

# Gardere Wynne Sewell LLP

## 2017 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

2021 McKinney Avenue  
Suite 1600  
Dallas, TX 75201  
Phone: 214-999-3000  
Fax: 214-999-4667  
[www.gardere.com](http://www.gardere.com)

### LOCATIONS

Austin, Texas; Dallas, Texas; Denver, Colorado; Houston, Texas; Mexico City, Mexico

### DIVERSITY LEADERSHIP

**Head(s) of Firm:** Holland O'Neil, Chair; Claude Treece, CEO

**Diversity team leader(s):** Dwight Francis, Chair of Diversity Committee; Jane Fergason & Rachel Steely, Co-Chairs of Women's Council

### NUMBER OF ATTORNEYS

#### TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2016
Firmwide	244	233
U.S. offices only	230	222

## Law Firm Demographic Profile

## Does your firm have more than one tier of partnership?

Yes

## ASSOCIATES (2016)

	Men	Women
White/Caucasian	29	19
African-American/Black	0	2
Hispanic/Latino	3	1
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	2
Openly GLBT	0	2
Individuals with disabilities	1	0
<b>Total</b>	<b>34</b>	<b>26</b>

\*Openly GLBT - We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self report.

## EQUITY PARTNERS (2016)

	Men	Women
White/Caucasian	55	12
African-American/Black	1	0
Hispanic/Latino	0	0
Alaska Native/American Indian	1	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
<b>Total</b>	<b>58</b>	<b>12</b>

\*Openly GLBT - We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self report.

## OF COUNSEL (2016)

	Men	Women
White/Caucasian	29	6
African-American/Black	0	1
Hispanic/Latino	2	2
Alaska Native/American Indian	0	0
Asian	2	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	1	0
Individuals with disabilities	0	0
<b>Total</b>	<b>33</b>	<b>10</b>

\*Openly GLBT - We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self report.

## SUMMER ASSOCIATES (2016)

	Men	Women
White/Caucasian	3	3
African-American/Black	0	0
Hispanic/Latino	0	1
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly GLBT	0	0
Individuals with disabilities	0	1
<b>Total</b>	<b>4</b>	<b>6</b>

\*Openly GLBT - We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self report.

## NON-EQUITY PARTNERS (2016)

	Men	Women
White/Caucasian	31	8
African-American/Black	0	0
Hispanic/Latino	3	4
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
<b>Total</b>	<b>35</b>	<b>14</b>

\*Openly GLBT - We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self report.

## NEW HIRES (2016)

	Men	Women
White/Caucasian	10	10
African-American/Black	0	2
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	2
Openly GLBT	0	1
Individuals with disabilities	0	0
<b>Total</b>	<b>12</b>	<b>14</b>

\*Openly GLBT - We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self report.

### Strategic Plan and Diversity Leadership

#### How does the firm's leadership communicate the importance of diversity to everyone at the firm?

Gardere has an extensive history of promoting awareness of and respect for diversity. Gardere believes it is important to value and manage differences and to provide a diversity-friendly workplace and was the first for-profit enterprise to participate in the Workplace of Difference, a cultural diversity class conducted by the Anti-Defamation League. Annual workshops are directed toward creating a heightened awareness of issues affecting minorities and to provide an understanding of comments and actions that might be unintentionally discriminatory. The Firm also conducts mandatory internal workshops that identify the various forms of discrimination that may occur in the workplace. The Firm provides a course in cultural diversity that examines the concepts of stereotypes and assumptions. The programs are consistent with our anti-harassment policy, which is documented in our policy and procedures manual. The Gardere Women's Council meets regularly and is committed to supporting women's issues and related mentoring and business development efforts. Gardere has adopted a Balanced Hours Policy for balanced hour schedules to support an attorney's personal and family needs and to encourage continued growth and development in the Firm. Consistent with that philosophy, Gardere is a signatory to the Houston Bar Association's Gender Initiative Commitment Statement established by the Houston Bar Association Gender Initiative Task Force. The Firm supports Diversity initiatives by including them in the Firm's Strategic Plan, which has been adopted and approved by the partnership as a whole. Additionally, there is a separate budget allocated for promoting and carrying out the Diversity initiative.

#### Who has primary responsibility for leading diversity initiatives at your firm?

Claude Treece, CEO & Dwight Francis, Partner & Chair of Diversity Committee

#### Does your law firm currently have a diversity committee?

Yes

#### If yes, does the committee's representation include one or more members of the firm's management/executive committee (or equivalent)?

Yes

#### If yes, how many attorneys are on the committee, and in 2016, what was the total number of hours collectively spent by the committee in the furtherance of the firm's diversity initiatives?

Total attorneys on committee: 9

Total hours spent on diversity: [No response]

#### Does the committee and/or diversity leader establish and set goals or objectives consistent with management's priorities?

Yes

#### Has the firm undertaken a formal or informal diversity program or set of initiatives aimed at increasing the diversity of the firm?

Yes

#### If yes, is it formal or informal?

Formal

#### How often does the firm's management review the firm's diversity progress/results?

Periodically throughout the year.

#### How is the firm's diversity committee and/or firm management held accountable for achieving results?

Annually, as part of the compensation process, Partners on the Diversity Committee are asked to report on their contribution to the Committee during the year.

#### Is your firm minority-owned or women-owned?

No



### Law Firm Diversity Initiatives

#### INITIATIVES FOR ALL DIVERSE ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Undertake communication from firm management that diversity is a top priority of the firm
X			Formalize diversity plan and committee with action steps and accountability to management
X			Conduct firmwide diversity training for all attorneys and staff
X			Focus on strengthening firm's mentoring program
X	X		Conduct internal diversity needs assessment (e.g., culture and environment surveys) and/or retain diversity consultant to examine how firm culture might be more welcoming of minorities
X			Support law firm's internal affinity networks
		X	Hire a director of diversity or other full-time professional to implement the firm's diversity program
X	X		Coordinate or work with clients on diversity issues
X	X		Develop/expand relationships with minority bar associations and other legal diversity organizations to offer firm's support of these networks



### Law Firm Diversity Initiatives

#### INITIATIVES SPECIFICALLY FOR MINORITY ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X	X		Increase the number of minority attorneys at the associate level
X	X		Increase the number of minority attorneys at the partnership level
	X		Increase the number of minority attorneys in leadership positions
	X		Focus on strengthening firm's mentoring program for minority attorneys
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure minority attorneys have equal access/inclusion on top client matters

#### INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Institute a formal part-time policy that addresses partnership prospects
X	X		Increase the number of women at the associate level
X	X		Increase the number of women at the partnership level
X	X		Increase the number of women in leadership positions
X	X		Focus on strengthening firm's mentoring program for women
X			Manage/monitor allocation of work assignments and/or hours billed to ensure women have equal access/inclusion to top client matters



### Law Firm Diversity Initiatives

#### INITIATIVES SPECIFICALLY FOR OPENLY GLBT ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Offer same-sex domestic partners the same benefits available to married individuals
X	X		Increase the number of GLBT attorneys at the associate level
	X		Increase the number of GLBT attorneys at the partnership level
	X		Increase the number of GLBT attorneys in leadership positions
X			Ensure that EEO and non-discrimination policies specifically address gender identity

#### INITIATIVES SPECIFICALLY FOR ATTORNEYS WITH DISABILITIES

Already Completed	Currently Addressing	Not a Current Priority	
		X	Increase the number of attorneys with disabilities at the associate level
		X	Increase the number of attorneys with disabilities at the partnership level
		X	Increase the number of attorneys with disabilities in leadership positions
X			Ensure that EEO and non-discrimination policies specifically address individuals with disabilities



### Pipeline Initiatives

Does your firm actively engage in initiatives to feed the diversity pipeline by encouraging minority students to consider law as a career and/or assisting them in pursuing such opportunities?

- Participate in established pipeline programs, such as SEO, Legal Outreach, Prep for Prep or Street Law
- Fund scholarships for minority high school or college students
- Mentor high school or college students
- Participate in or host mock trial programs or career events
- Provide internships or employment to minority high school or college students
- Outreach to middle school students

Please discuss any additional efforts to reach out to diverse undergraduates, high school, middle school or grade school students.

Martin Luther King, Jr. Oratory Competition: The Gardere (originated and sponsored) annual competition is a prime example of the Firm's commitment to diversity. Founded in 1992, this program recognizes and encourages the writing and oratory skills of hundreds of elementary students; serves as a community celebration of cultural diversity while spotlighting talented students as they learn about Dr. King; and, is presented in the spirit of learning in celebration of Dr. King's legacy. One of the finalists from the first competition graduated law school and returned to Gardere for a special summer internship. Gardere also provides summer internships through the Dallas Mayor's Intern Fellows Program, the Houston Bar Association's Communities in Schools Program and Cristo Rey Jesuit's Corporate Work Study Program.



### Recruitment - New Associates

#### Does your firm annually recruit at any of the following types of institutions?

*Ivy League schools:* None

*Other private schools:* Southern Methodist University Dedman School of Law; Baylor University School of Law; St. Mary's University School of Law

*Public state schools:* University of Texas School of Law; University of Houston Law Center; Texas Tech University School of Law; Texas A&M University School of Law

*Historically Black Colleges and Universities (HBCUs):* None

*Diversity job fairs:* Sunbelt Minority Recruitment Fair; Southeastern Minority Job Fair "SEMJF"

#### Do you have any special outreach efforts directed to encourage minority law students to consider your firm?

- Hold a reception for minority students
- Advertise in minority law student association publications
- Participate in or host minority law student job fairs
- Sponsor minority law student association events
- Firm lawyers participate on career panels at schools
- Outreach to leadership of minority student organizations
- Scholarships or intern/fellowships for minority students
- Other (please specify)

Gardere participates in Practice Pro's Diversity Scholarship Program.

#### Do you have any programs specifically targeted at first-year students?

Gardere participates in the Houston Bar Association's Minority Opportunities in the Legal Profession Program "MOILP".





### Recruitment - New Associates

#### ALL 2L SUMMER ASSOCIATES (2016)

	Men	Women
White/Caucasian	3	3
African-American/Black	0	0
Hispanic/Latino	0	1
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly GLBT	0	0
Individuals with disabilities	0	1
<b>Total</b>	<b>3</b>	<b>6</b>

Openly GLBT – We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self-report.

#### OFFERS ACCEPTED\* (2016)

\* Summer associates who accepted an offer of full-time employment

	Men	Women
White/Caucasian	3	2
African-American/Black	0	0
Hispanic/Latino	0	1
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly GLBT	0	0
Individuals with disabilities	0	1
<b>Total</b>	<b>3</b>	<b>5</b>

Openly GLBT – We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self-report.

#### OFFERS MADE\* (2016)

\* Summer associates who received an offer of full-time employment

	Men	Women
White/Caucasian	3	3
African-American/Black	0	0
Hispanic/Latino	0	1
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly GLBT	0	0
Individuals with disabilities	0	1
<b>Total</b>	<b>3</b>	<b>6</b>

Openly GLBT – We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self-report.

#### NEITHER ACCEPTED NOR DECLINED (2016)

\* Summer associates who neither accepted nor declined an offer of full-time employment because of postgraduate clerkship/fellowship

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
<b>Total</b>	<b>0</b>	<b>0</b>

Openly GLBT – We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self-report.

### Recruitment - Lateral Associates and Partners

#### LATERAL ASSOCIATE HIRES (2016)

	Men	Women
White/Caucasian	3	4
African-American/Black	0	1
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly GLBT	0	0
Individuals with disabilities	0	0
<b>Total</b>	<b>4</b>	<b>5</b>

Openly GLBT – We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self-report.

#### LATERAL OF COUNSEL HIRES (2016)

	Men	Women
White/Caucasian	3	3
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
<b>Total</b>	<b>3</b>	<b>3</b>

Openly GLBT – We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self-report.

#### LATERAL PARTNER HIRES\* (2016)

\* Both equity and non-equity

	Men	Women
White/Caucasian	3	2
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
<b>Total</b>	<b>3</b>	<b>2</b>

Openly GLBT – We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self-report.

#### NEW PARTNERS PROMOTED\* (2016)

\* Both equity and non-equity promoted from associate or of counsel rank

	Men	Women
White/Caucasian	4	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
<b>Total</b>	<b>4</b>	<b>0</b>

Openly GLBT – We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self-report.

#### NEW EQUITY PARTNERS\* (2016)

\* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	4	3
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
<b>Total</b>	<b>4</b>	<b>3</b>

Openly GLBT – We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self-report.

### Recruitment - Lateral Associates and Partners

#### What activities does the firm undertake to attract diverse attorneys?

- Partner programs with women, minority, gay/lesbian or disability-focused bar associations
- Participate at diversity job fairs
- Attend events at diversity legal organizations
- Seek referrals from other attorneys
- Utilize online job services (e.g., MCCA Job Bank)
- Hire recruiting professional who specializes in identifying diverse candidates
- Other (please specify)

#### Do you use executive recruiting/search firms to seek to identify new diversity hires (partners or associates)?

Yes

#### If yes, are any of these executive recruiting/search firms women and/or minority-owned?

Yes

#### If yes, list all women and/or minority-owned executive search/recruiting firms to which the firm paid a fee for placement services in the past 12 months:

Lateral Link Group, Inc.; Counsel Source; Link Legal Search Group; Gibson Arnold & Associates



### Retention and Professional Development

#### ATTORNEYS WHO LEFT THE FIRM IN 2016

##### 1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
<b>Total</b>	<b>0</b>	<b>0</b>

Openly GLBT – We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self-report.

##### 2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
<b>Total</b>	<b>0</b>	<b>0</b>

Openly GLBT – We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self-report.

##### 3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
<b>Total</b>	<b>0</b>	<b>0</b>

Openly GLBT – We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self-report.

##### 4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	4
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
<b>Total</b>	<b>0</b>	<b>4</b>

Openly GLBT – We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self-report.

##### 5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
<b>Total</b>	<b>0</b>	<b>0</b>

Openly GLBT – We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self-report.

##### 6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
<b>Total</b>	<b>1</b>	<b>0</b>

Openly GLBT – We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self-report.

## Retention and Professional Development

*ATTORNEYS WHO LEFT THE FIRM IN 2016*

## 7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	1
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
<b>Total</b>	<b>0</b>	<b>1</b>

Openly GLBT – We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self-report.

## 8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	0	1
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
<b>Total</b>	<b>0</b>	<b>1</b>

Openly GLBT – We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self-report.

## OF COUNSEL

	Men	Women
White/Caucasian	1	0
African-American/Black	0	1
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
<b>Total</b>	<b>1</b>	<b>1</b>

Openly GLBT – We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self-report.

## NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	5	1
African-American/Black	0	0
Hispanic/Latino	1	0
Alaska Native/American Indian	0	1
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	1
Individuals with disabilities	0	0
<b>Total</b>	<b>6</b>	<b>2</b>

Openly GLBT – We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self-report.

## EQUITY PARTNERS

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
<b>Total</b>	<b>1</b>	<b>0</b>

Openly GLBT – We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self-report.

### Retention and Professional Development

Please identify the specific steps you are taking to reduce the attrition rate of diverse attorneys.

- Develop and/or support internal employee affinity groups (e.g., networks within the firm for minorities, women, gay/lesbian attorneys, or individuals with disabilities)
- Increase/review compensation relative to competition
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity and greater inclusion of non-white men and women in firm leadership
- Work with diverse attorneys to develop career advancement plans
- Introduce diverse attorneys to key clients, including to lead engagements
- Review work assignments and hours billed to key client matters to make sure diverse attorneys, particularly non-white attorneys (i.e., minority attorneys, for whom research indicates a greater inclusion problem), are not being excluded:
- Strengthen mentoring program for all attorneys
- Professional skills development program for all attorneys
- Provide a gender-neutral parental leave policy that covers adoptions
- Other (please specify)

Does your firm have part-time/flex-time policies that permit attorneys (male or female) to work alternative schedules?

Yes

Comments:

Gardere has adopted a Balanced Hours Policy to provide for balanced hour schedules to support an attorney's personal and family needs and to encourage continued growth and development at the Firm.

What impact, if any, will the decision to work part time have on an attorney's ability to make a partner, or if already a partner, to remain a partner at your firm?

No impact.

How many current equity partners have worked part time, exclusive of maternity/paternity leave or short-term disability?

1

### Retention and Professional Development

PART-TIME ATTORNEYS (2016)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	0	0	60
Of counsel	0	1	1	43
Non-equity partner	0	0	0	49
Equity partner	0	0	0	70



### Management Demographic Profile

#### FIRMWIDE COMMITTEES 2016

##### EXECUTIVE/MANAGEMENT COMMITTEE\*

\* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	9	2
African-American/Black	0	0
Hispanic/Latino	2	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
<b>Total</b>	<b>11</b>	<b>2</b>

\*Openly GLBT - We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self-report.

##### HIRING COMMITTEE\*

\* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	13	8
African-American/Black	1	0
Hispanic/Latino	0	1
Alaska Native/American Indian	1	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
<b>Total</b>	<b>16</b>	<b>9</b>

\*Openly GLBT - We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self-report.

##### PARTNER REVIEW COMMITTEE\*

\* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	7	1
African-American/Black	1	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
<b>Total</b>	<b>8</b>	<b>1</b>

\*Openly GLBT - We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self-report.

##### ASSOCIATE REVIEW COMMITTEE\*

\* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	4	4
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
<b>Total</b>	<b>5</b>	<b>4</b>

\*Openly GLBT - We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self-report.

##### ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	2	1
African-American/Black	1	1
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	1	1
Individuals with disabilities	0	0
<b>Total</b>	<b>5</b>	<b>4</b>

\*Openly GLBT - We do not request attorneys to provide this information. To the extent we report any numerical data in this category, the figure is self-report.



### Management Demographic Profile

#### OTHER LEADERSHIP ROLES

Leadership positions (2016)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	4	11	29
Number of such positions held by:			
Minorities	0	0	4
Women	3	2	9
GLBT attorneys	0	0	0
Individuals with disabilities	0	0	0

Please provide information regarding all diverse attorneys who currently head offices, practice groups and committees. Enter responses in the following format: Attorney, Office location/Practice group/Committee (No. of attorneys in office/practice group/committee).

#### U.S. OFFICE HEADS

How many offices does your firm have in the United States? 4

Minorities heading offices: None

Women heading offices: Holland O'Neil, Dallas, Texas (222); Kimberly Yelkin, Austin, TX (17); Joyce Mazero, Denver, Colorado (3)

GLBT attorneys heading offices: None

Individuals with disabilities heading offices: None

#### PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: None

Women heading practices: Carrie Hoffman, Labor & Employment (11); Kimberly Yelkin, Government Affairs (17)

GLBT attorneys heading practices: None

Individuals with disabilities heading practices: None

#### COMMITTEE LEADERS

Minorities heading committees: Dwight Francis, Diversity Committee (9); Alex Chae, Lateral Hiring Committee (10); Dwight Francis, Lateral Hiring Committee (10); Elsa Manzanara, Lone Star Network (4); Audrey Momanaee, Pro Bono Committee (3); Dwight Francis, Southern Law Network (2); Mary Frazier, Gardere Attorney Council "GAC" Committee (9)

Women heading committees: Jane Fergason, Alumni Committee (17); Holland O'Neil, Board of Directors (11); Mary Frazier, GAC Committee (9); Jane Fergason, Women's Council (61); Rachel Steely, Women's Council (61); Elsa Manzanara, Lone Star Network (4); Michelle Schulz, Lone Star Network (4); Joanne Early, Pro Bono Committee (3); Audrey Momanaee, Pro Bono Committee (3)

GLBT attorneys heading committees: None

Individuals with disabilities heading committees: None



### The Firm Says

Gardere Wynne Sewell LLP's history of commitment to the advancement of minorities and women is deep-rooted and broad reaching -- designed to engage all levels of our Firm, and resulting in policies and programs that facilitate our dedication to a diverse and dynamic workplace. In addition to advancing diversity within our Firm, we believe we have an obligation to strive to effect change in the legal industry as a whole. We diligently search for new and meaningful ways to hire and retain lawyers, inspire future lawyers and foster a broader interest in, and equal access to, all aspects of the legal profession. We recognize that everyone benefits from broad, creative thinking and the perspectives that result from understanding and utilizing the knowledge and experience of diverse cultures. Gardere was one of the first for-profit enterprises to participate in the Workplace of Difference™ program sponsored by the Anti-Defamation League, requiring attorneys and staff to participate during their first year of employment. We also sponsor mandatory internal workshops to educate our team members on various forms of workplace discrimination, as well as a course on cultural diversity that provides tools to identify problems and effect change. These programs provide action-oriented, real-life support for our anti-harassment policies and goals of providing a comfortable and friendly work environment.

We actively support community and business initiatives related to women. Gardere is a former recipient of the Dallas Women's Covenant Diamond Cutter Award for expansion of economic opportunities for all women. The Gardere Women's Council, comprised of women partners and associates, works to support women's issues and related mentoring and business development efforts as well as various organizations including Dress For Success®.

Gardere is involved through participation, leadership, and sponsorship, in a number of professional and business organizations, many of which address issues of major concern for diverse communities. Support includes: AIDS Services of Austin; Austin, Houston and North Texas Chapters of the Anti-Defamation League; Association of Women Attorneys – Houston; Austin Affinity Bar Association Diversity Report Card; Austin LGBT Bar Association; the Asian American Bar Association of Houston; Asia Society Texas Center; Dallas Bar Association's J. L. Turner Society (African American Bar); Dallas Asian American Bar Association; Dallas Bar Association's Minority Clerkship Program; Dallas Bar Association's Asian American Law Section Sponsor; Dallas Hispanic Bar Association; Dallas Hispanic Law Foundation; Hispanic National Bar Association; Dallas Women's Covenant of the Dallas Regional Chamber; Dallas Hispanic Chamber of Commerce; Dallas Latina Leadership Program; Dallas Women's Foundation; Hispanic Bar Association of Austin; Hispanic Bar Association of Houston; Hispanic Scholarship Consortium; Houston Bar Association Minority Opportunities in the Legal Profession Project; Houston Bar Association's Asian American & International Sections; Houston Bar Association Gender Initiative Task Force; National Bar Association; National Conference of Vietnamese American Attorneys; PracticePro Diversity Scholar Program; State Bar of Texas LGBT Law Section; Texas Bar Association Minority Council Program; Travis County Women's Lawyers' Association; and, Women's Resource of Greater Houston.

The Firm has had a Diversity Committee for over two decades. The Committee's role has evolved. The current Committee adopted the following Mission Statement:

- Improve upon the recruitment of minority law students and lawyers, and accelerate the growth in hiring of minority lawyers, both laterally and from law school;
- Substantially improve upon the Firm's retention of minority lawyers - for example, instituting structured mentoring programs to ensure that minority lawyers develop relationships inside and outside the Firm and develop appropriate legal skills;
- Identify and address any institutional or systematic roadblocks to the continued promotion of minority lawyers through the associate ranks, to income partner, and to equity partner;
- Enhance the business development opportunities available to minority lawyers;
- Increase awareness among all Firm lawyers of the benefits (financial, cultural, creative) to be derived from increased ethnic diversity and the necessity of our ethnic composition reflect the increasingly diverse nature of our clients, prospective clients and in the community;
- Increase the level of ethnic and racial diversity in all of the Firm's offices; and,
- Promote Gardere's image as a firm committed to diversity within the business and legal communities, locally and nationally.

Gardere aggressively competes for top minority lawyers and participates in minority job fairs such as the Sunbelt Minority Recruitment Program in Dallas. The Firm's flexible hiring guidelines enable us to consider a greater number of minority students for employment.