All Attorneys</b>	<b>African-American/Black</b>	<b>Hispanic/Latino</b>	<b>Asian/Asian-American</b>	<b>Native American</b>
Associates and Other Non-Equity Attorneys	257	14	22	20	2
Equity Partners	4	0	0	0	0
Totals	261	14	22	20	2

**V. Firm Efforts Results**

The Task Force also examined 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, “2015 Firm Efforts Checklist,” lists the checklist questions.

**A. Efforts Checklist Scores**

<b>SURVEYED LAW FIRM</b>	<b>2015 CHECKLIST SCORE</b>	<b>2014 CHECKLIST SCORE</b>
Baker Botts L.L.P.	60	58
Haynes and Boone, LLP	59	60
Sidley Austin LLP	58	N/A*
Vinson & Elkins LLP	58	56
Locke Lord LLP	55	47
Gardere Wynne Sewell LLP	53	52
Thompson, Coe, Cousins & Irons, LLP	53	48
Jackson Walker L.L.P.	52	50
Thompson & Knight LLP	49	49

\* Firm was not surveyed last year.

<b>SURVEYED LAW FIRM</b>	<b>2015 CHECKLIST SCORE</b>	<b>2014 CHECKLIST SCORE</b>
Andrews Kurth LLP	46	47
Baker & McKenzie LLP	46	N/A <sup>†</sup>
Winstead P.C.	45	45
Gibson, Dunn & Crutcher LLP	44	N/A <sup>*</sup>
Hunton & Williams LLP	44	42
Jones Day	44	46
K & L Gates LLP	44	48
Norton Rose Fulbright	44	32
Munsch Hardt Kopf & Harr, P.C.	40	N/A <sup>†</sup>
Akin Gump Strauss Hauer & Feld LLP	37	36
Strasburger & Price, LLP	33	N/A <sup>†</sup>

## B. Trends

This year's trends include:

- **General Commitment.** All of the participating firms have a written diversity strategy, but only 20% provide billable credit for diversity efforts (down from 25% in 2014).
- **Diversity Committees and Professionals.** 100% of the participating firms have a diversity committee or a diversity consultant or professional (the same as 2014) and 40% employ a diversity consultant or professional on a full-time or part-time basis (slightly down from 2014).
- **Leadership within Firm.** 35% of the responding firms have a racial or ethnic minority attorney in the managing body, and 55% reported having a female attorney in the management body. 45% of the responding firms reported having a racial or ethnic minority attorney who heads a practice group, and 65% 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 5% 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.

\* Firm was not surveyed last year.

† Firm did not elect to participate last year.

- **Recruiting.** 90% of participating firms reported interviewing at racial or ethnic minority job fairs, 75% reported interviewing at LGBT job fairs, and 20% reported interviewing at women attorney job fairs. From those job fairs, 35% reported hiring a racial or ethnic minority attorney, 10% reported hiring an LGBT attorney, and 15% reported hiring a female attorney. 55% of the responding firms reported interviewing at one or more racial or ethnic minority law schools, but only 10% reported hiring from a racial or ethnic minority law school. 95% of the responding firms reported having a female attorney on the recruiting committee, 30% reported having a racial or ethnic minority on the recruiting committee, 5% reported having an LGBT attorney on the recruiting committee, and one firm reported not having a racial or ethnic minority attorney, a female attorney, or an LGBT attorney on the recruiting committee.
- **Retention.** 95% of the responding firms have mentoring programs for minority attorneys, and 90% of the responding firms reported monitoring work assignments and committee appointments for minority attorneys, down slightly from 93% in 2014.
- **Total Attrition (from the Efforts Checklists; only 16 firms responding).** The chart below shows the total racial minority attrition among the surveyed firms during the reporting period.

Total # of All Attorneys	Total # of Racial or Ethnic Minority Attorneys	# Attorney Attrition	# Minority Attrition	# Women Attrition
2,103	276	281	48	94

- **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 19 firms that responded to the question, 100% of the firms reported providing paid maternity leave of at least 12 weeks, and 37% reported providing up to 18 weeks.

The Task Force has seen the diversity efforts inquiry trace trends and highlight correlations between the implementation of specific efforts and changes in scores. As the Task Force gathers

more data over time, we hope to confirm the positive correlation between firm efforts and changes in their scores.

## **VI. Conclusion**

The 2015 Report synthesizes quantitative and qualitative data, providing benchmarks for monitoring the demographics at large Dallas law firms.

Of the twenty largest law firms in Dallas, all but two 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 was 52.5 in 2008. Since then, scores have incrementally declined each year to an average of 48.87 in 2014. In the 10th anniversary year, for the first time since 2008, we have seen an increase in the average composite score. The average in 2015 is 50.32, indicating that many of the gains lost during of the previous years of the survey post-recession are slowing building back. We noted the upward trend of firms making gains through their efforts, and we hope the scores will continue to improve. The Task Force thanks the law firms for their continued commitment to diversity and inclusion in the legal profession. We also reiterate our challenge to law firms to redouble 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 2015 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 information 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 OF 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 28, 2015**

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

### 2015 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 2015 Chair, Andrew Chon, at (562) 665-5224.

African-American/Black: 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, 2015.

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 “African-American/Black” blank below and “0” in the “Asian/Asian-American” blank below):

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

\_\_\_\_\_ 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, 2014 and May 31, 2015:

OFFERS EXTENDED AND ACCEPTED									
	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)									
<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 “African-American/Black” blank below and “0” in the “Asian/Asian-American” blank below):

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

\_\_\_\_\_ 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: **AUGUST 28, 2015**

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

## 2015 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, 2014 through May 31, 2015. “Presently” means as of May 31, 2015. “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  
“ ”

### 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 “African-American/Black” blank below and “0” in the “Asian/Asian-American” blank below):

- \_\_\_\_\_ African-American/Black
- \_\_\_\_\_ 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 “African-American/Black” blank below and “0” in the “Asian/Asian-American” blank below):

\_\_\_\_\_ African-American/Black  
 \_\_\_\_\_ 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 “African-American/Black” blank below and “0” in the “Asian/Asian-American” blank below):

- \_\_\_\_\_ African-American/Black
- \_\_\_\_\_ 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 “African-American/Black” blank below and “0” in the “Asian/Asian-American” blank below):

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

## 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 “African-American/Black” blank below and “0” in the “Asian/Asian-American” blank below):

\_\_\_\_\_ African-American/Black  
 \_\_\_\_\_ 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 “African-American/Black” blank below and “0” in the “Asian/Asian-American” blank below):</p> |                          |    |
| <p>_____ African-American/Black<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 "African-American/Black" blank below and "0" in the "Asian/Asian-American" blank below):

\_\_\_ African-American/Black  
 \_\_\_ 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 "African-American/Black" blank below and "0" in the "Asian/Asian-American" blank below):

\_\_\_ African-American/Black  
 \_\_\_ 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 “African-American/Black” blank below and “0” in the “Asian/Asian-American” blank below):

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

---

**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 "African-American/Black" blank below and "0" in the "Asian/Asian-American" blank below):

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

---

- |    |   |                          |    |
|----|---|--------------------------|----|
| 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 |