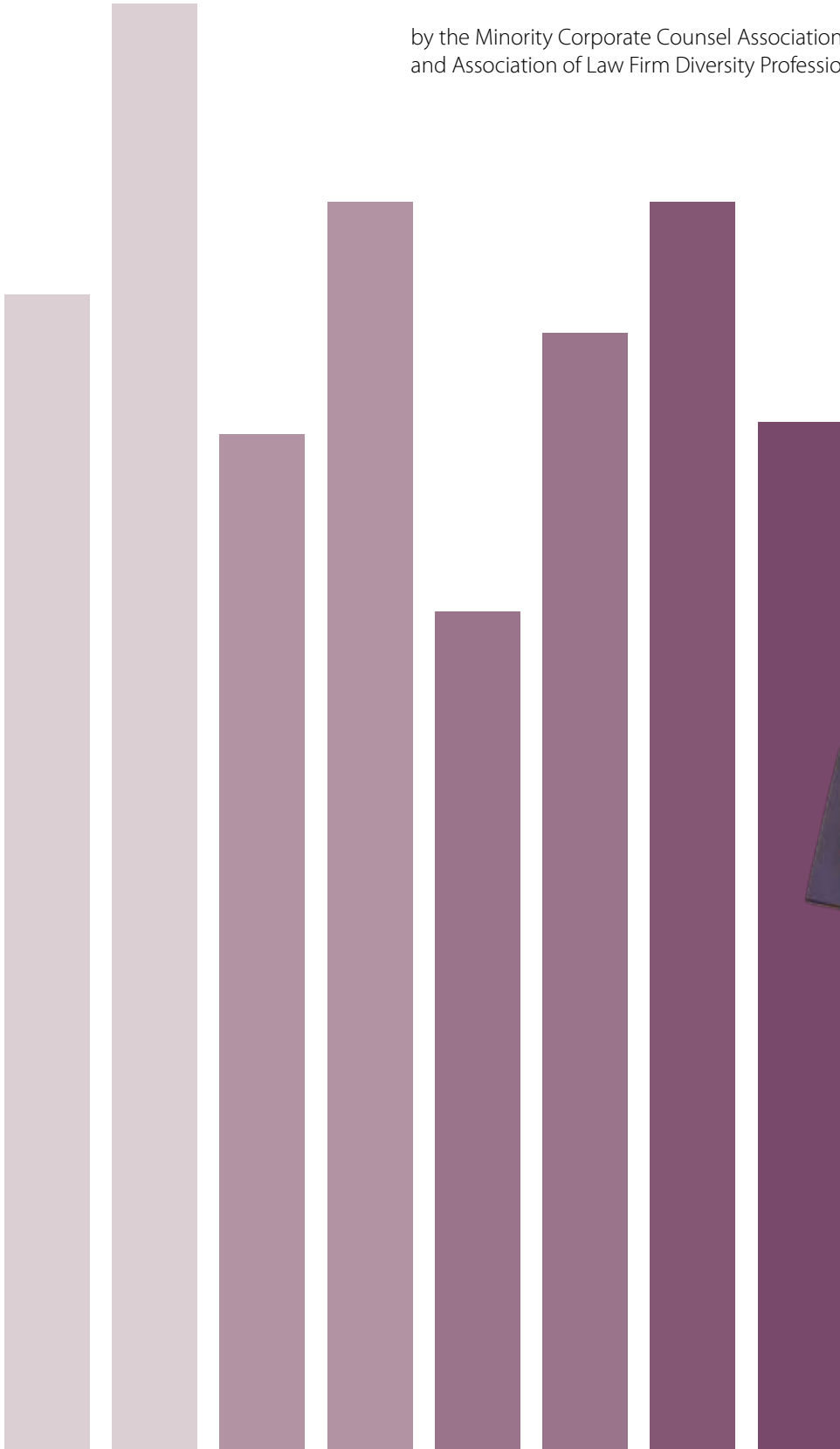




2009 Law Firm Diversity Professional Survey

by the Minority Corporate Counsel Association
and Association of Law Firm Diversity Professionals



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The Minority Corporate Counsel Association, Inc. (MCCA) was founded in 1997 to advocate for the expanded hiring, retention, and promotion of minority attorneys in corporate law departments and the law firms that serve them. MCCA accomplishes its mission through the collection and dissemination of information about diversity in the legal profession.

** as of November 2, 2009*



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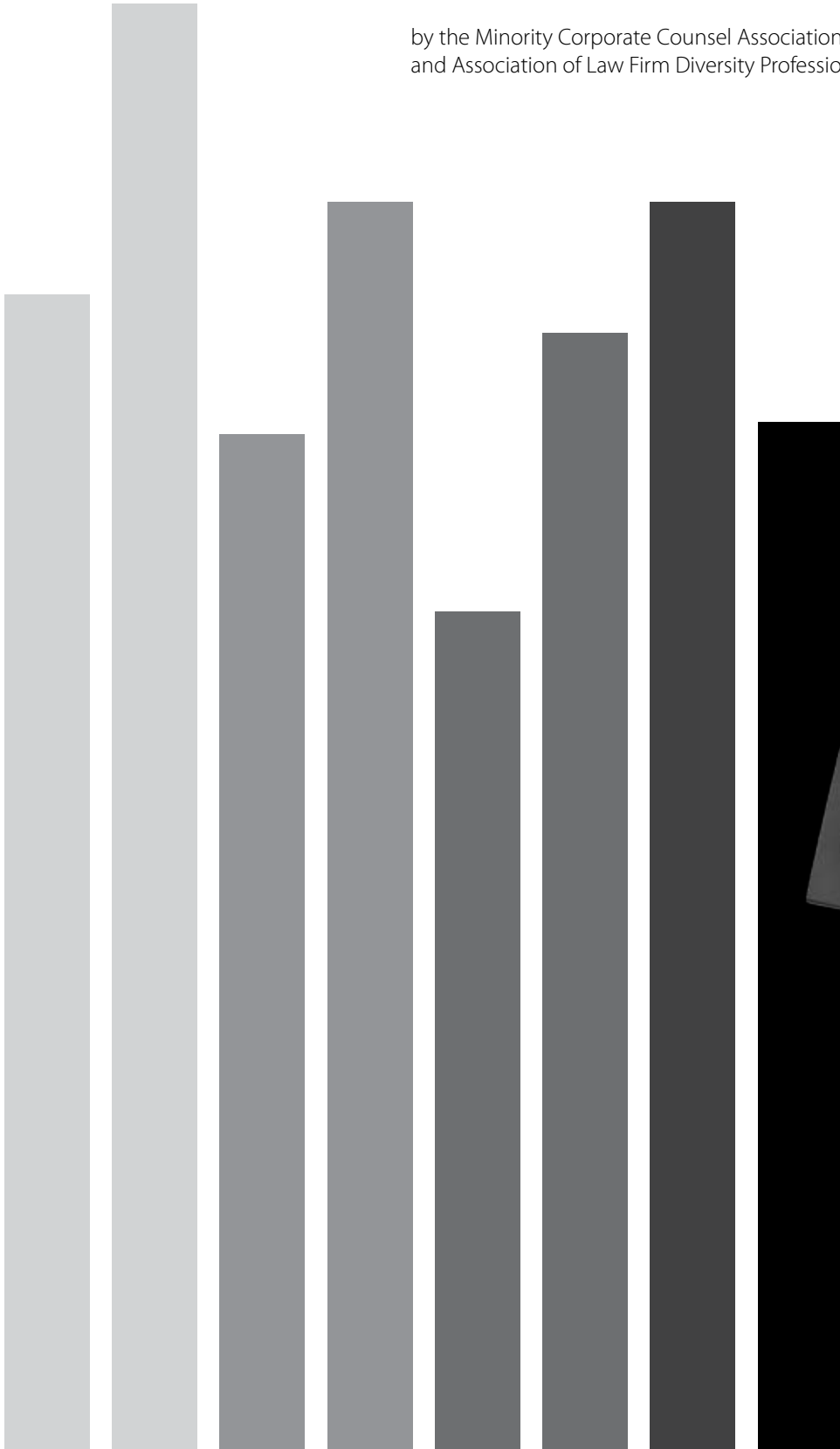


Table of Contents

| | |
|-----------------------------------------------------------|----|
| BACKGROUND AND OBJECTIVES | 1 |
| METHODOLOGY | 1 |
| LIMITATIONS OF THE RESEARCH FINDINGS | 1 |
| INTRODUCTION | 2 |
| FINDINGS | 2 |
| About the Participating Law Firms | 2 |
| Professional Dedicated To Handling Diversity Matters..... | 3 |
| Background and Experience..... | 3 |
| Governance and Reporting | 3 |
| Role of the Diversity Professional | 4 |
| Extent of Global Responsibility | 4 |
| Compensation | 4 |
| Demographics | 5 |
| Support Staff..... | 5 |
| Diversity Resources..... | 5 |
| Retreats..... | 6 |
| Diversity Committees | 6 |
| Biggest Diversity Related Challenge in 2009 | 6 |
| | |
| Exhibit A – MCCA/ALFDP Survey Flow Chart | 7 |
| Exhibit B – Survey Responses by Question | 8 |
| Exhibit C – Additional Analysis | 31 |



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For further information contact MCCA's Washington, D.C. office at 202-739-5901.

BACKGROUND AND OBJECTIVES

The Minority Corporate Counsel Association (MCCA) selected the Association of Law Firm Diversity Professionals (ALFDP) as its strategic partner to conduct a survey among law firms to explore diversity efforts and the role of diversity professionals in firms. This survey is titled the MCCA/ALFDP Annual Survey of Law Firm Diversity Professionals (MCCA/ALFDP Survey).

Objectives of the MCCA/ALFDP Survey included:

- Understand the role of diversity professionals at law firms;
- Quantify the resources (financial, time, personnel, etc.) that law firms dedicate toward the advancement of diversity objectives;
- Benchmark the scope of responsibilities and support provided this role; and
- Identify new information or resources that diversity professionals need to further their professional growth, develop and implement diversity strategies/initiatives, and achieve their law firms' diversity goals.

METHODOLOGY

MCCA engaged The Flourishing Company, LLC to develop a survey to collect the data necessary to meet the stated objectives. The survey was administered online using Survey Monkey® and was comprised of 60 questions to be completed in approximately 20 minutes.

An electronic invitation with a link to the survey was sent to approximately 220 law firms, which included the Am Law 200 and all ALFDP members. Responses were received from a total of 94 individual law firms, and collected during the first and second quarters of 2009. Participants did not receive a financial incentive for participating and participation was purely voluntary.

Only respondents who reported that their firms have a diversity professional were directed to questions about the role, compensation, and other factors related to the position. Respondents who reported that their firms do not have a diversity professional bypassed certain questions specific to the diversity professional role and were directed to the next applicable section of the survey.

LIMITATIONS OF THE RESEARCH FINDINGS

The research which underlies this report is conducted in the form of an annual survey that is designed to produce a snapshot of law firm diversity metrics regarding the roles, responsibilities, and resources, including financial budgets (internal and external) that law firms dedicate to their diversity and inclusion efforts.

Because each law firm is uniquely structured, the survey contained some questions that ultimately did not apply to every firm or diversity professional. As a result, some respondents chose to skip certain questions.

All information collected in the survey was self-reported by respondents with the understanding that all response data would be reported solely in the aggregate and that appropriate steps would be taken to maintain confidentiality of individual responses. MCCA did not engage in independent verification of any reported data.

ABOUT OUR CONSULTANTS

Dr. Arin Reeves, The Athens Group, (www.athensgroup.net)

Dr. Reeves has worked in the areas of racial/ethnicity, gender, age/generation, sexual orientation, class, and cultural diversity in organizations for over fifteen years. She received her Juris Doctorate from University of Southern California, and her Ph.D., in Sociology from Northwestern University, where she led several comprehensive research projects on diversity and inclusion in the workplace. In her practice as a consultant on diversity issues in the legal profession, Dr. Reeves has personally worked with more than 100 law firms, almost 50 legal departments of Fortune 500 companies, dozens of law schools, and bar associations/organizations in every major legal market.

Heather L. Bradley and **Miriam B. Grogan**, The Flourishing Company, (www.thefourishingcompany.com)

Heather L. Bradley and Miriam B. Grogan, TFC's founders, each bring 15 years of experience to effectively support the talent cycle from entry to exit. They have worked with law firms, legal associations, federal agencies, large non-profits and corporations. TFC coaches and consultants understand the challenges and situations unique to executives charged with the responsibility to align their people with the strategic plan. Bradley and Grogan, have written two books. Their most recent, *Judge for Yourself: Clarity, Choice and Action in Your Legal Career* was published by the American Bar Association in cooperation with the MCCA and features Introductory Remarks by The Honorable Ruth Bader Ginsburg.

INTRODUCTION

As more and more law firms appoint full-time professionals entrusted with primary responsibility for advancing diversity efforts within the firm, the range of professional backgrounds and the responsibilities of the role vary greatly from firm to firm. MCCA continues to learn more about this role in order to develop appropriate recommendations and resources aimed at empowering diversity professionals to be change-agents and leaders within their firms and achieve the goal of a more diverse and inclusive workplace.

For the second year, MCCA chose the Association of Law Firm Diversity Professionals (ALFDP) as its strategic partner to conduct this survey. Since its membership consists of individuals who serve as dedicated diversity professionals in law firms, ALFDP offers an invaluable perspective on the types of questions to be posed. By working together on this survey, MCCA and ALFDP seek to offer information that will assist law firms to compare/contrast experiences and advance their diversity goals.

The MCCA/ALFDP Survey reports data which law firms may use to benchmark the role, responsibilities, reporting relationships, dedicated resources, and budgets (internal and external) of the law firm diversity professional.

In addition, the data will assist MCCA to determine what further information may be most useful to the profession and most importantly, support the important work of the law firm diversity professional.

A copy of the full set of survey questions is set forth as Exhibit A to this report. Since there was quite a bit of variation in the title used by each firm to refer to the person entrusted with primary responsibility for leading the law firm's diversity programs, the MCCA/ALFDP Survey asked respondents to define the role of their firm's diversity professional (question 8). Throughout this report, the terms "law firm diversity professional" or "diversity professional" are used to refer to this role.

FINDINGS

About the Participating Law Firms

Total Number of Lawyers

The participants represent a wide range of law firms. However, most respondents were from large law firms (i.e., greater than 250 lawyers).

Many responding firms (19%) have 800 or more lawyers, down from 28% in 2008. More small law firms participated in the 2009 survey, with 21% of respondents from law firms with fewer than 200 lawyers (versus 2% in 2008).

Number of Lawyers in US Offices

When asked exclusively about the number of lawyers in their firms' US offices, the figures shifted slightly. The largest response (17%) was 401 – 500 lawyers in US offices. Only 12% of respondents said their firms had more than 800 lawyers in US offices.

Billing Credit for Diversity Activities

Of the respondents, 68% said their firms have a separate or unique billing number to track diversity-related activities. The majority (60%) also said attorneys do *not* receive billable credit for time devoted to diversity-related activities. Only 14% of respondents said attorneys get billable credit for all diversity-related activities, while 24% said some credit is given. Two percent responded, "Do not know".

Professional Dedicated To Handling Diversity Matters

Most law firms (80%) have a law firm diversity professional. While the role of diversity professional has existed in some law firms for a while, most (67%) firms have created this position within the last 3 years.

In a shift from the previous survey, only 44% (versus 59% in 2008) reported that the diversity professional was hired from outside the firm, while 55% hired from within (versus 41% in 2008).

Almost half (44%) of the respondents reported the diversity professional is dedicated full-time to diversity initiatives.

| | |
|---------------|-----|
| Full time | 44% |
| 50% - 99% | 25% |
| Less than 50% | 32% |

The most common job description for diversity professionals is Diversity Director (50%) followed by Diversity Partner (25%).

Background and Experience

Typically, diversity professionals in law firms are attorneys. In 2009, 37% of respondents said their diversity professional is a non-practicing lawyer. Another 32% of respondents said their diversity professional is a practicing lawyer with a billable requirement, while 5% said the diversity professional is a practicing lawyer without a billable requirement.

Not surprisingly, 75% of the incumbents hold a J.D.

The vast majority are relatively new to their positions. In fact, 78% have held the position 3 years or less and 19% have held the position less than 1 year.

Although the majority of law firm diversity professionals had less than 5 years of prior experience in a salaried diversity professional position (58%), a significant percentage (34%) had more than 10 years of non-salaried diversity experience. The most common forms of background/experience with diversity issues were external diversity committee/boards/organizations/associations (61%), followed by law firm diversity committee (57%), and law firm administration (49%).

Governance and Reporting

When asked to whom the diversity professional reports, respondents were asked to "check all that apply" and it appears in many cases that the diversity professional has multiple reporting relationships.

More diversity professionals are reporting directly to their firm's chair or managing partner (58% versus 50% in 2008) or the executive/management Committee (32% versus 25% in 2008).

Far fewer are reporting to the Diversity Committee or its chair (43% versus 55% in 2008).

Most (90%) diversity professionals present regular progress reports or metrics. A large number of diversity professionals report monthly or quarterly to the firm chair, managing partner, diversity committee and executive/management committee.

Role of the Diversity Professional

When it comes to diversity committees, 88% of law firm diversity professionals are full members, while 10% are ex-officio members. (Three percent of respondents report their firm does not have a diversity committee.)

Diversity professionals' responsibilities vary significantly. Many serve as internal diversity consultants, not only establishing diversity plans and implementing the strategies, but also serving as internal mentors to others in the firm. Although every firm defines the roles differently, of the 22 areas of responsibility the survey queried, the most common responses were as follows:

- Develops and promotes diversity goals and strategies (96%)
- Promotes awareness of issues that impact diversity in firm management, operations and governance (95%)
- Develops programs to create an inclusive environment and encourages retention of all lawyers (92%)
- Ensures that the firm supports law school minority organizations and local and national minority bar associations (92%)
- Manages the firm's diversity-related external outreach programs (92%)

Extent of Global Responsibility

Just over half (58%) of the responding firms have offices outside of the US, versus 68% 2008. Of those firms, only 45% reported the diversity professional's responsibilities include non-US offices (versus 63% in 2008).

The most common areas of responsibility for diversity professionals working with non-US offices include:

- Develops and promotes diversity goals and strategies (46%)
- Promotes awareness of issues that impact diversity in firm management, operations, and governance (43%)
- Serves as an internal diversity consultant to management (43%)

Compensation

A wide salary range exists for law firm diversity professionals and the breadth of the salary range is reflective of the differences among firms and the diversity professional's seniority and responsibilities. The variation ranged from "less than \$75,000" at the lower end to "more than \$325,000" at the upper end.

More than 60% of respondents report that the diversity professional in their firm has a base salary of \$175,000 or less.

In addition, 25% reported earning a base salary of more than \$225,000. Generally speaking, base salaries for diversity coordinators, managers, and directors were lower than the base salary received by diversity partners.

When it comes to the opportunity to earn bonus compensation over and above base salary, 80% report the position is bonus-eligible. In the 2009 survey, 40% received bonuses of 1-10% of base salary while 13% did not receive a bonus. In the 2008 survey, 45% of respondents indicated the diversity professional received a bonus between 1-10%, and 12% said the position was bonus eligible but a bonus was not awarded. At the high end, 3% of respondents in the 2009 survey reported a bonus of greater than 25% of salary, versus 4% in 2008.

The vast majority of diversity professionals (94%) receive the firm's standard benefits package offered to all firm employees.

Demographics

While not all respondents chose to provide optional demographic information about the firm's diversity professional, most did.

Most of respondents (77%) report their firm's diversity professional is female.

Approximately half of the respondents (51%) report the diversity professional at their firm is Black/African American. Many others (31%) reported that the diversity professional is White/Caucasian (non-Hispanic).

Approximately 8% are lesbian or gay.

Support Staff

Most diversity professionals (80%) have support staff, with 46% having two or more individuals supporting/reporting to them.

When asked about the total budget for salary, bonus, and benefits for all staff positions reporting to or supporting the diversity professional (excluding the diversity professional's own compensation), the percentages figures falling at the upper and lower ends are identical to those reported in 2008.

| Budget for Support Staff | 2009 | 2008 |
|--------------------------|------|------|
| Less than \$100,000 | 46% | 46% |
| \$100,001 – \$200,000 | 32% | 39% |
| \$200,001 – \$300,000 | 10% | 2% |
| Greater than \$300,000 | 12% | 12% |

Diversity Resources

Law firms quantify both internal and external resources committed to improving diversity performance.

Internal Budgets

While responses varied widely to inquiries about the total internal diversity budget for the firm, 60% reported an internal diversity budget of \$150,000 or less, with 11% reporting budgets greater than \$400,000.

Note: Internal diversity budget includes funding for the firm's diversity-related programming, retreats, and training but excludes salary, bonus, and benefits for any diversity professional and supporting staff.

That said, 54% of respondents reported that their 2009 internal diversity budgets will be about the same as 2008. Not surprisingly, given the current economy, 28% responded that their 2009 budget will be lower than 2008. Interestingly, 19% of respondents said their 2009 internal diversity budget will be higher in 2009 than 2008.

External Budgets

Average external diversity budgets are down significantly, driven by those with larger budgets that were cut significantly. This year, only 8% reported the firms' external budget was greater than \$400,000 (versus 30% in 2008). By contrast, 68% reported that their external diversity budget was \$150,000 or less (versus 47% in 2008).

Just over half (56%) of respondents expected their external budgets to stay about the same.

Note: External diversity budget includes all funds for diversity-related advertising, supporting diversity-related organizations, supporting law student organizations, pipeline programs, etc.

While the majority of diversity professionals (55%) manage and control the firm's total diversity budget, this number is down significantly from 2008 (79%).

Retreats

Of the respondents, 35% said their firms hold retreats for diverse attorneys (down from 43% in 2008), while 53% said they do not, and 2% responded "do not know."

For those who do host retreats, 61% report holding retreats for several minority or other groups at once.

In response to the question, "Who is invited to retreats?" respondents answered as follows:

- Racial/ethnic minorities (97%)
- White/Caucasian (non-Hispanic) women (61%)
- LGBT (79%)
- Other (27%)

Regarding the frequency with which retreats are held, 52% said the retreats are held annually; 27% said retreats are held every two years or more and 3% said they hold retreats twice per year.

Despite the economic downturn, one-third of respondents (34%) reported no change in their retreat plans. However, 28% plan to postpone retreats and 19% have canceled retreats altogether. Another 19% report holding retreats but revising the format to reduce costs.

Diversity Committees

Almost all (93%) reported their law firms have a diversity committee. Of the firms that do not have a diversity committee, none reported they plan to create one within the next 12 months (versus 100% in 2008).

Of those firms with diversity committees, 82% of the committees have 11 or more members. In most cases, the committees are firm-wide (99%) and 19% reported that their firms have established diversity committees at the local-office level as well.

The composition of diversity committees is diverse. Almost all (98%) reported that they include partners. Most include associates (76%), heads of practice groups (71%), and administrative managers (83%).

The role of the diversity professional within the diversity committee varies. The survey found 97% of diversity professionals are members and/or ex-officio members of the diversity committee. Of these, more than half serve as the chair of the diversity committee. These numbers show increases in both diversity committee membership and leadership by diversity professionals. In 2008, 79% of diversity professionals served on their firm's diversity committee and of those, only 24% served as the committee chair.

Biggest Diversity Related Challenge in 2009

As in previous years, when asked to list their biggest challenge to advancing diversity, common responses included retention, recruitment, maintaining momentum, and managing the budget. In 2009, the impact of the economy was also named as a significant challenge.

Exhibit A – MCCA/ALFDP Survey Flow Chart

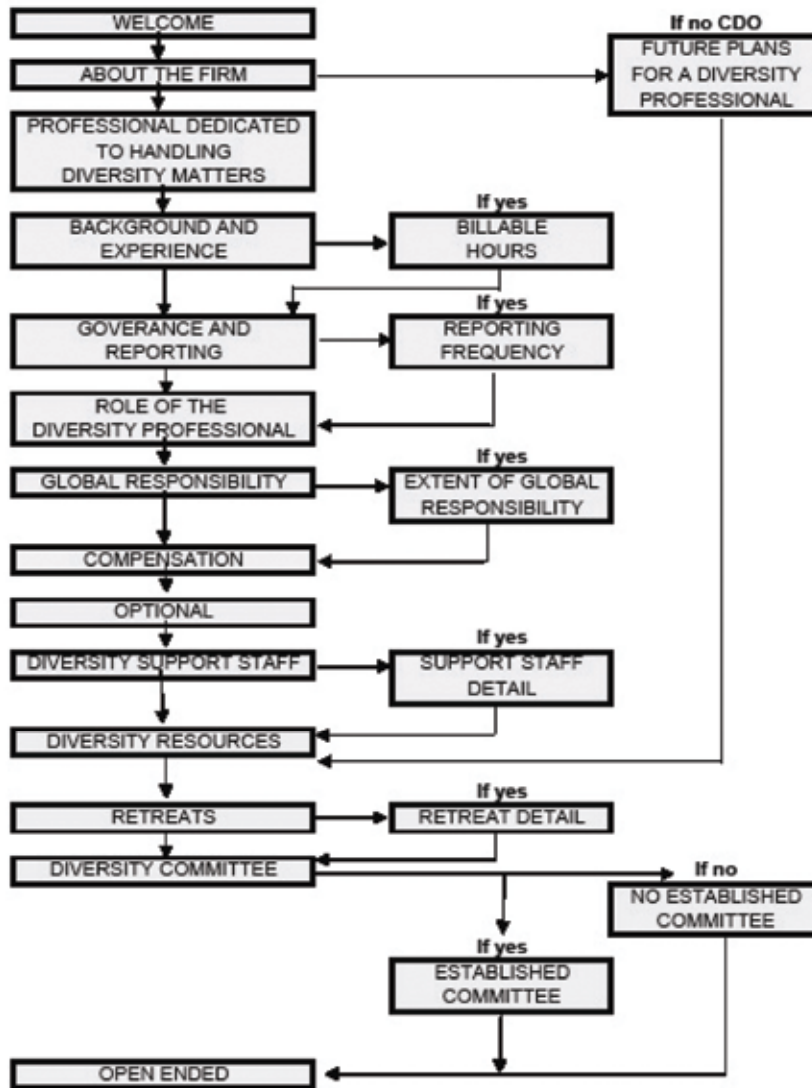


Exhibit B – Survey Responses by Question

ABOUT THE FIRM

| Q1. How many lawyers are in your firm? | | |
|-----------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Fewer than 100 | 9.6% | 9 |
| 101 – 200 | 11.7% | 11 |
| 201 – 300 | 12.8% | 12 |
| 301 – 400 | 10.6% | 10 |
| 401 – 500 | 12.8% | 12 |
| 501 – 600 | 9.6% | 9 |
| 601 – 700 | 6.4% | 6 |
| 701 – 800 | 7.4% | 7 |
| More than 800 | 19.1% | 18 |
| <i>answered question</i> | | 94 |

| Q2. How many lawyers are in your firm's U.S. offices? | | |
|--------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Fewer than 100 | 9.7% | 9 |
| 101 – 200 | 12.9% | 12 |
| 201 – 300 | 11.8% | 11 |
| 301 – 400 | 12.9% | 12 |
| 401 – 500 | 17.2% | 16 |
| 501 – 600 | 7.5% | 7 |
| 601 – 700 | 6.5% | 6 |
| 701 – 800 | 9.7% | 9 |
| More than 800 | 11.8% | 11 |
| <i>answered question</i> | | 93 |

| Q3. Does your firm have a separate or unique billing number for diversity related activities? | | |
|------------------------------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Yes | 67.7% | 63 |
| No | 25.8% | 24 |
| Do not know | 6.5% | 6 |
| <i>answered question</i> | | 93 |

| Q4. Do attorneys get billable credit for time devoted to diversity-related activities? | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Do not know | 2.3% | 2 |
| No | 60.2% | 53 |
| Yes, all | 13.6% | 12 |
| Yes, some (please specify) | 23.9% | 21 |
| <i>answered question</i> | | 88 |
| Yes, some (please specify) | | |
| Credit toward bonus eligibility once minimum billable hours are met. | | |
| Recruiting | | |
| Partners' time is taken into consideration during compensation talks. | | |
| case by case | | |
| Up to 100 hours a year | | |
| Up to specified amount | | |
| It must be approved as "qualified time" first | | |
| Depends on the nature of the activity | | |
| Chair of Diversity | | |
| Non-billable credit is given in full for diversity and pro bono efforts | | |
| If related to providing legal services, or legal marketing efforts | | |
| Yes. The firm's Share Committee is responsible for setting partner compensation for each upcoming year. In addition to financial performance, the Committee takes into account more subjective factors such as contributions to firm management. The PRISM Group is considered part of firm management, because it is our goal to make diversity considerations an integral part of managing the firm. The Chair of the PRISM Group, like other firm managers, is considered for additional compensation based on his or her performance in the position. | | |
| Because diversity is a fundamental part of the Firm's strategic plan, the amount of time billed to diversity matters is taken into consideration when compensation is being reviewed; however, there is not direct billable credit for diversity-related activities. | | |
| 15 hours annually | | |
| Our diversity shareholder and chair of our Diversity Committee receive billable credit | | |
| Ostensibly, the Chief Diversity Officer | | |
| Participation in diversity-related activities are strongly encouraged and a priority for the firm and our attorneys. Attorneys' annual raises, bonuses, and promotions are based on numerous factors, including their level of participation in diversity-related activities. | | |
| Diversity Committee | | |
| Time spent is valued as "investment" time which is how other management contributions are designated. | | |
| Certain programs and meetings | | |
| Receive credit of total contribution hours. Not specifically billable hours. | | |

| Q5. Does your law firm have a professional dedicated to handling diversity matters? | | |
|--------------------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Yes | 79.8% | 75 |
| No | 20.2% | 19 |
| <i>answered question</i> | | 94 |

FUTURE PLANS FOR A DIVERSITY PROFESSIONAL?

Per Exhibit A, those who answered "No" in Q.5 were to be directed to Q.6. As a result of a technical programming problem within the online survey which was only discovered during the analysis phase, these respondents were directed past Q6. This explains the lack of response below.

| Q6. Do you plan to designate someone in the role of diversity professional in the next 12 months? | | |
|----------------------------------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Yes, we do | 0.0% | 0 |
| No, we do not plan to establish such a position | 0.0% | 0 |
| No, we had someone who was laid-off or resigned and do not intend to fill the open position | 0.0% | 0 |
| Don't know | 0.0% | 0 |
| <i>answered question</i> | | 0 |

PROFESSIONAL DEDICATED TO HANDLING DIVERSITY MATTERS

| Q7. What is this person's title? |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Response Text |
| Acting Chief of Personnel & Diversity |
| Attorney Initiatives Director |
| Chair of Diversity Committee (11 –includes Chair, Diversity & Professional Development Committee and Co-chair of Diversity Action Committee, Partner & Chair of Diversity Committee and attorneys who serve as Diversity Co-Chairs) |
| Chief Diversity Officer (8 – includes Chief Diversity & Inclusion Officer, Shareholder & Chief Diversity Officer) |
| Director of Diversity (24 – includes Director of Diversity & Professional Development (3), Director of Diversity & Inclusion (3), Director of Recruiting & Diversity (4), Director, Global Diversity, Special Attorney/Director of Diversity, Managing Director of Diversity & Global Talent |
| Diversity Administrator |
| Diversity and Gender Initiatives Manager |
| Diversity Coordinator |
| Diversity Counsel (2) |
| Diversity Initiatives Coordinator |
| Diversity Manager (13 – includes Associate Development & Diversity Manager, Manager of Diversity & Inclusion, Manager of Diversity and Professional Development Initiatives, Manager of Diversity Initiatives, Manager of Recruiting & Diversity) |
| Lawyer Recruiting Manager |
| Partner (4 – includes Member/Manager) |
| Practice Group Leader |
| Recruiting & Diversity Manager (2 – includes Recruiting Manager) |

| Q8. Which of the following four definitions best describes this person's role? | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Diversity Coordinator -- Primary duties include: scheduling and coordinating diversity related programming, training and events and providing administrative support for other diversity committee related initiatives; monitoring and keeping the firm apprised of external diversity best practices; assisting with diversity related surveys; assisting in development of diversity related marketing materials; responding to client related diversity related information requests; coordinating pipeline and minority recruiting efforts; identifying and recommending best practices related to diversity; gathering data regarding firm diversity needs and accomplishments; and monitoring diversity spending. | 8.3% | 6 |
| Diversity Manager -- Primary duties are programmatic and managerial in nature including: developing analytical tools and methods to measure the effectiveness of the firm's diversity initiatives; setting annual diversity training, programming and funding priorities; communicating and marketing the business case for diversity; reporting to firm management; monitoring the recruitment, retention, mentoring and promotion of diverse attorneys; promoting awareness of issues that impact diversity in firm management, operations and governance; and creating and building personal relationships with minority attorneys throughout the firm. | 16.7% | 12 |
| Diversity Director -- In addition to the programmatic and managerial duties of a Diversity Manager, the Diversity Director has significant strategic responsibilities including: creating and implementing long term diversity strategies and goals; serving as an advisor to firm management, office and practice group leaders on diversity related issues; developing and implementing policies and procedures designed to meet strategic diversity objectives; serving as a member of or consultant to the committee and/or individual responsible for one or more the following functions: attorney hiring, professional development, associate relations, associate review, associate compensation; reviewing, monitoring, and suggesting revision to employment policies and practices that impact the firm's diversity efforts (such as work assignment, attorney evaluation processes, part-time practices); serving as an external liaison for the firm in the diversity community and collaborating with clients regarding diversity initiatives. | 50.0% | 36 |
| Diversity Partner -- A practicing attorney who devotes at least 40% of his/her time to the firm's diversity efforts. This individual's responsibilities include the strategic portions of the Diversity Director position and selected portions of the Diversity Manager position. | 25.0% | 18 |
| <i>answered question</i> | | 72 |

| Q9. How is the diversity professional's time allocated? | | |
|----------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| 100% of time dedicated to the diversity role | 43.8% | 32 |
| 76% - 99% of time dedicated to the diversity role | 5.5% | 4 |
| 51% - 75% of time dedicated to the diversity role | 19.2% | 14 |
| 26% - 50% of time dedicated to the diversity role | 13.7% | 10 |
| 25% or less of time dedicated to the diversity role | 17.8% | 13 |
| <i>answered question</i> | | 73 |

| Q10. How long ago was the position created? | | |
|----------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Within the last year | 13.7% | 10 |
| 1 – 3 years ago | 53.4% | 39 |
| 4 – 6 years ago | 21.9% | 16 |
| More than 7 years ago | 11.0% | 8 |
| answered question | | 73 |

| Q11. From where was the diversity professional hired? | | |
|--------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| From within the firm (internal candidate) | 55.4% | 41 |
| From outside the firm (external candidate) | 44.6% | 33 |
| answered question | | 74 |

BACKGROUND AND EXPERIENCE

| Q12. Which of the following best describes the role of the diversity professional? | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Practicing lawyer in the firm with an annual billable requirement | 31.6% | 24 |
| Practicing lawyer in the firm with <u>no</u> annual billable requirement | 5.3% | 4 |
| Non-practicing lawyer in the firm | 36.8% | 28 |
| Non-lawyer professional | 23.7% | 18 |
| Other (please specify) | 2.6% | 2 |
| answered question | | 76 |
| Other (please specify) | | |
| Senior Administrator/Counseling Professional (not a lawyer) - We avoid the use of "non-" title references like non-partner, non-minority, etc. and find them to be pejorative in nature. | | |
| The diversity professional is a non-practicing lawyer. The firm also has a diversity partner who works with the diversity professional; the diversity partner is a practicing lawyer with an annual billable requirement. | | |

| Q13. What is the highest level of education attained by the person in the diversity professional role? (If the professional has more than one advanced degree, please check all that apply.) | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------------------|
| Answer Options | Response Frequency* | Response Count* |
| High school diploma | 2.6% | 2 |
| Associate's Degree | 2.6% | 2 |
| Bachelor's Degree | 11.8% | 9 |
| Master's degree | 13.2% | 10 |
| MBA | 3.9% | 3 |
| PhD | 0.0% | 0 |
| JD | 75.0% | 57 |
| LLM or Masters in Law | 5.3% | 4 |
| Other (please specify) | 1.3% | 1 |
| answered question | | 76 |
| Other (please specify) | | |
| Some Master's credits completed | | |

**Percentages total more than 100% and response count totals more than the number who answered the question since respondents could select more than one answer.*

| Q14. What level of <i>compensated</i> experience with diversity issues did the diversity professional possess prior to accepting his/her current role at your law firm? | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| More than 10 years of experience | 18.9% | 14 |
| 5 – 10 years of experience | 16.2% | 12 |
| Less than 5 years of experience | 58.1% | 43 |
| Do not know | 6.8% | 5 |
| <i>answered question</i> | | 74 |

| Q15. What level of <i>non-compensated</i> experience with diversity issues did the diversity professional possess prior to accepting his/her current role at your law firm? | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| More than 10 years of experience | 34.2% | 25 |
| 5 – 10 years of experience | 23.3% | 17 |
| Less than 5 years of experience | 31.5% | 23 |
| Do not know | 11.0% | 8 |
| <i>answered question</i> | | 73 |

| Q16. What experience prepared this person for the role of diversity professional? (Please check all that apply.) | | |
|-------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| External diversity committee, boards, organizations, associations | 60.8% | 45 |
| Firm diversity committee | 56.8% | 42 |
| Law firm administration (recruiting, professional development, etc.) | 48.6% | 36 |
| Substantive legal background (employment practice, etc) | 31.1% | 23 |
| Diversity professional in another setting | 23.0% | 17 |
| HR | 23.0% | 17 |
| Public legal service organizations | 14.9% | 11 |
| Diversity professional at another law firm | 12.2% | 9 |
| Diversity consultant (with a consulting firm) | 9.5% | 7 |
| Diversity consultant (self employed) | 5.4% | 4 |
| Other (please specify) | 25.7% | 19 |
| <i>answered question</i> | | 74 |

| Other (please specify) |
|-----------------------------------------------------------------------------------------------|
| Experience as a diverse attorney |
| Associate of color at large New York law firm |
| Diversity research |
| Practicing attorney |
| Law School Dean |
| President, New York State Bar Association |
| Law school administration working with diverse groups |
| L&E Attorney |
| Non-profit organization with diversity focus |
| Diversity professional in a law school and in a bar association |
| Masters in Industrial Organizational Psychology - concentration Inclusion / Change Management |

| Q16. Continued |
|----------------------------------------------------------------------------------------------------------------------|
| labor & employment knowledge |
| extensive writing on the topic in college and law school |
| non profit focused on diversity |
| Legal recruiter specializing in diverse attorney placement |
| Participated in office discussions about diversity issues while employed as a law clerk at the [state Supreme Court] |
| Served as mentor to minority attorneys |
| Work in a Diversity Consulting practice as a lawyer at a law firm |
| Service on law school organization diversity committees |

| Q17. How many years has the incumbent held the position of diversity professional at this firm? | | |
|--------------------------------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Less than 1 year | 18.9% | 14 |
| 1 – 3 years | 59.5% | 44 |
| 4 – 6 years | 14.9% | 11 |
| 7 or more years | 6.8% | 5 |
| <i>answered question</i> | | 74 |

| Q18. Does the diversity professional have a required billable target? | | |
|------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Yes | 28.9% | 22 |
| No | 71.1% | 54 |
| Don't know | 0.0% | 0 |
| <i>answered question</i> | | 76 |

Note: Of the 22 who answered "Yes" in question 18, only 20 respondents (91%) also answered question 19.

| Q19. What is the annual billable hours target? | | |
|-------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Less than 500 | 5.0% | 1 |
| 501 - 1,000 | 25.0% | 5 |
| 1,001 – 1,500 | 40.0% | 8 |
| 1,501 – 2,000 | 30.0% | 6 |
| 2,001 or more | 0.0% | 0 |
| <i>answered question</i> | | 20 |

GOVERNANCE AND REPORTING

* Percentages below total more than 100% and response count totals more than the number who answered the question since respondents could select more than one answer which suggests several have multiple reporting relationships.

| Q20. To whom does the diversity professional report? (Please check all that apply.) | | |
|--------------------------------------------------------------------------------------------|----------------------------|------------------------|
| Answer Options | Response Frequency* | Response Count* |
| Chair or Managing Partner | 57.9% | 44 |
| Executive/Management Committee | 32.9% | 25 |
| Executive Director/Firm Administrator | 25.0% | 19 |
| Chair of Diversity Committee/Diversity Committee | 43.4% | 33 |
| Human Resources Director | 14.5% | 11 |
| Director of Recruiting | 10.5% | 8 |
| Director of Professional Development | 9.2% | 7 |
| Other (please specify) | 19.7% | 15 |
| <i>answered question</i> | | 76 |
| Other (please specify) | | |
| Director of Legal Personnel | | |
| Chief Diversity Partner | | |
| Chief Diversity & Inclusion Officer | | |
| Director of Practice Management | | |
| Managing Partner is Diversity Partner | | |
| Chief Professional Resources Officer | | |
| Firm-wide Hiring Partner | | |
| Chair: Talent Management & Women's Initiatives | | |
| Chief Human Resources Officer | | |
| The 2 other Member/Managers | | |
| Diversity Partner | | |
| Diversity Partner (a member of the Management Committee) | | |
| General Counsel for Professional Development | | |
| Chief Operating Officer | | |
| Vice Chair | | |

| Q21. Does the diversity professional present regular progress reports or metrics? | | |
|------------------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Yes | 89.5% | 68 |
| No | 7.9% | 6 |
| Don't know | 2.6% | 2 |
| <i>answered question</i> | | 76 |

Note: Of the 68 who answered "Yes" in Q21, only 65 respondents (96%) also answered Q22.

Q22. To whom and how frequently does the diversity professional present regular progress reports or metrics regarding diversity results? (Please check all that apply.)

| | Weekly | Bi-weekly | Monthly | Quarterly | Semi-Annually | Annually | Response Count* |
|-----------------------------------------------|--------|-----------|---------|-----------|---------------|----------|-----------------|
| Answer Options | | | | | | | |
| Firm Chair | 1 | 1 | 5 | 10 | 2 | 4 | 23 |
| Managing Partner | 2 | 4 | 8 | 9 | 4 | 2 | 29 |
| Diversity Committee | 1 | 4 | 23 | 14 | 5 | 1 | 48 |
| Executive/Management Committee | 0 | 1 | 1 | 9 | 11 | 10 | 32 |
| Executive Director/Firm Administrator | 2 | 2 | 1 | 3 | 2 | 1 | 11 |
| Human Resources Director | 4 | 1 | 2 | 1 | 0 | 0 | 8 |
| Director of Recruiting | 1 | 4 | 1 | 0 | 0 | 0 | 6 |
| Director of Professional Development | 6 | 1 | 4 | 0 | 0 | 0 | 11 |
| Other (please specify or offer clarification) | | | | | | | 23 |
| answered question | | | | | | | 65 |

*The above response count totals more than the number who answered the question since respondents could select more than one answer which suggests that several have multiple reporting requirements.

| Other (please specify or offer clarification) |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Director of Legal Personnel |
| Monthly to most everyone on the list. |
| Also report to Diversity Committee, Management Committee, and partnership monthly |
| Chair, Diversity Task Force-daily; Firmwide Hiring Partner-weekly |
| Report Weekly to HR Dir; Dir Prof Dev and Dir Recruiting |
| Communication is on a regular consistent basis with Firm Chair, Diversity Chair, Diversity Committee and HR Director. |
| The Diversity Co-Chairs work with the Chief Organization Development Officer on a weekly basis to identify and implement Diversity strategies and action plan. |
| The diversity professional presents diversity reports annually to the Firm Chair, Executive Committee, and the Executive Director; semi-annually to the Director of Recruiting; quarterly to the Managing Partner, Diversity Committee, Executive Committee and the Director of Professional Development; weekly to the Human Resources Director |
| The Diversity Professional reports weekly to the Diversity Partner, Diversity Committee Chair and Managing Partner and reports monthly to the Management Committee, Diversity Committee and Associates Committee. |
| Monthly reports also go to the Management Committee and Practice Group Heads. |
| While the allowable boxes were checked, please note that progress reports are often presented to various individuals at more frequent intervals. |
| Executive/Management Committee - Quarterly - this program won't let me choose this option |
| General Counsel for Professional Development |
| Professional is also in charge of recruiting and Professional Development so the reports are ongoing. |
| As needed reports to the Executive Director |
| Monthly reporting also to Director of Recruiting and Human Resources Director |
| Diversity Committee, and last three choices all monthly (|
| 1-3. Quarterly; 4-5. Annually; 6. Quarterly; 7. Annually; Other - Vice Chair |
| Data is also provided to the Executive Committee, local committees, and Director of Recruiting on a quarterly basis |
| Executive/Mgmt Committee - Annually; Executive Director - Annually; HR Director - Monthly; Dir of Recruiting - Monthly; Dir of PD - Monthly |
| She reports quarterly to all of the above. |
| We present reports to all of the above individuals on a monthly or quarterly basis. |

ROLE OF THE DIVERSITY PROFESSIONAL

* The below response count totals more than the number who answered the question since respondents could select more than one answer which suggests many serve on multiple committees.

| Q23. On which of the law firm's managerial committees does the diversity professional serve? (Please answer for all committees.) | | | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-------------------------------|-----------|------------------------------------------|------------------------|
| Answer Options | Yes, Full member | Yes, Ex Officio Member | No | Firm Does Not Have This Committee | Response Count* |
| Executive or Management Committee | 5 | 3 | 42 | 1 | 51 |
| Diversity Committee | 65 | 7 | 0 | 2 | 74 |
| Lateral Lawyer Hiring Committee | 11 | 8 | 10 | 29 | 58 |
| Summer Associate Recruiting Committee | 21 | 11 | 19 | 9 | 60 |
| Professional Development Committee | 18 | 7 | 16 | 20 | 61 |
| Associate Relations Committee | 16 | 5 | 22 | 17 | 60 |
| Associate Review/Compensation Committee | 8 | 9 | 31 | 10 | 58 |
| Income Partner Review/ Compensation Committee | 4 | 4 | 32 | 14 | 54 |
| Equity Partner Review/ Compensation Committee | 5 | 2 | 38 | 10 | 55 |
| Other (please specify or offer clarification) | | | | | 16 |
| answered question | | | | | 74 |
| Other (please specify or offer clarification) | | | | | |
| Women's Initiatives Committee: Full Member | | | | | |
| Director's Council - full member | | | | | |
| Attorney Benefits Committee - full member | | | | | |
| Quality Assurance Committee | | | | | |
| Attorney Initiatives Dir is an internal consultant to all committees. | | | | | |
| Sit on both the Diversity and Associate Committees. | | | | | |
| We do not have a formal committee structure, but have these functions | | | | | |
| The Diversity Co-Chairs provide input with respect to the formal evaluation processes of associates and partners. | | | | | |
| Our diversity professional frequently partners with stakeholders in these areas: lateral recruiting, professional development, and associate relations | | | | | |
| The Lateral Lawyer Hiring Committee is a sub-group of the Diversity Committee. | | | | | |
| Policy Board | | | | | |
| Our firm has changed the partnership structure so that all partners are now equity partners so there are no more Income Partner committees | | | | | |
| Head of Department | | | | | |
| Our Director of Diversity is a full member of the Firm's Recruiting Committee (focusing on summer associate recruiting & lateral hiring matters) and the Associate Experience Committee (focusing on professional development and associate retention matters). | | | | | |
| Professional Advancement Committee (Partnership Selection; Counsel Selection) | | | | | |
| Pro Bono Committee | | | | | |
| Attorney Life Committee, Full Member | | | | | |

| Q24. What are the diversity professional's areas of responsibility? (Please check all that apply.) | | |
|--------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------------------|
| Answer Options | Response Frequency* | Response Count* |
| Develops and promotes diversity goals and strategies | 95.9% | 71 |
| Promotes awareness of issues that impact diversity in firm management, operations and governance | 94.6% | 70 |
| Develops programs to create an inclusive environment and encourages retention of all lawyers | 91.9% | 68 |
| Ensures that the firm supports law school minority organizations and local and national minority bar associations | 91.9% | 68 |
| Manages the firm's diversity related external outreach programs | 91.9% | 68 |
| Implements and monitors objectives and strategies | 89.2% | 66 |
| Works with Recruiting Committee | 87.8% | 65 |
| Ensures development and approval of both a short-term and long-term strategic diversity plan | 86.5% | 64 |
| Collaborates with corporate clients regarding diversity initiatives, including reporting demographic data to corporate clients | 83.8% | 62 |
| Continually evaluates the effectiveness of the firm's structure, policies and practices | 81.1% | 60 |
| Serves as an internal mentor to diverse attorneys | 79.7% | 59 |
| Serves as an internal diversity consultant to management | 79.7% | 59 |
| Presents diversity updates at Management Committee meetings or as requested by firm management | 75.7% | 56 |
| Has influence or input over content and topics for training programs | 73.0% | 54 |
| Identifies minorities and other individuals with diverse backgrounds for recruiting purposes | 67.6% | 50 |
| Makes presentations at orientation sessions for lateral partners, associates and summer associates | 67.6% | 50 |
| Works with Professional Development Committee | 56.8% | 42 |
| Interviews and evaluates diverse candidates for employment | 50.0% | 37 |
| Makes presentations at development trainings | 50.0% | 37 |
| Establishes a formal mentoring program for diverse lawyers | 47.3% | 35 |
| Establishes timetables and goals for hiring, development, advancement, etc. | 36.5% | 27 |
| Establishes a formal mentoring program for all lawyers | 35.1% | 26 |
| Other (please specify) | 9.5% | 7 |
| answered question | | 74 |
| Other (please specify) | | |
| Develops and consults on diversity related special events | | |
| Supplier diversity | | |
| Delivers training for associates, summer associates, recruiters, & senior administrators | | |
| Responds to diversity surveys and diversity questions on client RFPs | | |
| Established mentoring for all new incoming attorneys in addition to diversity and female mentoring. | | |
| Marketing | | |
| Manages the firm's supplier diversity program | | |

** Percentages above total more than 100% and response count totals more than the number who answered the question since respondents could select more than one answer. All reported multiple areas of responsibility.*

GLOBAL RESPONSIBILITY

| Q25. Does your firm have offices outside the U.S.? | | |
|-----------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Yes | 57.9% | 44 |
| No | 42.1% | 32 |
| answered question | | 76 |

Note: Of the 44 who answered "Yes" in Q 25, only 42 respondents (95%) also answered Q26 and only 35 respondents (80%) answered Q27.

| Q26. Do the diversity professional's responsibilities include offices outside the U.S.? | | |
|------------------------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Yes | 45.2% | 19 |
| No | 54.8% | 23 |
| answered question | | 42 |

| Q27. Please briefly describe the diversity professional's responsibilities for non-U.S. offices (Please check all that apply.) | | |
|---------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Not applicable | 42.9% | 15 |
| Develops and promotes diversity goals and strategies | 45.7% | 16 |
| Promotes awareness of issues that impact diversity in firm management, operations and governance | 42.9% | 15 |
| Serves as an internal diversity consultant to management | 42.9% | 15 |
| Ensures development and approval of both a short-term and long-term strategic diversity plan | 40.0% | 14 |
| Develops programs to create an inclusive environment and encourages retention of all lawyers | 40.0% | 14 |
| Collaborates with corporate clients regarding diversity initiatives, including reporting demographic data to corporate clients | 37.1% | 13 |
| Presents diversity updates at Management Committee meetings or as requested by firm management | 37.1% | 13 |
| Implements and monitors objectives and strategies | 34.3% | 12 |
| Continually evaluates the effectiveness of the firm's structure, policies and practices | 28.6% | 10 |
| Serves as an internal mentor to diverse attorneys | 25.7% | 9 |
| Has influence or input over content and topics for training programs | 25.7% | 9 |
| Makes presentations at development trainings | 25.7% | 9 |
| Manages the firm's diversity related external outreach programs | 22.9% | 8 |
| Works with Recruiting Committee | 22.9% | 8 |
| Works with Professional Development Committee | 22.9% | 8 |
| Ensures that the firm supports law school minority organizations and local and national minority bar associations | 20.0% | 7 |
| Makes presentations at orientation sessions for lateral partners, associates and summer associates | 20.0% | 7 |
| Establishes a formal mentoring program for diverse lawyers | 17.1% | 6 |
| Identifies minorities and other individuals with diverse backgrounds for recruiting purposes | 17.1% | 6 |

| Q27. Continued | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-----------|
| Establishes timetables and goals for hiring, development, advancement, etc. | 14.3% | 5 |
| Interviews and evaluates diverse candidates for employment | 8.6% | 3 |
| Establishes a formal mentoring program for all lawyers | 2.9% | 1 |
| Other (please specify) | 8.6% | 3 |
| answered question | | 35 |
| Other (please specify) | | |
| Affinity groups | | |
| We are currently phasing in a program for our international offices | | |
| Formally, Director is not responsible for D&I outside the US but as there is not overseas counterpart currently, Director does get involved in D&I programming/events globally | | |

COMPENSATION

| Q28. What was the diversity professional's 2008 base salary? | | |
|---------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Less than \$75,000 | 7.8% | 5 |
| \$75,001 - \$125,000 | 23.4% | 15 |
| \$125,001 - \$175,000 | 29.7% | 19 |
| \$175,001 - \$225,000 | 14.1% | 9 |
| \$225,001 - \$275,000 | 9.4% | 6 |
| \$275,001 - \$325,000 | 7.8% | 5 |
| Greater than \$325,000 | 7.8% | 5 |
| answered question | | 64 |

| Q29. What was the diversity professional's 2008 bonus? | | |
|---------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Position is not bonus eligible | 20.0% | 12 |
| Position is bonus eligible but no bonus was awarded | 13.3% | 8 |
| Less than 1% of salary | 1.7% | 1 |
| 1-5% of salary | 21.7% | 13 |
| 5.1-10% of salary | 18.3% | 11 |
| 10.1-15% of salary | 8.3% | 5 |
| 15.1-20% of salary | 6.7% | 4 |
| 20.1-25% of salary | 6.7% | 4 |
| Greater than 25% of salary | 3.3% | 2 |
| answered question | | 60 |

| Q30. Please describe the diversity professional's benefits package in 2008. | | |
|------------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| The standard firm benefit package. | 94.1% | 64 |
| A benefit package negotiated with the individual. | 5.9% | 4 |
| answered question | | 68 |

DEMOGRAPHICS (optional)

| Q31. What is the gender of the diversity professional? | | |
|---------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Male | 23.3% | 17 |
| Female | 76.7% | 56 |
| <i>answered question</i> | | 73 |

| Q32. What is the race/ethnicity of the diversity professional? | | |
|--------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Black or African American | 51.4% | 38 |
| White/Caucasian (non-Hispanic) | 31.1% | 23 |
| Hispanic or Latino/Latina | 6.8% | 5 |
| Asian American | 5.4% | 4 |
| Native Hawaiian or Other Pacific Islander | 0.0% | 0 |
| Native American or Indian | 0.0% | 0 |
| Multi-racial/Other (please specify) | 5.4% | 4 |
| <i>answered question</i> | | 74 |
| Multi-racial/Other (please specify) | | |
| African American/Arab | | |
| Two Diversity Co-Chairs: One Caucasian Female; One African American Male | | |
| Asian American and Black or African American | | |
| African American & White | | |

| Q33. What is the sexual orientation of the diversity professional? | | |
|---------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Heterosexual | 93.0% | 66 |
| Lesbian | 4.2% | 3 |
| Gay | 2.8% | 2 |
| Transgender | 0.0% | 0 |
| Bisexual | 0.0% | 0 |
| <i>answered question</i> | | 71 |

DIVERSITY SUPPORT STAFF

| Q34. Does the diversity professional have support staff? | | |
|-----------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Yes | 80.3% | 61 |
| No | 19.7% | 15 |
| <i>answered question</i> | | 76 |

Note: Of the 61 who answered "Yes" in question 34, only 59 respondents (97%) answered question 35 and only 50 respondents (82%) answered question 36.

| Q35. If yes, how many staff positions support/report to the individual? | | |
|--------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| 1 | 50.8% | 30 |
| 2 | 25.4% | 15 |
| 3 or more | 20.3% | 12 |
| Not applicable | 3.4% | 2 |
| <i>answered question</i> | | 59 |

| Q36. Please give the titles of all staff positions. |
|-------------------------------------------------------------------------------------------------------------------------------------|
| Response Text |
| Administrative |
| Administrative Assistant |
| Administrative Assistant |
| Administrative Assistant; Two Interns |
| Administrative Assistant (x2) |
| Administrative Assistant I; Statistical Analyst; Intern |
| Assistant (same assistant from practice days) |
| Assistant to Chief Organization Development Officer |
| Legal Secretaries (two - one per Diversity Co-Chair) |
| Assistant to Manager of Diversity Initiatives |
| Associate Development Assistant |
| Committee Secretary and Firm Administrator |
| Continuing legal education coordinator; Assistant |
| Coordinator |
| Coordinator |
| Coordinator |
| Diversity and Inclusion Assistant |
| Diversity Assistant, Diversity Coordinator, Diversity Manager |
| Diversity Coordinator |
| Diversity Coordinator |
| Diversity Coordinator |
| Diversity Coordinator |
| Diversity coordinator and assistant |
| Diversity Coordinator; 2 Administrative Assistants |
| Diversity Coordinator; Diversity & Community Service Specialist (position is only part-time) |
| Diversity Manager |
| Diversity Program Assistant |
| Diversity Programs Coordinator; Diversity Programs Assistant |
| Diversity Programs Specialist |
| Diversity Specialist |
| Diversity Assistant (.5 FTE) |
| Legal Personnel Coordinator, Legal Personnel Administrative Assistant |
| Legal Recruiting & Professional Development Manager; Legal Personnel Coordinator; Human Resources Director; Human Resources Manager |
| Legal secretary |
| Manager of Global Diversity and Pro Bono |
| Global Diversity and Community Coordinator |
| Global Diversity and Community Assistant |
| Manager, Associate Services & Diversity |

| |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Marketing events Coordinator |
| Professional Development & Diversity Assistant |
| Professional Development and Diversity Administrator |
| Recruiter, Recruiting Assistant and HR/Recruiting Manager. I am one of two Directors in HR/Recruiting department, thus technically (but not actually), I have 7 reports. |
| Recruiting Administrative Assistant |
| Recruiting Project Coordinator |
| Recruiting and Diversity Coordinator |
| Recruiting & Legal Personnel Coordinator |
| Recruiting & Legal Personnel Assistant |
| Recruiting Assistant |
| Recruiting coordinator |
| Recruitment Manager and Pro Bono Coordinator; Recruitment Administrator |
| Regional D&I Manager |
| D&I Specialist |
| D&I project/events specialist |
| D&I Administrative Asst. |
| Secretary |
| Secretary |
| Secretary; Diversity Coordinator |
| Secretary/Administrative Assistant |
| Senior Professional Development Coordinator; Administrative Assistant |
| Sr. Manager of Legal Recruiting and Diversity |
| Two are Managers of Recruiting; Coordinator of Recruiting; and Support Staff |

| Q37. What is the total budget for salary, bonus, and benefits for all staff positions reporting to or supporting the diversity professional (excluding diversity professional's own compensation)? | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Less than \$100,000 | 46.0% | 23 |
| \$100,001 - \$200,000 | 32.0% | 16 |
| \$200,001 - \$300,000 | 10.0% | 5 |
| Greater than \$300,000 | 12.0% | 6 |
| <i>answered question</i> | | 50 |

DIVERSITY RESOURCES

| Q38. What is the total internal diversity budget for the firm (including funding for internal activities within the firm for diversity-related programming, retreats and training but excluding salary, bonus and benefits for ALL diversity professionals and supporting staff)? | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Less than \$50,000 | 24.3% | 18 |
| \$50,001 - \$100,000 | 23.0% | 17 |
| \$100,001 - \$150,000 | 12.2% | 9 |
| \$150,001 - \$200,000 | 6.8% | 5 |
| \$200,001 - \$250,000 | 9.5% | 7 |
| \$250,001 - \$300,000 | 5.4% | 4 |
| \$300,001 - \$350,000 | 5.4% | 4 |
| \$350,001 - \$400,000 | 2.7% | 2 |
| Greater than \$400,000 | 10.8% | 8 |
| <i>answered question</i> | | 74 |

| Q39. How does the 2008 <u>internal</u> diversity budget compare to the anticipated/actual budget for 2009? | | |
|-------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| About the same | 53.7% | 44 |
| Higher | 18.3% | 15 |
| Lower | 28.0% | 23 |
| <i>answered question</i> | | 82 |

| Q40. What is the percentage increase in the internal diversity budget? | | |
|-------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| 1-9% | 50.0% | 3 |
| 10-19% | 50.0% | 3 |
| 20-29% | 0.0% | 0 |
| 30-39% | 0.0% | 0 |
| 40-49% | 0.0% | 0 |
| 50% or more | 0.0% | 0 |
| <i>answered question</i> | | 6 |

| Q41. What is the percentage decrease in the internal diversity budget? | | |
|-------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| 1-9% | 17.6% | 3 |
| 10-19% | 52.9% | 9 |
| 20-29% | 11.8% | 2 |
| 30-39% | 5.9% | 1 |
| 40-49% | 0.0% | 0 |
| 50% or more | 11.8% | 2 |
| <i>answered question</i> | | 17 |

| Q42. What is the total <u>external</u> diversity budget for the firm (includes all funds spent with third parties for diversity related advertising, supporting diversity-related organizations, law student organizations, pipeline programs, etc.)? | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Less than \$50,000 | 30.3% | 23 |
| \$50,001 - \$100,000 | 19.7% | 15 |
| \$100,001 - \$150,000 | 18.4% | 14 |
| \$150,001 - \$200,000 | 5.3% | 4 |
| \$200,001 - \$250,000 | 6.6% | 5 |
| \$250,001 - \$300,000 | 5.3% | 4 |
| \$300,001 - \$350,000 | 3.9% | 3 |
| \$350,001 - \$400,000 | 2.6% | 2 |
| Greater than \$400,000 | 7.9% | 6 |
| <i>answered question</i> | | 76 |

| Q43. How does the 2008 external diversity budget compare to the anticipated/actual budget for 2009? | | |
|------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| About the same | 55.6% | 45 |
| Higher | 22.2% | 18 |
| Lower | 22.2% | 18 |
| <i>answered question</i> | | 81 |

| Q44. What is the percentage increase in the external diversity budget? | | |
|-------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| 1-9% | 22.2% | 2 |
| 10-19% | 33.3% | 3 |
| 20-29% | 33.3% | 3 |
| 30-39% | 11.1% | 1 |
| 40-49% | 0.0% | 0 |
| 50% or more | 0.0% | 0 |
| <i>answered question</i> | | 9 |

| Q45. What is the percentage decrease in the external diversity budget? | | |
|-------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| 1-9% | 28.6% | 4 |
| 10-19% | 35.7% | 5 |
| 20-29% | 21.4% | 3 |
| 30-39% | 0.0% | 0 |
| 40-49% | 7.1% | 1 |
| 50% or more | 7.1% | 1 |
| <i>answered question</i> | | 14 |

| Q46. What portion of the firm's total diversity budget does the diversity professional have discretion to manage and control? | | |
|--------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Entire budget | 55.3% | 47 |
| 50% or more | 16.5% | 14 |
| Less than 50% | 9.4% | 8 |
| Our firm does not currently have a diversity professional | 18.8% | 16 |
| <i>answered question</i> | | 85 |

RETREATS

| Q47. Does your firm hold retreat(s) for diverse attorneys? | | |
|-------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Yes | 35.1% | 33 |
| No | 62.8% | 59 |
| Don't Know | 2.1% | 2 |
| <i>answered question</i> | | 94 |

Note: Of the 33 who answered "Yes" in question 47, only 31 respondents (94%) answered question 48 but 33 respondents (100%) answered questions 49, 50, and 51.

| Q48. How are retreats structured? | | |
|----------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| For each separate minority or other group | 12.9% | 4 |
| For several minority or other groups at once | 61.3% | 19 |
| Both | 25.8% | 8 |
| answered question | | 31 |

| Q49. Who is invited to retreats? (Please check all that apply) | | |
|-------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Racial/ethnic minorities | 97.0% | 32 |
| LGBT attorneys | 78.8% | 26 |
| White/Caucasian (non-Hispanic) women | 60.6% | 20 |
| Other (please specify) | 27.3% | 9 |
| answered question | | 33 |
| Other (please specify) | | |
| Disabled | | |
| Firm Management Committee | | |
| All lawyers interested in attending | | |
| Any other individual(s) who believe they are diverse absent EEOC definitions | | |
| Middle eastern attorneys | | |
| Women have a retreat; Lawyers of color/glbtc have a retreat | | |
| Some meetings are for all attorneys and others are for specific minority groups and others are for all minority groups. | | |
| Executive Committee | | |
| Firm leadership | | |

| Q50. How frequently are retreats customarily held? | | |
|----------------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Twice per year | 3.0% | 1 |
| Once per year | 51.5% | 17 |
| Every two years or more | 27.3% | 9 |
| Other (please specify) | 18.2% | 6 |
| answered question | | 33 |
| Other (please specify) | | |
| Held 3 years ago, nothing since | | |
| As opportunity arises in connection with other events | | |
| Our firm holds multiple retreats per year for several different groups. | | |
| The Firm's "Retreats" are affinity group meetings and take place on a quarterly basis. | | |
| Just had our first retreat | | |
| Frequency varies | | |

| Q51. How has the economic downturn influenced any plans your firm may have had for a diversity retreat scheduled to take place in 2008 or 2009? | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| No impact | 34.4% | 11 |
| Postponed retreat | 28.1% | 9 |
| Cancelled retreat | 18.8% | 6 |
| Held or plan to hold retreat but revised format or event schedule to reduce costs. (please specify) | 18.8% | 6 |
| answered question | | 32 |
| For those who responded: "Held or plan to hold retreat but revised format or event schedule to reduce costs", the following specifics were offered: | | |
| Smaller attorney of color workshops. | | |
| The plans went from an overnight stay to a one-day retreat on a Saturday. | | |
| Consider half-day event on-site instead of full-day event off-site | | |
| We are discussing this issue currently. | | |
| Monthly gatherings in lieu of a formal retreat | | |
| One day, minimum travel | | |

DIVERSITY COMMITTEES

| Q52. Does your law firm have a Diversity Committee? | | |
|------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Yes | 92.6% | 87 |
| No | 7.4% | 7 |
| Do not know | 0.0% | 0 |
| answered question | | 94 |

Note: Of the 7 respondents who answered "No" in question 52, all 7 respondents (100%) answered question 53.

| Q53. Does your firm plan to establish a Diversity Committee within the next 12 months? | | |
|-----------------------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Yes | 0.0% | 0 |
| No | 57.1% | 4 |
| Do not know | 42.9% | 3 |
| answered question | | 7 |

Note: Of the 87 respondents who answered "Yes" in question 52, all 87 respondents (100%) answered questions 54, 57, and 58 but only 86 respondents (99%) answered questions 55 and 56.

| Q54. How many people serve on the diversity committee? | | |
|---------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| 1 to 5 | 2.3% | 2 |
| 6 to 10 | 16.1% | 14 |
| 11 to 14 | 27.6% | 24 |
| 15 or more | 54.0% | 47 |
| answered question | | 87 |

| Q55. Is the diversity committee firm-wide? | | |
|---------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Yes | 98.8% | 85 |
| No | 1.2% | 1 |
| answered question | | 86 |

| Q56. Does each office have a diversity committee as well? | | |
|------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Yes | 18.6% | 16 |
| No | 81.4% | 70 |
| answered question | | 86 |

| Q57. Does the Diversity Committee include any of the following? (Please check all that apply.) | | |
|-----------------------------------------------------------------------------------------------------------|----------------------------|------------------------|
| Answer Options | Response Frequency* | Response Count* |
| Partners | 97.7% | 85 |
| Administrative managers (HR, recruiting) | 82.8% | 72 |
| Associates | 75.9% | 66 |
| Heads of practice groups | 71.3% | 62 |
| Management committee members | 70.1% | 61 |
| Managing partner or firm chair | 54.0% | 47 |
| Marketing/PR representative | 44.8% | 39 |
| Head of the firm | 37.9% | 33 |
| Head of the office | 36.8% | 32 |
| Counsel | 36.8% | 32 |
| Administrative support staff | 24.1% | 21 |
| Staff attorneys | 6.9% | 6 |
| Paralegals | 1.1% | 1 |
| Other (please specify) | 5.7% | 5 |
| answered question | | 87 |
| Other (please specify) | | |
| Partner heading professional development | | |
| Recruiting chair | | |
| Chief Operating Officer | | |
| We are creating an attorney-staff task force that will include a wider range of staff members | | |
| HR Director | | |

Note: Percentages above total more than 100% and response count totals more than the number who answered the question since respondents could select more than one answer which suggests that members of the Diversity Committee are quite diverse in their roles and perspectives.

| Q58. What is the role of the diversity professional regarding the Diversity Committee? | | |
|-----------------------------------------------------------------------------------------------|---------------------------|-----------------------|
| Answer Options | Response Frequency | Response Count |
| Is a member of the committee but not the Chair | 46.0% | 40 |
| Fills the role of committee chair | 32.2% | 28 |
| We do not currently have a diversity professional | 13.8% | 12 |
| Is not a member of committee but reports to it | 2.3% | 2 |
| Other (please specify) | 5.7% | 5 |
| <i>answered question</i> | | 87 |

| Other (please specify) |
|------------------------------------------------------------------------------------------------------------------------------|
| Hybrid between reporting to the committee and full member as an advisor to the committee |
| The diversity professional is an ex-officio member of the Diversity Committee |
| Is an Ex-Officio member of the Diversity Committee |
| Secretary of the Committee |
| Our Chief Talent Officer and Director of Internal Communications lead and guide the efforts of the Firm's diversity network. |

OPEN-ENDED QUESTIONS

| Q59. What is your biggest diversity-related challenge for 2009? |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Response Text |
| The economy/Budget |
| Retention |
| Recruitment |
| Buy in/Making Diversity a Priority/Momentum |
| Professional Development/Mentoring |
| Work assignments |
| Keeping up morale/Fatigue |
| Integrating diversity and inclusion with our core values |
| Diversity Committee |
| Keeping the focus on creating and maintaining an open and inclusive work environment, and not fall into the mentality that people should just be glad to be employed. |
| Expanding our business base, which would allow us to further diversify our workforce |
| We are a small firm, 50% minority owned and staffed. Getting clients to give us equal credit is a challenge compared to large firms what may have a less overall diverse group |
| Managing the volume of diversity related activity without support staff. |
| Maintaining momentum with respect to client-driven and client-focused initiatives |
| Departure of prominent attorneys of color |
| Building on our successes in recruiting and retaining diverse attorneys in order to meet our goal of achieving a workplace that is reflective of the clients we serve and the communities in which we live and work. |
| Changing behaviors to become a more inclusive environment and not just focusing on the "business case for diversity" |
| Ensuring that diverse attorneys are developing professionally during this economic downturn which has an impact on the quality and amount of work they are exposed to. |

| Q60. What information or resources do you wish were available to help meet this challenge? |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Response Text |
| More support staff |
| References for good speakers, etc. |
| I have what I need/Not sure |
| Client support/Access to prospects |
| Best practices |
| Concrete recommendations to improve the assignment process |
| Internal diversity assessment survey tool |
| Database of CVs/Job fairs/Information on placement services |
| more people in leadership with people skills not just financial skills |
| Hiring of diversity professional to develop and implement strategic covering these and related initiatives |
| More free information! |
| Information on Diversity Scholarships offered by Firms |
| I wish that there was more of an effort of MCCA to utilize small, minority-owned firms for niche work as performed by our firm. |
| Reduced fees for outside vendors. |
| I have found ALFDP to be a very valuable resource. |
| Knowledge of why diverse attorneys are underrepresented at management levels. |
| Tips on combating diversity fatigue |
| Information on giving and receiving feedback with a focus on engaging across differences. |
| [Our firm] added a full-time staff position, the Manager of Diversity Initiatives (MDI). The MDI has had a positive impact on our diversity efforts especially in engaging members of the firm aren't the usual suspects. The MDI partners with firm leaders to develop the firm's diversity goals and put them into action. She is a Harvard-trained employment law attorney with extensive experience counseling companies on diversity. Our MDI believes that one key to successful diversity initiatives is to communicate [our firm's] "case for diversity." Thus, the MDI works closely with the firm's management, practice groups, administrative departments and diversity committee to empower messengers at all levels. Our diversity retention subcommittee and the MDI launched a Partnership Coaching program which offers coaching for diverse lawyers up for partnership to maximize their chances of being selected. This year we are pleased that three of our eight new partners are ethnically diverse attorneys. We have also added four women partners in 2008. |
| Stronger and more cohesive alliances that promote the exchange of ideas and resources to assist in keeping diverse law students and attorneys in the legal profession. |
| More exercises and programs to break down barriers |
| Upswing in the market and greater sensitivity to diversity issues. |
| I wish I had the ability to utilize all the best mentors in the firm for the benefit of our ethnic minority attorneys |
| Any information on activities that would increase participation in diversity efforts using minimal financial resources |
| An effective and successful mentor program |
| Resources for low-cost ways to deliver training. Whether it's access to speakers, or an MCCA-sponsored "train the trainer" to prepare us to deliver more of our own diversity initiatives in-house. Open to ideas! |
| The solution is not driven by additional information or resources. The firm is very focused on creative pipeline strategies, sourcing efforts (career & job fairs), etc. |
| A stronger economy |
| We wish there were more resources that could provide different creative methods to participate in various programs aside from traditional financial sponsorships in order to meet this challenge. |
| The world has changed! How do we get decision-makers to change with it when it means getting outside their comfort zone? |
| Continued attention of the leadership. |

Exhibit C – Additional Analysis

Title & Race

| What is the race/ethnicity of the diversity professional? | Coordinator | Manager | Director | Partner | Response Totals |
|------------------------------------------------------------------|--------------------|----------------|-----------------|----------------|------------------------|
| | | | | | |
| Black or African American | 16.7% | 50% | 58.30% | 52.90% | 52.10% |
| | (1) | (6) | (21) | (9) | (37) |
| Hispanic or Latino/Latina | 0% | 8.30% | 8.30% | 5.90% | 7% |
| | (0) | (1) | (3) | (1) | (5) |
| Asian American | 16.7% | 8.30% | 2.80% | 0% | 4.20% |
| | (1) | (1) | (1) | (0) | (3) |
| Native Hawaiian or Other Pacific Islander | 0% | 0% | 0% | 0% | 0% |
| | (0) | (0) | (0) | (0) | (0) |
| White/Caucasian (non-Hispanic) | 66.7% | 16.70% | 27.80% | 35.30% | 31.00% |
| | (4) | (2) | (10) | (6) | (22) |
| Native American or Indian | 0.0% | 0.00% | 0.00% | 0.00% | 0.00% |
| | (0) | (0) | (0) | (0) | (0) |
| Multi-racial/Other (please specify) | 0.0% | 16.70% | 2.80% | 5.90% | 5.60% |
| | (0) | (2) | (1) | (1) | (4) |
| TOTAL | 6 | 12 | 36 | 17 | 71 |
| Skipped | | | | | 1 |

Title + Gender

| What is the gender of the diversity professional? | Coordinator | Manager | Director | Partner | Response Totals |
|----------------------------------------------------------|--------------------|----------------|-----------------|----------------|------------------------|
| | | | | | |
| Male | 33.3% | 0.0% | 27.8% | 31.3% | 24.3% |
| | (2) | (0) | (10) | (5) | (17) |
| Female | 66.7% | 100.0% | 72.2% | 68.8% | 75.7% |
| | (4) | (12) | (26) | (11) | (53) |
| TOTAL | 6 | 12 | 36 | 16 | 70 |
| Skipped | | | | | 2 |

Role + Compensation (salary)

| What was the diversity professional's 2008 base salary? | Coordinator | Manager | Director | Partner | Response Totals |
|----------------------------------------------------------------|--------------------|----------------|-----------------|----------------|------------------------|
| | | | | | |
| Less than \$75,000 | 33.3% | 16.7% | 2.9% | 0.0% | 8.1% |
| | (2) | (2) | (1) | (0) | (5) |
| \$75,001 - \$125,000 | 33.3% | 66.7% | 11.8% | 0.0% | 22.6% |
| | (2) | (8) | (4) | (0) | (14) |
| \$125,001 - \$175,000 | 16.7% | 16.7% | 41.2% | 20.0% | 30.6% |
| | (1) | (2) | (14) | (2) | (19) |
| \$175,001 - \$225,000 | 16.7% | 0.0% | 23.5% | 0.0% | 14.5% |
| | (1) | (0) | (8) | (0) | (9) |
| \$225,001 - \$275,000 | 0.0% | 0.0% | 11.8% | 20.0% | 9.7% |
| | (0) | (0) | (4) | (2) | (6) |
| \$275,001 - \$325,000 | 0.0% | 0.0% | 8.8% | 20.0% | 8.1% |
| | (0) | (0) | (3) | (2) | (5) |
| Greater than \$325,000 | 0.0% | 0.0% | 0.0% | 40.0% | 6.5% |
| | (0) | (0) | (0) | (4) | (4) |
| TOTAL | 6 | 12 | 34 | 10 | 62 |
| Skipped | | | | | 10 |

Title + Law Firm Size

| How many lawyers are in your firm? | Coordinator | Manager | Director | Partner | Response Totals |
|-------------------------------------------|--------------------|----------------|-----------------|----------------|------------------------|
| | | | | | |
| Fewer than 100 | 33.3% | 0.0% | 2.8% | 5.6% | 5.6% |
| | (2) | (0) | (1) | (1) | (4) |
| | | | | | |
| 101 – 200 | 16.7% | 16.7% | 11.1% | 0.0% | 9.7% |
| | (1) | (2) | (4) | (0) | (7) |
| | | | | | |
| 201 – 300 | 16.7% | 8.3% | 8.3% | 5.6% | 8.3% |
| | (1) | (1) | (3) | (1) | (6) |
| | | | | | |
| 301 – 400 | 16.7% | 8.3% | 11.1% | 16.7% | 12.5% |
| | (1) | (1) | (4) | (3) | (9) |
| | | | | | |
| 401 – 500 | 0.0% | 16.7% | 19.4% | 11.1% | 15.3% |
| | (0) | (2) | (7) | (2) | (11) |
| | | | | | |
| 501 – 600 | 0.0% | 16.7% | 5.6% | 27.8% | 12.5% |
| | (0) | (2) | (2) | (5) | (9) |
| | | | | | |
| 601 – 700 | 0.0% | 0.0% | 8.3% | 11.1% | 6.9% |
| | (0) | (0) | (3) | (2) | (5) |
| | | | | | |
| 701 – 800 | 0.0% | 0.0% | 13.9% | 0.0% | 6.9% |
| | (0) | (0) | (5) | (0) | (5) |
| | | | | | |
| More than 800 | 16.7% | 33.3% | 19.4% | 22.2% | 22.2% |
| | (1) | (4) | (7) | (4) | (16) |
| | | | | | |
| TOTAL | 6 | 12 | 36 | 18 | 72 |
| Skipped | | | | | 0 |

Title + Law Firm Size US

| How many lawyers are in your firm's U.S. Offices? | Coordinator | Manager | Director | Partner | Totals |
|----------------------------------------------------------|--------------------|----------------|-----------------|----------------|---------------|
| Fewer than 100 | 33.3% | 0.0% | 2.9% | 5.6% | 5.6% |
| | (2) | (0) | (1) | (1) | (4) |
| 101 – 200 | 16.7% | 16.7% | 11.4% | 0.0% | 9.9% |
| | (1) | (2) | (4) | (0) | (7) |
| 201 – 300 | 16.7% | 8.3% | 8.6% | 5.6% | 8.5% |
| | (1) | (1) | (3) | (1) | (6) |
| 301 – 400 | 16.7% | 8.3% | 17.1% | 16.7% | 15.5% |
| | (1) | (1) | (6) | (3) | (11) |
| 401 – 500 | 0.0% | 33.3% | 20.0% | 22.2% | 21.1% |
| | (0) | (4) | (7) | (4) | (15) |
| 501 – 600 | 0.0% | 0.0% | 11.4% | 16.7% | 9.9% |
| | (0) | (0) | (4) | (3) | (7) |
| 601 – 700 | 0.0% | 8.3% | 5.7% | 11.1% | 7.0% |
| | (0) | (1) | (2) | (2) | (5) |
| 701 – 800 | 0.0% | 0.0% | 11.4% | 11.1% | 8.5% |
| | (0) | (0) | (4) | (2) | (6) |
| More than 800 | 16.7% | 25.0% | 11.4% | 11.1% | 14.1% |
| | (1) | (3) | (4) | (2) | (10) |
| TOTAL | 6 | 12 | 35 | 18 | 71 |
| Skipped | | | | | 1 |

Billable Hour Requirement + Role

| Role | Does the diversity professional have a required billable target? | | | |
|------------------------------|------------------------------------------------------------------|-------|------------|-----------------|
| | Yes | No | Don't know | Response Totals |
| Diversity Coordinator | 15.8% | 5.7% | 0.0% | 8.3% |
| | (3) | (3) | (0) | (6) |
| Diversity Manager | 0.0% | 22.6% | 0.0% | 16.7% |
| | (0) | (1)2 | (0) | (12) |
| Diversity Director | 15.8% | 62.3% | 0.0% | 50.0% |
| | (3) | (33) | (0) | (36) |
| Diversity Partner | 68.4% | 9.4% | 0.0% | 25.0% |
| | (13) | (5) | (0) | (18) |
| TOTAL | 19 | 53 | 0 | 72 |
| Skipped | | | | 4 |

Billable Hour Requirement + Salary

| What was the diversity professional's 2008 base salary? | Yes | No | Don't know | Response Totals |
|----------------------------------------------------------------|------------|-----------|-------------------|------------------------|
| Less than \$75,000 | 0.0% | 10.2% | 0.0% | 7.8% |
| | (0) | (5) | (0) | (5) |
| \$75,001 - \$125,000 | 6.7% | 28.6% | 0.0% | 23.4% |
| | (1) | (14) | (0) | (15) |
| \$125,001 - \$175,000 | 13.3% | 34.7% | 0.0% | 29.7% |
| | (2) | (17) | (0) | (19) |
| \$175,001 - \$225,000 | 6.7% | 16.3% | 0.0% | 14.1% |
| | (1) | (8) | (0) | (9) |
| \$225,001 - \$275,000 | 20.0% | 6.1% | 0.0% | 9.4% |
| | (3) | (3) | (0) | (6) |
| \$275,001 - \$325,000 | 26.7% | 2.0% | 0.0% | 7.8% |
| | (4) | (1) | (0) | (5) |
| Greater than \$325,000 | 26.7% | 2.0% | 0.0% | 7.8% |
| | (4) | (1) | (0) | (5) |
| TOTAL | 15 | 49 | 0 | 64 |
| Skipped | | | | 12 |

Billable Hour Requirement + Bonus

| Eligibility for 2008 bonus and bonus amount? | Yes | No | Don't know | Response Totals |
|------------------------------------------------------------|------------|-----------|-------------------|------------------------|
| Position is not bonus eligible | 30.8% | 17.0% | 0.0% | 20.0% |
| | (4) | (8) | (0) | (12) |
| Position is bonus eligible but no bonus was awarded | 46.2% | 4.3% | 0.0% | 13.3% |
| | (6) | (2) | (0) | (8) |
| Less than 1% of salary | 0.0% | 2.1% | 0.0% | 1.7% |
| | (0) | (1) | (0) | (1) |
| 1-5% of salary | 7.7% | 25.5% | 0.0% | 21.7% |
| | (1) | (12) | (0) | (13) |
| 5.1-10% of salary | 0.0% | 23.4% | 0.0% | 18.3% |
| | (0) | (11) | (0) | (11) |
| 10.1-15% of salary | 7.7% | 8.5% | 0.0% | 8.3% |
| | (1) | (4) | (0) | (5) |
| 15.1-20% of salary | 0.0% | 8.5% | 0.0% | 6.7% |
| | (0) | (4) | (0) | (4) |
| 20.1-25% of salary | 0.0% | 8.5% | 0.0% | 6.7% |
| | (0) | (4) | (0) | (4) |
| Greater than 25% of salary | 7.7% | 2.1% | 0.0% | 3.3% |
| | (1) | (1) | (0) | (2) |
| TOTAL | 13 | 47 | 0 | 60 |
| Skipped | | | | 16 |

Billable Requirement + Law Firm Size

| How many lawyers are in your firm? | Yes | No | Don't Know | Response Totals |
|-------------------------------------------|------------|-----------|-------------------|------------------------|
| | | | | |
| | | | | |
| Fewer than 100 | 18.2% | 1.9% | 0.0% | 6.6% |
| | (4) | (1) | (0) | (5) |
| | | | | |
| 101 – 200 | 9.1% | 11.1% | 0.0% | 10.5% |
| | (2) | (6) | (0) | (8) |
| | | | | |
| 201 – 300 | 9.1% | 7.4% | 0.0% | 7.9% |
| | (2) | (4) | (0) | (6) |
| | | | | |
| 301 – 400 | 0.0% | 16.7% | 0.0% | 11.8% |
| | (0) | (9) | (0) | (9) |
| | | | | |
| 401 – 500 | 13.6% | 16.7% | 0.0% | 15.8% |
| | (3) | (9) | (0) | (12) |
| | | | | |
| 501 – 600 | 18.2% | 9.3% | 0.0% | 11.8% |
| | (4) | (5) | (0) | (9) |
| | | | | |
| 601 – 700 | 18.2% | 3.7% | 0.0% | 7.9% |
| | (4) | (2) | (0) | (6) |
| | | | | |
| 701 – 800 | 0.0% | 9.3% | 0.0% | 6.6% |
| | (0) | (5) | (0) | (5) |
| | | | | |
| More than 800 | 13.6% | 24.1% | 0.0% | 21.1% |
| | (3) | (13) | (0) | (16) |
| | | | | |
| TOTAL | 22 | 54 | 0 | 76 |
| Skipped | 0 | | | |

Billable Requirement + Law Firm Size

| How many lawyers are in your firm's U.S. offices? | Yes | No | Don't know | Response Totals |
|----------------------------------------------------------|------------|-----------|-------------------|------------------------|
| | | | | |
| Fewer than 100 | 18.2% | 1.9% | 0.0% | 6.7% |
| | (4) | (1) | (0) | (5) |
| | | | | |
| 101 – 200 | 9.1% | 11.3% | 0.0% | 10.7% |
| | (2) | (6) | (0) | (8) |
| | | | | |
| 201 – 300 | 9.1% | 7.5% | 0.0% | 8.0% |
| | (2) | (4) | (0) | (6) |
| | | | | |
| 301 – 400 | 0.0% | 20.8% | 0.0% | 14.7% |
| | (0) | (11) | (0) | (11) |
| | | | | |
| 401 – 500 | 22.7% | 20.8% | 0.0% | 21.3% |
| | (5) | (11) | (0) | (16) |
| | | | | |
| 501 – 600 | 9.1% | 9.4% | 0.0% | 9.3% |
| | (2) | (5) | (0) | (7) |
| | | | | |
| 601 – 700 | 18.2% | 3.8% | 0.0% | 8.0% |
| | (4) | (2) | (0) | (6) |
| | | | | |
| 701 – 800 | 9.1% | 7.5% | 0.0% | 8.0% |
| | (2) | (4) | (0) | (6) |
| | | | | |
| More than 800 | 4.5% | 17.0% | 0.0% | 13.3% |
| | (1) | (9) | (0) | (10) |
| | | | | |
| TOTAL | 22 | 53 | 0 | 75 |
| Skipped | | | | 1 |



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