

# Merchant & Gould

## 2012 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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### LOCATIONS

Minneapolis, MN; Denver, CO; Madison, WI; Atlanta, GA; Alcoa, TN; Seattle, WA; Alexandria, VA; New York, NY

### DIVERSITY LEADERSHIP

**Head(s) of Firm:** Brian H. Batzli, CEO/Managing Director

**Diversity team leader(s):** Katherine M. Kowalchyk

### NUMBER OF ATTORNEYS

#### TOTAL NUMBER OF ATTORNEYS

|                   | Currently | As of December 31, 2011 |
|-------------------|-----------|-------------------------|
| Firmwide          | 104       | 101                     |
| U.S. offices only | 8         | 8                       |

### Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

#### ASSOCIATES (2011)

|                                  | Men       | Women     |
|----------------------------------|-----------|-----------|
| White/Caucasian                  | 22        | 8         |
| African-American/Black           | 0         | 1         |
| Hispanic/Latino                  | 1         | 0         |
| Alaska Native/American Indian    | 0         | 0         |
| Asian                            | 0         | 1         |
| Native Hawaiian/Pacific Islander | 0         | 0         |
| Multiracial                      | 0         | 1         |
| Openly GLBT                      | 2         | 0         |
| Attorneys with disabilities      | 0         | 0         |
| <b>Total</b>                     | <b>23</b> | <b>11</b> |

#### SUMMER ASSOCIATES (2011)

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

#### EQUITY PARTNERS (2011)

|                                  | Men       | Women    |
|----------------------------------|-----------|----------|
| White/Caucasian                  | 28        | 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        |
| Attorneys with disabilities      | 0         | 0        |
| <b>Total</b>                     | <b>28</b> | <b>4</b> |

#### NON-EQUITY PARTNERS (2011)

|                                  | Men       | Women    |
|----------------------------------|-----------|----------|
| White/Caucasian                  | 11        | 7        |
| 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        |
| Attorneys with disabilities      | 0         | 0        |
| <b>Total</b>                     | <b>12</b> | <b>7</b> |

#### OF COUNSEL (2011)

|                                  | Men       | Women    |
|----------------------------------|-----------|----------|
| White/Caucasian                  | 10        | 3        |
| African-American/Black           | 1         | 0        |
| Hispanic/Latino                  | 0         | 0        |
| Alaska Native/American Indian    | 0         | 0        |
| Asian                            | 2         | 0        |
| Native Hawaiian/Pacific Islander | 0         | 0        |
| Multiracial                      | 0         | 0        |
| Openly GLBT                      | 1         | 0        |
| Attorneys with disabilities      | 0         | 0        |
| <b>Total</b>                     | <b>13</b> | <b>3</b> |

#### NEW HIRES (2011)

|                                  | Men       | Women    |
|----------------------------------|-----------|----------|
| White/Caucasian                  | 11        | 2        |
| African-American/Black           | 0         | 2        |
| Hispanic/Latino                  | 0         | 0        |
| Alaska Native/American Indian    | 0         | 0        |
| Asian                            | 0         | 2        |
| Native Hawaiian/Pacific Islander | 0         | 0        |
| Multiracial                      | 0         | 2        |
| Openly GLBT                      | 0         | 0        |
| Attorneys with disabilities      | 0         | 0        |
| <b>Total</b>                     | <b>11</b> | <b>5</b> |

### Strategic Plan and Diversity Leadership

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

e-mails, website, newsletters, meetings, policies

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

Katherine M. Kowalchuk - Diversity Committee Chair

**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 2011, 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:* 12

*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?**

**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?**

[No response]

**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                    |                        | 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                 |                      |                        | 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                      | 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                    |                        | 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 |



### 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                    |                        | 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.

[No response]



### Recruitment - New Associates

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

*Ivy League schools:* None

*Other private schools:* William Mitchell College of Law

*Public state schools:* University of Minnesota; University of Colorado; University of Denver; University of Iowa; University of Wisconsin

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

*Diversity job fairs:* Twin Cities Minority Job Fair; Southern Region Black Law Students Association Job Fair; Southeastern Minority Job Fair

#### 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?

[No response]





### Recruitment - New Associates

#### ALL 2L SUMMER ASSOCIATES (2011)

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

#### OFFERS MADE\* (2011)

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

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

#### OFFERS ACCEPTED\* (2011)

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

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

#### NEITHER ACCEPTED NOR DECLINED (2011)

\* 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        |
| Attorneys with disabilities      | 0        | 0        |
| <b>Total</b>                     | <b>0</b> | <b>0</b> |

### Recruitment - Lateral Associates and Partners

#### LATERAL ASSOCIATE HIRES (2011)

|                                  | Men      | Women    |
|----------------------------------|----------|----------|
| White/Caucasian                  | 3        | 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        | 1        |
| Openly GLBT                      | 0        | 0        |
| Attorneys with disabilities      | 0        | 0        |
| <b>Total</b>                     | <b>3</b> | <b>1</b> |

#### LATERAL OF COUNSEL HIRES (2011)

|                                  | Men      | Women    |
|----------------------------------|----------|----------|
| White/Caucasian                  | 3        | 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        |
| Attorneys with disabilities      | 0        | 0        |
| <b>Total</b>                     | <b>3</b> | <b>1</b> |

#### LATERAL PARTNER HIRES\* (2011)

\* Both equity and non-equity

|                                  | Men      | Women    |
|----------------------------------|----------|----------|
| White/Caucasian                  | 2        | 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        |
| Attorneys with disabilities      | 0        | 0        |
| <b>Total</b>                     | <b>2</b> | <b>1</b> |

#### NEW PARTNERS PROMOTED\* (2011)

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

|                                  | Men      | Women    |
|----------------------------------|----------|----------|
| White/Caucasian                  | 1        | 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        |
| Attorneys with disabilities      | 0        | 0        |
| <b>Total</b>                     | <b>1</b> | <b>0</b> |

#### NEW EQUITY PARTNERS\* (2011)

\* Whether hired laterally or promoted from within

|                                  | Men      | Women    |
|----------------------------------|----------|----------|
| White/Caucasian                  | 3        | 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        |
| Attorneys with disabilities      | 0        | 0        |
| <b>Total</b>                     | <b>3</b> | <b>0</b> |

### 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)?

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:

Not applicable



### Retention and Professional Development

#### ATTORNEYS WHO LEFT THE FIRM IN 2011

##### 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        |
| Attorneys with disabilities      | 0        | 0        |
| <b>Total</b>                     | <b>0</b> | <b>0</b> |

##### 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        |
| Attorneys with disabilities      | 0        | 0        |
| <b>Total</b>                     | <b>0</b> | <b>0</b> |

##### 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        |
| Attorneys with disabilities      | 0        | 0        |
| <b>Total</b>                     | <b>0</b> | <b>0</b> |

##### 4TH-YEAR ASSOCIATES

|                                  | Men      | Women    |
|----------------------------------|----------|----------|
| White/Caucasian                  | 1        | 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        |
| Attorneys with disabilities      | 0        | 0        |
| <b>Total</b>                     | <b>1</b> | <b>1</b> |

##### 5TH-YEAR ASSOCIATES

|                                  | Men      | Women    |
|----------------------------------|----------|----------|
| White/Caucasian                  | 1        | 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        |
| Attorneys with disabilities      | 0        | 0        |
| <b>Total</b>                     | <b>1</b> | <b>0</b> |

##### 6TH-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        | 1        |
| Native Hawaiian/Pacific Islander | 0        | 0        |
| Multiracial                      | 0        | 0        |
| Openly GLBT                      | 0        | 0        |
| Attorneys with disabilities      | 0        | 0        |
| <b>Total</b>                     | <b>0</b> | <b>2</b> |

### Retention and Professional Development

#### ATTORNEYS WHO LEFT THE FIRM IN 2011

##### 7TH-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        |
| Attorneys with disabilities      | 0        | 0        |
| <b>Total</b>                     | <b>0</b> | <b>0</b> |

##### 8TH-YEAR PLUS 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        |
| Attorneys with disabilities      | 0        | 0        |
| <b>Total</b>                     | <b>1</b> | <b>0</b> |

##### OF COUNSEL

|                                  | 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        |
| Attorneys with disabilities      | 0        | 0        |
| <b>Total</b>                     | <b>0</b> | <b>0</b> |

##### NON-EQUITY PARTNERS

|                                  | Men      | Women    |
|----------------------------------|----------|----------|
| White/Caucasian                  | 3        | 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        |
| Attorneys with disabilities      | 0        | 0        |
| <b>Total</b>                     | <b>3</b> | <b>0</b> |

##### EQUITY PARTNERS

|                                  | 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        |
| Attorneys with disabilities      | 0        | 0        |
| <b>Total</b>                     | <b>0</b> | <b>0</b> |

### 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 attorneys with disabilities or physical challenges)
- 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

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 response]

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<br>(2011) | PART-TIME ATTORNEYS |       |       | TOTAL NUMBER OF ATTORNEYS<br>(full and part-time) |
|-------------------------------|---------------------|-------|-------|---|
|                               | Men                 | Women | Total |   |
| Associates                    | 4                   | 2     | 6     | 34  |
| Of counsel                    | 3                   | 2     | 6     | 16  |
| Non-equity partner            | 0                   | 1     | 1     | 19  |
| Equity partner                | 1                   | 0     | 1     | 32  |



### Management Demographic Profile

#### FIRMWIDE COMMITTEES 2011

##### EXECUTIVE/MANAGEMENT COMMITTEE\*

\* Attorneys on the Executive/Management Committee or equivalent

|                                  | Men      | Women    |
|----------------------------------|----------|----------|
| White/Caucasian                  | 3        | 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        |
| Attorneys with disabilities      | 0        | 0        |
| <b>Total</b>                     | <b>3</b> | <b>0</b> |

##### HIRING COMMITTEE\*

\* Attorneys on Hiring Committee or equivalent

|                                  | Men      | Women    |
|----------------------------------|----------|----------|
| White/Caucasian                  | 1        | 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        |
| Attorneys with disabilities      | 0        | 0        |
| <b>Total</b>                     | <b>1</b> | <b>1</b> |

##### PARTNER REVIEW COMMITTEE\*

\* Attorneys on the Partner Review Committee or equivalent

|                                  | Men      | Women    |
|----------------------------------|----------|----------|
| White/Caucasian                  | 3        | 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        |
| Attorneys with disabilities      | 0        | 0        |
| <b>Total</b>                     | <b>3</b> | <b>0</b> |

##### ASSOCIATE REVIEW COMMITTEE\*

\* Attorneys on the Associate Review Committee or equivalent

|                                  | 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        |
| Attorneys with disabilities      | 0        | 0        |
| <b>Total</b>                     | <b>0</b> | <b>0</b> |

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

|                                  | Men      | Women    |
|----------------------------------|----------|----------|
| White/Caucasian                  | 3        | 6        |
| African-American/Black           | 1        | 0        |
| Hispanic/Latino                  | 0        | 0        |
| Alaska Native/American Indian    | 0        | 0        |
| Asian                            | 1        | 0        |
| Native Hawaiian/Pacific Islander | 0        | 0        |
| Multiracial                      | 0        | 1        |
| Openly GLBT                      | 1        | 0        |
| Attorneys with disabilities      | 0        | 0        |
| <b>Total</b>                     | <b>5</b> | <b>7</b> |



## Management Demographic Profile

## OTHER LEADERSHIP ROLES 2011

| Leadership positions (2011)       | U.S. office heads | Practice group/<br>department leaders | Committee leaders |
|-----------------------------------|-------------------|---------------------------------------|-------------------|
| Total number of positions         | 8                 | 5                                     | 11                |
| Number of such positions held by: |                   |                                       |                   |
| Minorities                        | 0                 | 0                                     | 0                 |
| Women                             | 1                 | 0                                     | 2                 |
| GLBT attorneys                    | 0                 | 0                                     | 0                 |
| Attorneys 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? 8

Minorities heading offices: [No response]

Women heading offices: Adda Gogoris

GLBT attorneys heading offices: [No response]

Attorneys with disabilities heading offices: [No response]

## PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: [No response]

Women heading practices: [No response]

GLBT attorneys heading practices: [No response]

Attorneys with disabilities heading practices: [No response]

## COMMITTEE LEADERS

Minorities heading committees: [No response]

Women heading committees: Rachel Zimmerman, Recruiting Committee (2); Katherine Kowalchuk, Diversity Committee (12)

GLBT attorneys heading committees: [No response]

Attorneys with disabilities heading committees: [No response]



### The Firm Says

Merchant & Gould is committed to promoting diversity at all levels in the workplace and to fulfill the objective of a respectful work environment in which each person is encouraged and supported in reaching his or her fullest potential. We are committed to attracting and retaining individuals with diverse backgrounds that meet our high standards of excellence. Merchant & Gould believes that this environment assists in the continued success of our attorneys and staff and in meeting the needs of our clients.

