2016 Survey of Corporate Legal Departments

I. U.S. Corporate Legal Department Diversity Demographics

Definitions: On this survey, "minority" refers to people who are members of racial/ethnic groups traditionally considered in the minority of the U.S. population (e.g., Hispanic/Latino(a), African American or Black, Asian or Asian Pacific American, Native American or Indian, or persons who are of mixed racial/ethnic heritage.)

1. As of January 1, 2016 how many attorneys were employed in all of your company's legal departments in the United States? (Please enter a whole number only.)

2. As of January 1, 2016, was your company's top legal officer: (Select all that apply. The individual may be counted in more than one demographic category.)

   - Minority
   - White (non-Hispanic)
   - A Man
   - A Woman
   - Openly Lesbian, Gay, Bisexual or Transgendered (LGBT)
   - Physically Challenged or Disabled

3. As of January 1, 2016, how many of your company's U.S. Direct Reports to the top legal officer were: (Please enter whole numbers only, and enter a zero if there are no individuals in the listed category. Individuals may be counted in more than one category.)

   - Minority Men
   - White (non-Hispanic) Men
   - Minority Women
   - White (non-Hispanic) Women
   - Openly Gay, Lesbian, Bisexual or Transgendered (LGBT)
   - Physically Challenged or Disabled
4. As of January 1, 2016, how many of your company’s other attorneys in all U.S. legal departments were: (Please enter whole numbers only, and enter a zero if there are no individuals in the listed category. Individuals may be counted in more than one category.)

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
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<tbody>
<tr>
<td>Minority Men</td>
<td></td>
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<tr>
<td>White (non-Hispanic) Men</td>
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<tr>
<td>Minority Women</td>
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<tr>
<td>White (non-Hispanic) Women</td>
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<tr>
<td>Openly Gay, Lesbian, Bisexual or Transgendered (LGBT)</td>
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<tr>
<td>Physically Challenged or Disabled</td>
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II. Diversity Program Structures and Administrations

5. Has your legal department established a formal or informal diversity program or initiatives aimed at increasing diversity and inclusion? (Select one.)

- [ ] Yes
- [ ] No - skip to question 11.

6. Is the program or set of initiatives (Select all that apply.):

- [ ] Independent to the legal department?
- [ ] Part of a larger organization-wide program?
- [ ] Other (Please describe.)

7. Who has the primary responsibility for leading the diversity plan and initiatives within the legal department? (Record name and title.)

- [ ] Name
- [ ] Title

8. Does your legal department have a formal or informal diversity committee separate from any company-wide diversity committee? (Select one.)

- [ ] Yes
- [ ] No
9. How often are the results and progress of your legal department's diversity program or initiatives reviewed? (Select one.)

☐ Annually
☐ Bi-Annually
☐ Quarterly
☐ Monthly
☐ Other (Please describe.)

10. Are the results and progress of your firm's diversity program reviewed by or with the top legal officer of your company? (Select one.)

☐ Yes
☐ No

11. Does your legal department have any special outreach or recruiting efforts directed at attracting attorneys who are: (Select all that apply.)

☐ Minorities
☐ Women
☐ LGBT
☐ Physically Challenged or Disabled
☐ No special outreach/recruiting efforts
☐ Other (Please describe.)

12. Please list names of any outside organizations you are currently involved with or partnering with to further your diversity efforts.

________________________________________________________________________________________________________

________________________________________________________________________________________________________

13. Please list names of any internal committees, affinity groups, programs and related entities designed to further your diversity efforts.

________________________________________________________________________________________________________

________________________________________________________________________________________________________

________________________________________________________________________________________________________

________________________________________________________________________________________________________
III. Outside Counsel Diversity Efforts

14. Does your legal department survey or meet with outside counsel to track their diversity progress and results? (Select one.)

- Yes
- Yes - skip to question 17.

15. How often do you survey or meet with outside counsel to track diversity progress and results? (Select one.)

- Annually
- Bi-annually
- Quarterly
- Monthly
- Other (Please describe.)

16. Are the results and progress of outside counsel diversity programs reviewed by or with the top legal officer of your company? (Select one.)

- Yes
- No

17. Does your company measure or track hours being billed for work performed by outside counsel by attorneys who are: (Select all that apply.)

- Minorities
- Women
- LGBT
- Physically Challenged or Disabled
- No--do not measure or track hours billed by outside counsel in this manner - skip to 19.

18. What percentage of work billed by outside counsel for your company is billed by: (Percentages will not add up to 100% as it is possible for individuals to be listed in more than one category. Please enter whole numbers only, and enter a zero if there are no individuals in the listed category.)

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Minority Men</td>
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<td>Minority Women</td>
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<td>White (Non-Hispanic) Men</td>
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<td>White (Non-Hispanic) Women</td>
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<tr>
<td>Openly LGBT Men and Women</td>
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<tr>
<td>Physically Challenged or Disabled Men and Women</td>
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19. Beyond hours billed, does your company formally or informally track the work performed by outside minority, LGBT, and physically challenged or disabled counsel? (Select one.)

- [ ] Yes
- [ ] No - skip to question 22.

20. Aside from billing work as members of the outside counsel team, it is important for attorneys in law firms to serve as the engagement or relationship managers who assemble and/or lead the outside counsel team that does the work for the corporate clients.

What percentage of work billed by outside counsel for your company is managed or led by law firm engagement or relationship managers who are: (Percentages will not add up to 100% as it is possible for individuals to be listed in more than one category. Please enter whole numbers only, and enter a zero if there are no individuals in the listed category.)

<table>
<thead>
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<th>Category</th>
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<tbody>
<tr>
<td>Minority Men Partner(s)</td>
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<tr>
<td>Minority Women Partner(s)</td>
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<tr>
<td>White (Non-Hispanic) Women Partner(s)</td>
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<tr>
<td>White (Non-Hispanic) Men Partner(s)</td>
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</tr>
<tr>
<td>Openly LGBT Partner(s)</td>
<td></td>
</tr>
<tr>
<td>Physically Challenged or Disabled Partner(s)</td>
<td></td>
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<tr>
<td>Minority Men Non-partner Attorney(s)</td>
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<tr>
<td>Minority Women Non-partner Attorney(s)</td>
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<tr>
<td>White (Non-Hispanic) Men Non-partner Attorney(s)</td>
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<tr>
<td>White (Non-Hispanic) Women Non-partner Attorney(s)</td>
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<tr>
<td>Openly LGBT Men or Women Non-partner Attorney(s)</td>
<td></td>
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<tr>
<td>Physically Challenged or Disabled Non-partner Attorney(s)</td>
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21. How does your company track the work managed by outside counsel who are minorities, women, LGBT, and/or physically challenged or disabled? (Select all that apply.)

☐ Formal tracking (including any organized system for tracking work performed by outside counsel other than a survey. Ex: Through billing system, in a database, other formal records, etc.)
☐ Informal tracking (including encouragement to work with diverse outside counsel, actively looking for diverse outside counsel, making sure lead outside counsel is a minority, etc.)
☐ Surveys of outside counsel
☐ Meetings with outside counsel
☐ No Tracking
☐ Other (Please describe.)

22. Has your company changed its relationship with any law firm based on their internal diversity metrics or efforts? (Select one.)

☐ Yes
☐ No - skip to question 24.

23. How have these relationships changed? (Select all that apply.)

☐ Terminated the law firm
☐ Terminated a specific partner within the law firm
☐ Reassigned work to another attorney within the same firm
☐ Decreased the amount of work being given to the firm or partner
☐ Awarded additional work to the firm or partner for meeting expectations
☐ Imposed a probationary period in which the firm had to improve efforts
☐ Other (Please describe.)

IV. Best Practices

24. Please describe any internal best practices in any of the following categories you would like to share and have published in the survey results. Examples may include:

Commitment from Senior Management
A Broadened Interpretation of Diversity
Measuring Diversity in the Legal Department
Targeted Recruiting Efforts/Pipeline Programs
Retention
Inclusion in Succession Planning
Compensation Tied to Diversity Efforts
25. Please describe any external best practices in the areas of influencing and measuring diversity of outside law firms you would like to share and have published in the survey results. Examples may include:

- Outreach efforts to diverse outside counsel
- Requiring diverse attorneys for RFPs
- Diversity metrics
- Holding in-house attorneys accountable

26. Respondent Profile: (needed to send you a report of the survey's key findings):

Company name
Headquarters City and State
Industry or SIC code
Name of person completing survey
Title of person completing survey
Email address of person completing survey
Telephone number of person completing survey