

Butler Snow LLP

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Albuquerque, NM; Atlanta, GA; Austin, TX; Baton Rouge, LA; Bethlehem, PA; Birmingham, AL; Boston, MA; Charleston, SC; Dallas, TX; Denver, CO; Ft. Washington, PA; Greater Jackson, MS; Gulfport, MS; London, England; Macon, GA; Memphis, TN; Montgomery, AL; Nashville, TN; New Orleans, LA; New York, NY; Oxford, MS; Richmond, VA; Singapore; Shreveport, LA; Tallahassee, FL; Washington, DC; Wilmington, NC; Winter Park, FL

DIVERSITY LEADERSHIP

Head(s) of Firm: Chris Maddux, Firm Chair

Diversity team leader(s): Melvin Malone, Inclusivity Committee Chair

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	400	390
U.S. offices only	393	383

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2019)

	Men	Women
White/Caucasian	33	33
African-American/Black	6	6
Hispanic/Latinx	1	2
Alaska Native/American Indian	0	1
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	40	42

SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	6	6
African-American/Black	1	4
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	9	11

We have 14 additional 2020 Summer Associates that represent the most diverse summer class ever held at our firm.

EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	112	24
African-American/Black	6	1
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	1
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	120	28

NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	44	9
African-American/Black	3	2
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	47	12

OF COUNSEL (2019)

	Men	Women
White/Caucasian	44	23
African-American/Black	0	2
Hispanic/Latinx	1	2
Alaska Native/American Indian	0	1
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	45	29

NEW HIRES (2019)

	Men	Women
White/Caucasian	26	8
African-American/Black	1	5
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	29	14

Strategic Plan and Diversity Leadership

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

Our leadership employs all available and effective means of internal communications to emphasize the importance of diversity and inclusion to everyone at the Firm. While our leadership takes advantage of the ubiquity and speed of e-mails, it strategically uses internal meetings, including small group meetings and video conferences, to encourage, monitor and evaluate the overall effectiveness of diversity and inclusion at Butler Snow. In addition to regular meetings, our Practice Management Partner regularly meets with Practice Group Leaders, and periodic reports to the Executive Committee by the Chair of the Firm's Inclusivity Committee. The Firm's Strategic Plan, adopted in 2015, requires the Firm's Chair to submit a diversity and inclusion report no less than annually to the full partnership.

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

Melvin Malone, an equity partner and Practice Group Leader of our Regulatory and Government Relations Practice Group, also serves as the Chair of the Firm's Inclusivity Committee. Melvin has also served on the Firm's Equity Committee, which reviews and sets compensation for the partnership and the Strategic Planning Committee, which developed the 2015 Strategic Plan. As Chair of the Inclusivity Committee, Melvin reports directly to the Firm's Chair and the Executive Committee.

Does your law firm currently have a diversity committee?

Yes

If yes, do one or more members of the firm's management/executive committee (or the equivalent) serve on the diversity committee?

Yes

If yes, how many attorneys are on the committee, and in 2019, 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: 15

Total hours spent on diversity: [No response]

Comments: We did not track the collective numbers of hours invested by the Inclusivity Committee.

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?

Twice a year

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

The Firm's Strategic Plan establishes a number of demarcations to monitor and evaluate the Firm's overall progress in diversity and inclusion. Among other things, the Executive Committee is required to review periodic formal, written diversity and inclusion status reports, including recommendations for enhancing the Firm's diversity and inclusion efforts. Progress reports and recommendations on improvements are required to be submitted by the Practice Group Leaders and the Recruiting, Inclusivity, Lateral Hires and Strategic Growth and Associates committees.

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	X		Formalize diversity plan and committee with action steps and accountability to management
X		X	Conduct firmwide mandatory diversity training for all attorneys and staff annually
	X		Implement bias interrupters with respect to hiring/assignments/evaluations/compensation reviews/promotions/ etc.
	X		Focus on strengthening firm's mentoring program
		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	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		Coordinate or work with clients on diversity issues
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		Increase the number of minority attorneys at the associate level
	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	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	
			Institute a formal part-time policy that addresses partnership prospects
X	X		Increase the number of women at the associate level
	X		Increase the number of women at the partnership level
	X		Increase the number of women in leadership positions
	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
	X		Provide accommodations specific to mothers (e.g., lactation rooms)
		X	Implement policies to address gender pay equity



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR OPENLY LGBTQ ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
			Offer same-sex domestic partners the same benefits available to married individuals
			Increase the number of LGBTQ attorneys at the associate level
			Increase the number of LGBTQ attorneys at the partnership level
			Increase the number of LGBTQ attorneys in leadership positions
			Focus on strengthening firm's mentoring program for LGBTQ attorneys
			Manage/monitor allocation of work assignments and/or hours billed to ensure LGBTQ attorneys have equal access/inclusion on top client matters
X			Ensure that EEO and non-discrimination policies specifically address gender identity
			Provide accommodations for LGBTQ attorneys (e.g. bathroom facilities)

INITIATIVES SPECIFICALLY FOR ATTORNEYS WITH DISABILITIES

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



X			Ensure that EEO and non-discrimination policies specifically address individuals with disabilities
X			Implement accommodations for current and future attorneys with disabilities (e.g., access, technology, etc.)



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 minority 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.

[No response]



Recruitment - New Associates

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

Ivy League law schools: N/A

Other private law schools: Vanderbilt University, MS College School of Law, Cumberland School of Law, Tulane University, Belmont University, Washington & Lee University, Emory University, Loyola University

Public state law schools: University of Mississippi; University of Alabama; University of North Carolina; University of Georgia; University of Virginia; University of Memphis; University of Tennessee

Law schools of Historically Black Colleges and Universities (HBCUs): Howard University and Florida A&M University

Diversity job fairs: Southeastern Minority Job Fair (SEMJF); Nashville Bar Association Diversity 1L Job Fair; Southern Region of the Black Law Students Association Job Fair (SRBLSA)

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)*

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

We recruit law school students who have completed their first year of law school for our summer intern program.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	2	4
African-American/Black	1	2
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	4	6

OFFERS MADE* (2019)

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

	Men	Women
White/Caucasian	1	3
African-American/Black	1	2
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	3	5

OFFERS ACCEPTED* (2019)

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

	Men	Women
White/Caucasian	1	2
African-American/Black	1	2
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	3	4

NEITHER ACCEPTED NOR DECLINED (2019)

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

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

One Caucasian Male has delayed his start date by 1 year to pursue his LLM

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	3	4
African-American/Black	1	2
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	4	7

LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	8	2
African-American/Black	0	1
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	9	3

LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

	Men	Women
White/Caucasian	10	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	10	0

NEW PARTNERS PROMOTED* (2019)

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

	Men	Women
White/Caucasian	7	4
African-American/Black	2	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	1
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	9	6

NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	6	3
African-American/Black	2	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	8	4

Recruitment - Lateral Associates and Partners

What activities does the firm undertake to attract diverse attorneys?

- Partner programs with women, minority, LGBTQ 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
- Firm is Mansfield Rule certified
- If the firm is not Mansfield Rule certified, does it plan to be certified?
- Other (please specify)

We are currently investigating the Mansfield Rule certification program.

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

No

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

Not applicable

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:

N/A



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	0	0

2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	0	1

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	0	0

4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	2	1
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	2	1

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	0	0

6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	0	0

Retention and Professional Development

*ATTORNEYS WHO LEFT THE FIRM IN 2019***7TH-YEAR ASSOCIATES**

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	0	0

8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	0	0

OF COUNSEL

	Men	Women
White/Caucasian	2	3
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	2	3

NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	0	1
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	0	1

EQUITY PARTNERS

	Men	Women
White/Caucasian	4	2
African-American/Black	1	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	5	2

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, LGBTQ attorneys, or individuals with disabilities)
- Increase/review compensation relative to competition
- Implement procedures to ensure gender pay equity
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity and greater inclusion of minority 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 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

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?

An associate's decision to work part-time will not preclude such associate's consideration for partnership. A partner who decides to work part-time is ineligible for equity partnership

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

[No response]



Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	2	2	82
Of counsel	5	9	14	74
Non-equity partner	2	3	5	59
Equity partner	0	2	2	148



Management Demographic Profile

FIRMWIDE COMMITTEES 2019

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	7	2
African-American/Black	1	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	8	2

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	10	9
African-American/Black	3	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	1
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	13	11

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	8	1
African-American/Black	1	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	9	1

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	12	3
African-American/Black	0	1
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	14	5

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	7	3
African-American/Black	3	1
Hispanic/Latinx	0	1
Alaska Native/American Indian	10	5
Asian	7	3
Native Hawaiian/Pacific Islander	3	1
Multiracial	0	1
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	10	5

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	n/a	n/a	n/a
Number of such positions held by:			
Minorities	0	3	1
Women	0	3	5
LGBTQ attorneys	n/a	n/a	n/a
Individuals with Disabilities	n/a	n/a	n/a

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? 24

Minorities heading offices: We are a "one firm firm" and do not have managing partners in each office.

Women heading offices: We are a "one firm firm" and do not have managing partners in each office.

LGBTQ attorneys heading offices: We are a "one firm firm" and do not have managing partners in each office.

Individuals with Disabilities heading offices: We are a "one firm firm" and do not have managing partners in each office.

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Melvin Malone, Regulatory & Government(24); Ed Stanton, Commercial Litigation (73); Alyson Jones, Pharma, Medical Device & Healthcare Litigation (59)

Women heading practices: Alyson Jones, Pharma, Medical Device & Healthcare Litigation (59); Ann Lundy, Health Law (14); Paula Daniel serves as the Practice Management Partner overseeing all Practice Groups.

LGBTQ attorneys heading practices: N/A

Individuals with Disabilities heading practices: N/A

COMMITTEE LEADERS

Minorities heading committees: Orlando R. Richmond, Sr., Equity Committee Chair; Melvin Malone, Inclusivity Committee Chair

Women heading committees: Erin Palmer Polly, Retreat Committee Chair; Angie G. McEwen, Associates Review Committee Chair; Lauren Patten, Recruiting Committee Chair; Samantha R. Moore, Pro Bono Committee Chair; Lesly Gaynor Murray, Arts & Decorations Committee Chair

LGBTQ attorneys heading committees: N/A

Individuals with Disabilities heading committees: N/A

The Firm Says

Butler Snow does not just encourage diversity; we embrace, celebrate, and demand it. We recognize that our clients, our firm, and our communities benefit immensely from a diversity of backgrounds, experiences, and perspectives. Many of our clients' most important trials — in some of the most difficult venues in the country — have been led by Butler Snow lawyers from historically underrepresented racial groups or by women. In addition, women and racially diverse lawyers serve at the highest levels of leadership in our firm, including the firm-wide Executive Committee and Equity Committee.

Two critical elements that promote diversity in Butler Snow staffing are our recruitment and retention of outstanding attorneys from a diversity of backgrounds and our longstanding practice of staffing matters with the most qualified attorneys who can handle the matter in the most efficient and cost-effective manner.

Recruitment and Retention. We actively recruit qualified attorneys with diversity in mind. Butler Snow interviews on the campuses of Historically Black Colleges and Universities (HBCU) and participates in resume collection at HBCUs where we do not interview. We also recruit at several law schools that have a significant percentage of diverse students and at a number of diversity job fairs. To monitor and improve diversity and inclusion within the firm, the Firm's Executive Committee mandates formal status reports that are jointly prepared by the Recruiting, Inclusivity, Lateral Hires, and Strategic Growth Committees. The Inclusivity Committee evaluates all aspects of our firm for diversity and inclusiveness, including work environment, cultural sensitivity, mentoring activities and other key experience-based issues. We have a Professional Development Program and Mentor Program, devoting significant resources to ensuring that all associates receive proper training, mentorship and support. The Associates Committee also reviews the Firm's retention of associate attorneys from historically underrepresented groups and develops recommendations for the Executive Committee to enhance retention. Butler Snow is one of only three law firms worldwide to have been selected as an inaugural recipient of the prestigious AT&T Legal Department Diversity and Inclusion Award. Yet, while we are proud of the strides we have made with respect to diversity, we recognize that all in our profession have much work to do.

Staffing. Butler Snow attorneys are not compensated based on billable hours or origination fees. This unique compensation structure eliminates any incentive for an attorney to hoard work or jealously guard the client relationship to the exclusion of other attorneys. Instead, Butler Snow attorneys have an incentive to staff matters with those individuals most qualified to do the work in the most efficient and cost-effective manner. This philosophy promotes the professional development of our associates and younger partners, including those from a diversity of backgrounds.