

Carlton Fields, P.A.

2023 Vault Law Firm Diversity Survey

LEADERSHIP

Head of Firm

| Name and Title | Race/Ethnicity | Gender | Add'l Demo |
|--------------------------------|--------------------|--------|------------|
| Gary L. Sasso, President & CEO | Hispanic or Latinx | Male | |

Executive Committee

Total Number of Attorneys on Committee: 15

| Demographics | Men | Women | Nonbinary | Unknown |
|---|-----------|----------|-----------|----------|
| Race / Ethnicity | 12 | 3 | 0 | 0 |
| American Indian or Alaska Native | 0 | 0 | 0 | 0 |
| Asian | 2 | 0 | 0 | 0 |
| Black or African-American | 1 | 0 | 0 | 0 |
| Hispanic or Latinx | 2 | 0 | 0 | 0 |
| Native Hawaiian or Other Pacific Islander | 0 | 0 | 0 | 0 |
| White | 7 | 3 | 0 | 0 |
| Two or More Races | 0 | 0 | 0 | 0 |
| Other or Unknown | 0 | 0 | 0 | 0 |
| Additional Demographics | 0 | 0 | 0 | 0 |
| LGBTQ+ Individuals | 0 | 0 | 0 | 0 |
| Individuals with Disabilities | 0 | 0 | 0 | 0 |

Firm does not track disability information.

2023 Vault Law Firm Diversity Survey

DEI Professional

Does the firm have a chief diversity officer, director of diversity, or other professional(s) leading the firm’s diversity, equity, and inclusion initiatives?

Yes

Name and Title

Nancy Faggianelli, Shareholder, Chief Diversity Officer

Naila Townes Ahmed, Director of Legal Talent Management

DEI Committee

Does the firm have a diversity, equity, and inclusion committee or the equivalent? **Yes**
 In what year was the committee formed?

2001

Total Number of Attorneys on DEI Committee: **54**

| Demographics | Men | Women | Nonbinary | Unknown |
|---|-----------|-----------|-----------|----------|
| Race / Ethnicity | 41 | 13 | 0 | 0 |
| American Indian or Alaska Native | 0 | 0 | 0 | 0 |
| Asian | 2 | 1 | 0 | 0 |
| Black or African-American | 2 | 1 | 0 | 0 |
| Hispanic or Latinx | 5 | 1 | 0 | 0 |
| Native Hawaiian or Other Pacific Islander | 0 | 0 | 0 | 0 |
| White | 32 | 9 | 0 | 0 |
| Two or More Races | | 1 | 0 | 0 |
| Other or Unknown | 0 | 0 | 0 | 0 |
| Additional Demographics | 0 | 2 | 0 | 0 |
| LGBTQ+ Individuals | 0 | 2 | 0 | 0 |
| Individuals with Disabilities | 0 | 0 | 0 | 0 |

Firm does not track disability information

Is the firm women-owned, minority-owned, and/or LGBTQ+-owned? **N/A**

Does the firm have a non-discrimination policy in the employee handbook or elsewhere in firm materials? **Yes**

2023 Vault Law Firm Diversity Survey

ATTORNEY DEMOGRAPHICS

Attorney Headcount

329 Total attorneys in U.S. offices

329 Total attorneys worldwide (including all U.S. and global offices)

U.S. Associates

80 Total number of U.S.-based associates

| Demographics | Men | Women | Nonbinary | Unknown |
|---|-----------|-----------|-----------|----------|
| Race / Ethnicity | 44 | 36 | 0 | 0 |
| American Indian or Alaska Native | 0 | 0 | 0 | 0 |
| Asian | 2 | 4 | 0 | 0 |
| Black or African-American | 4 | 3 | 0 | 0 |
| Hispanic or Latinx | 5 | 5 | 0 | 0 |
| Native Hawaiian or Other Pacific Islander | 0 | 0 | 0 | 0 |
| White | 31 | 23 | 0 | 0 |
| Two or More Races | 2 | 1 | 0 | 0 |
| Other or Unknown | 0 | 0 | 0 | 0 |
| Additional Demographics | 2 | 0 | 0 | 0 |
| LGBTQ+ Individuals | 2 | 0 | 0 | 0 |
| Individuals with Disabilities | 0 | 0 | 0 | 0 |

Firm does not track disability information.

2023 Vault Law Firm Diversity Survey

U.S. Equity Partners

178 Total Equity Partners

| Demographics | Men | Women | Nonbinary | Unknown |
|---|------------|-----------|-----------|----------|
| Race / Ethnicity | 130 | 48 | 0 | 0 |
| American Indian or Alaska Native | 1 | 0 | 0 | 0 |
| Asian | 3 | 2 | 0 | 0 |
| Black or African-American | 4 | 2 | 0 | 0 |
| Hispanic or Latinx | 12 | 2 | 0 | 0 |
| Native Hawaiian or Other Pacific Islander | 0 | 0 | 0 | 0 |
| White | 110 | 40 | 0 | 0 |
| Two or More Races | 0 | 2 | 0 | 0 |
| Other or Unknown | 0 | 0 | 0 | 0 |
| Additional Demographics | 0 | 5 | 0 | 0 |
| LGBTQ+ Individuals | 0 | 5 | 0 | 0 |
| Individuals with Disabilities | 0 | 0 | 0 | 0 |

U.S. Non-Equity Partners

0 Total Non-Equity Partners

| Demographics | Men | Women | Nonbinary | Unknown |
|---|----------|----------|-----------|----------|
| Race / Ethnicity | 0 | 0 | 0 | 0 |
| American Indian or Alaska Native | 0 | 0 | 0 | 0 |
| Asian | 0 | 0 | 0 | 0 |
| Black or African-American | 0 | 0 | 0 | 0 |
| Hispanic or Latinx | 0 | 0 | 0 | 0 |
| Native Hawaiian or Other Pacific Islander | 0 | 0 | 0 | 0 |
| White | 0 | 0 | 0 | 0 |
| Two or More Races | 0 | 0 | 0 | 0 |
| Other or Unknown | 0 | 0 | 0 | 0 |
| Additional Demographics | 0 | 0 | 0 | 0 |
| LGBTQ+ Individuals | 0 | 0 | 0 | 0 |
| Individuals with Disabilities | 0 | 0 | 0 | 0 |

We have one tier of partnership.

2023 Vault Law Firm Diversity Survey

U.S. Counsel / Of Counsel

67 Total Counsel / Of Counsel

| Demographics | Men | Women | Nonbinary | Unknown |
|---|-----------|-----------|-----------|----------|
| Race / Ethnicity | 54 | 13 | 0 | 0 |
| American Indian or Alaska Native | 0 | 0 | 0 | 0 |
| Asian | 1 | 0 | 0 | 0 |
| Black or African-American | 1 | 2 | 0 | 0 |
| Hispanic or Latinx | 6 | 0 | 0 | 0 |
| Native Hawaiian or Other Pacific Islander | 0 | 0 | 0 | 0 |
| White | 46 | 11 | 0 | 0 |
| Two or More Races | 0 | 0 | 0 | 0 |
| Other or Unknown | 0 | 0 | 0 | 0 |
| Additional Demographics | 0 | 0 | 0 | 0 |
| LGBTQ+ Individuals | 0 | 0 | 0 | 0 |
| Individuals with Disabilities | 0 | 0 | 0 | 0 |

We do not track disability information.

U.S. Non-Partner-Track Attorneys

4 Total Non-Partner-Track Attorneys

| Demographics | Men | Women | Nonbinary | Unknown |
|---|----------|----------|-----------|----------|
| Race / Ethnicity | 1 | 3 | 0 | 0 |
| American Indian or Alaska Native | 0 | 0 | 0 | 0 |
| Asian | 0 | 0 | 0 | 0 |
| Black or African-American | 0 | 0 | 0 | 0 |
| Hispanic or Latinx | 0 | 1 | 0 | 0 |
| Native Hawaiian or Other Pacific Islander | 0 | 0 | 0 | 0 |
| White | 1 | 1 | 0 | 0 |
| Two or More Races | 0 | 1 | 0 | 0 |
| Other or Unknown | 0 | 0 | 0 | 0 |
| Additional Demographics | 0 | 0 | 0 | 0 |
| LGBTQ+ Individuals | 0 | 0 | 0 | 0 |
| Individuals with Disabilities | 0 | 0 | 0 | 0 |

We do not track disability information.

2023 Vault Law Firm Diversity Survey

U.S. Law Clerks

2 Total Law Clerks

| Demographics | Men | Women | Nonbinary | Unknown |
|---|----------|----------|-----------|----------|
| Race / Ethnicity | 1 | 1 | 0 | 0 |
| American Indian or Alaska Native | 0 | 0 | 0 | 0 |
| Asian | 0 | 0 | 0 | 0 |
| Black or African-American | 0 | 0 | 0 | 0 |
| Hispanic or Latinx | 1 | 1 | 0 | 0 |
| Native Hawaiian or Other Pacific Islander | 0 | 0 | 0 | 0 |
| White | 0 | 0 | 0 | 0 |
| Two or More Races | 0 | 0 | 0 | 0 |
| Other or Unknown | 0 | 0 | 0 | 0 |
| Additional Demographics | 0 | 0 | 0 | 0 |
| LGBTQ+ Individuals | 0 | 0 | 0 | 0 |
| Individuals with Disabilities | 0 | 0 | 0 | 0 |

We do not track disability information.

U.S. Office Managing Partners

13 Total U.S. Office Managing Partners

| Demographics | Men | Women | Nonbinary | Unknown |
|---|-----------|----------|-----------|----------|
| Race / Ethnicity | 10 | 3 | 0 | 0 |
| American Indian or Alaska Native | 0 | 0 | 0 | 0 |
| Asian | 1 | 0 | 0 | 0 |
| Black or African-American | 0 | 0 | 0 | 0 |
| Hispanic or Latinx | 1 | 0 | 0 | 0 |
| Native Hawaiian or Other Pacific Islander | 0 | 0 | 0 | 0 |
| White | 8 | 3 | 0 | 0 |
| Two or More Races | 0 | 0 | 0 | 0 |
| Other or Unknown | 0 | 0 | 0 | 0 |
| Additional Demographics | 0 | 0 | 0 | 0 |
| LGBTQ+ Individuals | 0 | 0 | 0 | 0 |
| Individuals with Disabilities | 0 | 0 | 0 | 0 |

We do not track disability information.

2023 Vault Law Firm Diversity Survey

U.S. Hiring Committee

36 Total U.S. Hiring Committee Attorneys

| Demographics | Men | Women | Nonbinary | Unknown |
|---|-----------|----------|-----------|----------|
| Race / Ethnicity | 31 | 5 | 0 | 0 |
| American Indian or Alaska Native | 0 | 0 | 0 | 0 |
| Asian | 1 | 0 | 0 | 0 |
| Black or African-American | 1 | 0 | 0 | 0 |
| Hispanic or Latinx | 3 | 1 | 0 | 0 |
| Native Hawaiian or Other Pacific Islander | 0 | 0 | 0 | 0 |
| White | 26 | 3 | 0 | 0 |
| Two or More Races | 0 | 1 | 0 | 0 |
| Other or Unknown | 0 | 0 | 0 | 0 |
| Additional Demographics | 0 | 0 | 0 | 0 |
| LGBTQ+ Individuals | 0 | 0 | 0 | 0 |
| Individuals with Disabilities | 0 | 0 | 0 | 0 |

We do not track disability information.

FORMAL PROCESSES AND GOALS

Metrics

Does the firm provide a formal means for attorneys to voluntarily disclose any of the following?

- Yes** Racial/ethnic identity
- Yes** Gender identity and gender expression
- Yes** Sexual orientation
- No** Disability

Measurement

Has the firm set formal, measurable targets for increasing diversity in recruitment, retention, promotion, and/or leadership?

Yes If yes, describe the firm's targets:

Carlton Fields seeks to match or exceed the representation of female and diverse attorneys in the American Bar Association and the state bars in which the firm has offices.

2023 Vault Law Firm Diversity Survey

Accountability

Has the firm set formal, measurable targets for increasing diversity in recruitment, retention, promotion, and/or leadership?

Yes

If yes, explain how the firm holds partners accountable for DEI achievements?

Commitment to diversity is an integral part of the firm's annual strategic plan. Diversity is a standing agenda item for the quarterly meeting of managing partners. Firm leaders work directly with the chief diversity officer to ensure the implementation of diversity initiatives, including staffing in-house programs, client teams, and matters with diverse teams. Work assignments and hours billed to key client matters are reviewed to ensure female and diverse attorneys are included. Firm managers are held accountable for implementing the objectives outlined in the strategic plan. They further the firm's efforts to increase the representation of female and diverse lawyers in the firm and develop and implement policies and practices that define and transmit the firm's commitment to diversity. Managers report progress at the quarterly managers' meetings to ensure continual monitoring. A balanced 360-degree scorecard is used to measure managers' key performance standards, including promoting diversity, as follows: (a) practice group leaders rate themselves on how well they are promoting diversity in their practice groups and among shareholders; and (b) attorneys and government consultants anonymously rank their practice group leaders performance on diversity initiatives and other standards. Similarly, shareholder (partner) self-evaluations include a question seeking information regarding efforts made to support the firm's diversity efforts. All of these reviews are considered in determining compensation for managers and shareholders.

2023 Vault Law Firm Diversity Survey

DEI Training

Which of the following steps has the firm undertaken to bolster diversity, equity, and inclusion awareness among attorneys and staff

- No** Provides annual DEI training that addresses implicit bias for all attorneys
- No** Provides annual DEI training that addresses implicit bias for all attorneys and staff
- Yes** Provides DEI training specifically for firm leadership/managers/department chairs
- No** Includes DEI training in on-boarding process for new associates and/or summer associates
- Yes** Retained a DEI consultant to conduct a cultural assessment or review firm processes

If applicable, describe any other initiatives taken:

2023 Vault Law Firm Diversity Survey

RECRUITMENT AND HIRING

HBCUs

Does the firm recruit at law schools of Historically Black Colleges and Universities (HBCUs)?

Yes

If yes, which HBCUs does the firm hire from?

Howard University

Law Schools

Does the firm recruit at any other law schools specifically for diversity purposes, such as institutions with significant populations of students of color? (Note that we are looking for intentional recruiting efforts to broaden the pool of applicants and extend more opportunities to diverse students.)

No

If yes, which law schools does the firm recruit at specifically for diversity purposes?

2023 Vault Law Firm Diversity Survey

Scholarships

Does the firm offer scholarships, internships, or fellowships to diverse law students?

No

If yes, provide the following:

| Description, opportunities available, and link | Number awarded in 2021 |
|--|------------------------|
| Scholarships | |

Link:

Internships

Link:

Fellowships

Link:

2023 Vault Law Firm Diversity Survey

Career Fairs

Does the firm participate in legal diversity career fairs?

Yes

If yes, list the diversity career fairs in which the firm participates

Lavender Law Career Fair, Southeastern Minority Job Fair (SEMJF), Southeastern Region Black Law Students' Association Career Fair (SRBLSA)

Combating Implicit Bias

What steps has the firm taken to combat implicit bias in recruiting (e.g., interview training, behavioral interview questions, blind resume review, etc.)?

The firm has implemented interviewer training and behavioral interview questions.

2023 Vault Law Firm Diversity Survey

Summer Associates

In what ways does the firm support diverse summer associates (e.g., mentoring, training, events, etc.)?

We encourage summer associates to join business resource group meetings and other firm DEI events.

2023 Vault Law Firm Diversity Survey

1L Summer Associates

Does the firm hire 1L summer associates?

No

0 Total 1L summer associates at the firm in 2022

| Demographics | Men | Women | Nonbinary | Unknown |
|---|----------|----------|-----------|----------|
| Race / Ethnicity | 0 | 0 | 0 | 0 |
| American Indian or Alaska Native | 0 | 0 | 0 | 0 |
| Asian | 0 | 0 | 0 | 0 |
| Black or African-American | 0 | 0 | 0 | 0 |
| Hispanic or Latinx | 0 | 0 | 0 | 0 |
| Native Hawaiian or Other Pacific Islander | 0 | 0 | 0 | 0 |
| White | 0 | 0 | 0 | 0 |
| Two or More Races | 0 | 0 | 0 | 0 |
| Other or Unknown | 0 | 0 | 0 | 0 |
| Additional Demographics | 0 | 0 | 0 | 0 |
| LGBTQ+ Individuals | 0 | 0 | 0 | 0 |
| Individuals with Disabilities | 0 | 0 | 0 | 0 |

Diversity Program Participants

If applicable, how many of the law students who participated in the firm’s 1L summer associate program in 2021 (2 years ago) were hired through the firm’s diversity scholarship/internship/fellowship program?

2023 Vault Law Firm Diversity Survey

2L Summer Associates

Did the firm hold a 2L summer program in 2022? Yes

9 Total 2L Summer Associates at the Firm in 2022

| Demographics | Men | Women | Nonbinary | Unknown |
|---|----------|----------|-----------|----------|
| Race / Ethnicity | 3 | 6 | 0 | 0 |
| American Indian or Alaska Native | 0 | 0 | 0 | 0 |
| Asian | 0 | 0 | 0 | 0 |
| Black or African-American | 1 | 0 | 0 | 0 |
| Hispanic or Latinx | 1 | 2 | 0 | 0 |
| Native Hawaiian or Other Pacific Islander | 0 | 0 | 0 | 0 |
| White | 1 | 4 | 0 | 0 |
| Two or More Races | 0 | 0 | 0 | 0 |
| Other or Unknown | 0 | 0 | 0 | 0 |
| Additional Demographics | 0 | 0 | 0 | 0 |
| LGBTQ+ Individuals | 0 | 0 | 0 | 0 |
| Individuals with Disabilities | 0 | 0 | 0 | 0 |

2L Summer Associates Who Received Offers

8 Total 2L Summer Associates Received Offers

| Demographics | Men | Women | Nonbinary | Unknown |
|---|----------|----------|-----------|----------|
| Race / Ethnicity | 3 | 5 | 0 | 0 |
| American Indian or Alaska Native | 0 | 0 | 0 | 0 |
| Asian | 0 | 0 | 0 | 0 |
| Black or African-American | 1 | 0 | 0 | 0 |
| Hispanic or Latinx | 1 | 1 | 0 | 0 |
| Native Hawaiian or Other Pacific Islander | 0 | 0 | 0 | 0 |
| White | 1 | 4 | 0 | 0 |
| Two or More Races | 0 | 0 | 0 | 0 |
| Other or Unknown | 0 | 0 | 0 | 0 |
| Additional Demographics | 0 | 0 | 0 | 0 |
| LGBTQ+ Individuals | 0 | 0 | 0 | 0 |
| Individuals with Disabilities | 0 | 0 | 0 | 0 |

2L Summer Associates Who Accepted Offers

5 Total 2L Summer Associates Received Offers

| Demographics | Men | Women | Nonbinary | Unknown |
|---|----------|----------|-----------|----------|
| Race / Ethnicity | 2 | 3 | 0 | 0 |
| American Indian or Alaska Native | 0 | 0 | 0 | 0 |
| Asian | 0 | 0 | 0 | 0 |
| Black or African-American | 1 | 0 | 0 | 0 |
| Hispanic or Latinx | 1 | 1 | 0 | 0 |
| Native Hawaiian or Other Pacific Islander | 0 | 0 | 0 | 0 |
| White | 0 | 2 | 0 | 0 |
| Two or More Races | 0 | 0 | 0 | 0 |
| Other or Unknown | 0 | 0 | 0 | 0 |
| Additional Demographics | 0 | 0 | 0 | 0 |
| LGBTQ+ Individuals | 0 | 0 | 0 | 0 |
| Individuals with Disabilities | 0 | 0 | 0 | 0 |

Firm does not track disability information. We do not track LGBTQ+ information for summer associates.

2023 Vault Law Firm Diversity Survey

Diversity Program Participants

How many of the law students who participated in the firm’s 2L summer associate program in 2022 were hired through the firm’s diversity scholarship/internship/fellowship program?

New Attorneys Hired

45 Total 2L Summer Associates Received Offers

| Demographics | Men | Women | Nonbinary | Unknown |
|---|-----------|-----------|-----------|----------|
| Race / Ethnicity | 28 | 17 | 0 | 0 |
| American Indian or Alaska Native | 0 | 0 | 0 | 0 |
| Asian | 0 | 1 | 0 | 0 |
| Black or African-American | 3 | 1 | 0 | 0 |
| Hispanic or Latinx | 5 | 3 | 0 | 0 |
| Native Hawaiian or Other Pacific Islander | 0 | 0 | 0 | 0 |
| White | 20 | 12 | 0 | 0 |
| Two or More Races | 0 | 0 | 0 | 0 |
| Other or Unknown | 0 | 0 | 0 | 0 |
| Additional Demographics | 0 | 0 | 0 | 0 |
| LGBTQ+ Individuals | 0 | 0 | 0 | 0 |
| Individuals with Disabilities | 0 | 0 | 0 | 0 |

Firm does not track disability information.

Mandatory Arbitration

No Does the firm require associates to agree to mandatory arbitration as a condition of employment?

N/A Does the requirement also apply to summer associates?

If yes to mandatory arbitration, elaborate on mandatory arbitration provisions:

2023 Vault Law Firm Diversity Survey

CULTURE AND COMMUNITY

Affinity Groups

Does the firm have internal affinity groups or networks?

Yes

If yes, list the firm's affinity groups:

LGBTQ+ Business Resource Group, Minority Business Resource Group, Women's Business Resource Group, African American Attorneys Group

2023 Vault Law Firm Diversity Survey

Affinity Groups Cont'd

What kind of support does the firm provide for its affinity groups or networks?

Lawyers in Carlton Fields' business resource groups are encouraged to participate in professional development programs and outside organizations targeted to each group (the National Bar Association, as an example). Each group meets regularly to discuss issues they are facing, strategies for success, and other relevant topics. The firm's president and CEO meets regularly with individual members of the Minority Business Resource Group and meets with members of the other groups at their invitation. The firm provides significant sponsorships for organizations in which firm attorneys are active and/or are officers or directors.

2023 Vault Law Firm Diversity Survey

DEI Events

Does the firm host DE&I retreats or conferences? **Yes**

Does firm leadership attend these events? **Yes**

If applicable, provide more detail on the firms DE&I events:

The firm recently hosted its first Minority Lawyers Retreat, which included a GC panel, business development training, and networking for minority lawyers throughout the firm.

The firm also hosts an annual In-House Counsel Forum, and a Client Advisory Board, which include general counsel or managing counsel of select clients, to discuss high-priority topics, including diversity, equity, and inclusion. Recently, one of the interactive discussions was on "Implementing an Effective -- and Legally Defensible -- Diversity, Equity, and Inclusion (DEI) Program."

2023 Vault Law Firm Diversity Survey

Reverse Mentoring

Does the firm offer reverse mentoring, pairing senior attorneys with junior attorneys to help bridge generational or cultural gaps, share perspectives and skills, and foster a more inclusive culture?

No

If applicable, elaborate on the firm's reverse mentoring program:

2023 Vault Law Firm Diversity Survey

Associate Committee

Does the firm have an associate committee that consults with the partnership?

Yes

If applicable, describe how the associate committee engages with the partnership:

The Associate Relations Committee (ARC), which comprises associate representatives from each office, a shareholder who chairs the committee, and the firm's director of legal talent management (LTMD), meets monthly and discusses issues of interest to the firm's associate body. The ARC members provide agenda items for their meetings and are encouraged to raise questions and engage in a dialogue at any time about any associate concerns. The ARC's chair and LTMD assess any issues, confer with firm leadership, and provide responses to the ARC members regarding any identified concerns. Semiannually, all associates, including the ARC members, meet with the firm's CEO and COO in a setting that affords the opportunity to ask questions directly of, and engage in a dialogue with, the firm's leadership.

2023 Vault Law Firm Diversity Survey

Combating Structural Racism

Is the firm a member of the Law Firm Antiracism Alliance (LFAA)? **Yes**

Cultural Awareness

How does the firm commemorate important dates honoring diversity?

The firm commemorates Black history, women's history, and contributions made by LGBTQ+ Americans in various ways from year to year. Emails are sent to educate firm employees about the history and achievements of prominent minorities and women, and guest speakers are invited to the firm to share their experiences. Firm holidays include Martin Luther King Jr. Day and Juneteenth.

2023 Vault Law Firm Diversity Survey

NETWORKING, MENTORING, AND PROFESSIONAL DEVELOPMENT

Mentoring & Sponsorship

Does the firm offer a mentorship or sponsorship program that connects diverse attorneys with senior leadership?

Yes

If applicable, describe the mentoring or sponsorship program

Carlton Fields offers a sponsorship program to Black lawyers to provide guidance, support, and assistance in developing relationships within the firm and with clients and in establishing their practices. The firm also has mentorship in place for junior attorneys based on practice area.

2023 Vault Law Firm Diversity Survey

Professional Development

Does the firm offer professional development programs specifically for diverse attorneys?

Yes

If applicable, elaborate on the professional development programs available to diverse attorneys:

Through the firm's business resource groups, lawyers are encouraged to participate in professional development programs designed for female and diverse attorneys with guest speakers. The firm also provides support for sponsorships of groups that support the goals of the business resource group, including the National Bar Association and regional diverse bar associations and other organizations.

Carlton Fields has been a member of the Leadership Council for Legal Diversity (LCLD) since its inception. Our CEO has served on its board and co-chaired its Fellows Program, and we have sponsored several LCLD Fellows and Pathfinders over the years.

The firm also hosts a first Minority Lawyers Retreat, which includes a GC panel, business development training, and networking for minority lawyers throughout the firm.

2023 Vault Law Firm Diversity Survey

Work Allocation

Does the firm monitor work distribution to ensure that diverse attorneys have equal access to quality assignments and significant client matters?

Yes

Describe how the firm monitors work distribution

Firm leaders work directly with the chief diversity officer to ensure the implementation of diversity initiatives, including staffing in-house programs, client teams, and matters with diverse teams. Hours billed to the top 50 client matters are reviewed to ensure female and diverse attorneys are included in client teams.

2023 Vault Law Firm Diversity Survey

External Professional & Business Development Opportunities

Does the firm support associate involvement in external activities related to diversity, equity, and inclusion, such as the following?

- Yes** Pays for associate membership in diversity bar associations or other affinity organizations
- Yes** Sponsors associate participation in diversity, equity, and inclusion conferences
- Yes** Supports associate participation in other external DEI-related activities, events, or organizations (please describe):

Carlton Fields participates annually in the Leadership Council on Legal Diversity Fellows and Pathfinders Programs to provide diverse attorneys with practical tools for developing professional, leadership, and relationship-building skills. In addition, the firm provides significant sponsorships to local and national diversity bar associations and affinity groups in which firm attorneys participate and/or have leadership positions.

2023 Vault Law Firm Diversity Survey

PROMOTION AND ADVANCEMENT

Countering Implicit Bias

Has the firm implemented processes to mitigate implicit bias in work allocation, performance reviews, and/or promotions?

Yes

If applicable, describe the firm's initiatives to mitigate implicit bias

Work assignments and hours billed to key client matters are reviewed to ensure female and diverse attorneys are included. Firm managers also recently completed diversity training from an outside consultant that addressed implicit bias, and further initiatives are being developed.

Upward Reviews

Does the performance review process include the opportunity for associates to provide anonymous upward reviews?

Yes

If applicable, describe the firm's initiatives to mitigate implicit bias

Practice group leaders undergo a 360-degree review process, which includes a chance for all attorneys in their practice groups to provide feedback on a variety of areas, including commitment to DEI.

2023 Vault Law Firm Diversity Survey

Diverse Slate of Candidates

Does the firm employ any of the following measures to ensure that a diverse slate of candidates is considered for promotions, leadership roles, or hiring?

- No** The firm is Mansfield Certified
- No** The firm is Mansfield Certified Plus
- No** The firm is currently participating in the Mansfield Rule certification process administered by Diversity Lab
- Yes** The firm has instituted other formal processes (please describe):

Carlton Fields has a formal goal to consider diverse sets of candidates for open positions. Currently, more than 30% of candidates considered by the firm on an annual basis are female and/or diverse. The firm also hires recruiting professionals who specialize in identifying diverse candidates; partners with bar associations serving women, minorities, LGBTQ+ lawyers, and lawyers with disabilities; participates in diversity job fairs; attends events at diverse legal organizations; develops and supports internal employee affinity groups; maintains procedures to ensure gender pay equity; follows a dispute resolution process; works with female and diverse attorneys to develop career advancement plans; and introduces attorneys to key clients, including to lead engagements. The firm's formal succession planning policy requires that all shareholders who manage significant client relationships consciously evaluate and consider female and diverse lawyers in these relationships and position them for leadership roles when actual succession occurs. We are also intentional in our promotion of female and diverse attorneys into leadership positions. Over the last 20 years, female and minority attorneys have chaired our board of directors. We consider and include women and diverse attorneys for positions on our board of directors, as office managing shareholders, as practice and industry group leaders, and for committee leadership.

Multi-tier Partnership

Does the firm have a multi-tiered partnership? **No**

Alternatives to Partnership

Does the firm have a multi-tiered partnership? **Yes**

If applicable, describe the alternatives to partnership:

Attorneys joining the firm with non-equity status may have the title of "counsel," and there is also a "staff attorney" designation for associate-level attorneys who are not on the partnership track.

2023 Vault Law Firm Diversity Survey

Homegrown Partners

Please provide the percentage of equity partners at the firm as of December 31, 2022 who started as associates at the firm.
21%

Promotions to Partnership

6 Total Number of Attorneys Promoted to Partner in 2022 (includes promotions effective in 2022, not announced in 2022)

| Demographics | Men | Women | Nonbinary | Unknown |
|---|----------|----------|-----------|----------|
| Race / Ethnicity | 5 | 1 | 0 | 0 |
| American Indian or Alaska Native | 0 | 0 | 0 | 0 |
| Asian | 0 | 0 | 0 | 0 |
| Black or African-American | 0 | 0 | 0 | 0 |
| Hispanic or Latinx | 0 | 0 | 0 | 0 |
| Native Hawaiian or Other Pacific Islander | 0 | 0 | 0 | 0 |
| White | 5 | 1 | 0 | 0 |
| Two or More Races | 0 | 0 | 0 | 0 |
| Other or Unknown | 0 | 0 | 0 | 0 |
| Additional Demographics | 0 | 0 | 0 | 0 |
| LGBTQ+ Individuals | 0 | 0 | 0 | 0 |
| Individuals with Disabilities | 0 | 0 | 0 | 0 |

Firm does not track disability information.

BILLABLE HOURS AND COMPENSATION

Credit for DEI Work

Does the firm provide billable credit for work contributing to diversity, equity, and inclusion efforts (e.g., with respect to recruiting or business development)? Note that this does not include pro bono projects.

No

If so, how many hours can be applied to the firm's billable hour target?

N/A

Compensation

Are associate salaries lockstep or discretionary?

Discretionary

2023 Vault Law Firm Diversity Survey

Bonuses

Are associate bonuses lockstep or discretionary?

Discretionary

If salaries and/or bonuses are discretionary or hybrid: Does the firm publish compensation ranges or actual compensation for each associate?

The firm does not publish this information

Flex-time Policy

Does the firm have a formal flex-time policy?

Yes

Reduced-hours Policy

Does the firm have a formal reduced-hours policy?

Yes

Partnership Eligibility

Do attorneys who take advantage of the firm's reduced-hours or flex-time options remain eligible for partnership?

Yes

Please explain how working an alternative schedule may affect an associate's path to partnership:

Attorneys on an alternative work schedule (AWS) are provided flexible schedules and reduced hours. Attorneys on AWS are provided the same opportunities to work on key client teams and serve on committees as full-time attorneys. Associates can work at their own pace to progress to shareholder.

2023 Vault Law Firm Diversity Survey
Attorneys Working Reduced Hours

46 Total Number of Attorneys Working Reduced Hours

| Attorneys with Reduced-Hours Schedules | Men | Women | Nonbinary | Unknown |
|--|-----|-------|-----------|---------|
| Associates | 0 | 0 | 0 | 0 |
| Equity Partners | 6 | 7 | 0 | 0 |
| Non-equity Partners | 0 | 0 | 0 | 0 |
| Counsel / Of Counsel | 24 | 7 | 0 | 0 |
| Non-Partner-Track Attorneys | 1 | 1 | 0 | 0 |

WORKING PARENTS

Family-planning Resources

Does the firm offer any fertility or family-planning benefits, such as in-vitro fertilization, egg freezing, adoption or surrogacy support?

No

If applicable, describe the family-planning resources available:

2023 Vault Law Firm Diversity Survey

Parental Leave for Adoption

Does the firm offer parental leave for adoption?

Yes

If yes, is the adoption leave gender neutral?

Yes

Primary & Secondary Caregivers

Does the firm's parental leave policy distinguish between primary and secondary caregivers?

Yes

If yes: In what way does the firm's policy distinguish between primary and secondary caregivers?

Attorneys who are primary and secondary caregivers receive 100% salary continuation for the time periods stated below.

If yes: How much paid leave is available to primary caregivers?

? 16 weeks for the birth of a new natural child; 14 weeks for the new adoption of a child.

If yes: How much paid leave is available to secondary caregivers?

4 weeks for the birth of a new natural child or the new adoption of a child

If no: How much paid leave is available to those taking parental leave?

N/A

2023 Vault Law Firm Diversity Survey

Parental Leave Policy

Describe the firm's parental leave policy.

It is the policy of the firm to provide attorneys with primary caregiver and secondary caregiver leave in connection with the birth of a new natural child. The firm will also provide primary and secondary caregiver leave in connection with the adoption of a child.

2023 Vault Law Firm Diversity Survey

Support for Parents

What steps has the firm taken to support parents and ensure that their parental status does not adversely affect their opportunities for career advancement?

- Yes** Pro rates billable requirements / credit / bonus targets for parents who take leave
- Yes** Provides resources for nursing mothers, such as private nursing rooms, breast milk storage, or breast milk shipping
- No** Offers child care resources, such as onsite day care, back-up child care, etc.
- No** Provides programs to assist new parents transitioning to leave and/or returning to work after leave (e.g., ramp up/ramp down, flexible hours, Mindful Return)

Feel free to elaborate on the nature of programs and resources the firm makes available to parents.

2023 Vault Law Firm Diversity Survey

INCLUSIVENESS AND ACCESSIBILITY

Equity in Benefits

Do the firm's health care benefits, family leave, and bereavement leave include same-sex spouses and domestic partners?

Yes

LGBTQ+ Inclusivity

What steps has the firm taken to create an inclusive environment for transgender and gender non-conforming individuals?

- No** Provides gender-neutral restrooms/facilities
- Yes** Offers health insurance plans that provide equitable benefits for transgender employees and dependents
- No** Provides an opportunity for employees to share preferred pronouns
- Yes** Uses gender-neutral pronouns in its policies and materials
- Yes** Non-discrimination policy explicitly includes gender identity and expression as a protected category
- No** Other (please elaborate):

Accessibility

What steps has the firm taken to create an inclusive environment for attorneys with disabilities?

- No** Has evaluated and addressed issues of accessibility in firm buildings, workspaces, and parking facilities
- No** Has a clear and well-communicated process for attorneys to request accommodations or raise other workplace concerns
- Yes** Non-discrimination policy explicitly includes disability as a protected category
- No** Other (please elaborate):

2023 Vault Law Firm Diversity Survey

ATTRITION

Departures among U.S. Associates

31 Total Number of Departures among Associates in 2022:

| Demographics | Men | Women | Nonbinary | Unknown |
|---|-----------|-----------|-----------|----------|
| Race / Ethnicity | 16 | 15 | 0 | 0 |
| American Indian or Alaska Native | 0 | 0 | 0 | 0 |
| Asian | 1 | 0 | 0 | 0 |
| Black or African-American | 2 | 2 | 0 | 0 |
| Hispanic or Latinx | 0 | 1 | 0 | 0 |
| Native Hawaiian or Other Pacific Islander | 0 | 0 | 0 | 0 |
| White | 13 | 10 | 0 | 0 |
| Two or More Races | 0 | 2 | 0 | 0 |
| Other or Unknown | 0 | 0 | 0 | 0 |
| Additional Demographics | 1 | 1 | 0 | 0 |
| LGBTQ+ Individuals | 1 | 1 | 0 | 0 |
| Individuals with Disabilities | 0 | 0 | 0 | 0 |

Firm does not track disability information.

Departures among U.S. Partners

7 Total Number of Departures among U.S. Partners in 2022:

| Demographics | Men | Women | Nonbinary | Unknown |
|---|----------|----------|-----------|----------|
| Race / Ethnicity | 5 | 2 | 0 | 0 |
| American Indian or Alaska Native | 0 | 0 | 0 | 0 |
| Asian | 1 | 0 | 0 | 0 |
| Black or African-American | 2 | 2 | 0 | 0 |
| Hispanic or Latinx | 0 | 0 | 0 | 0 |
| Native Hawaiian or Other Pacific Islander | 0 | 0 | 0 | 0 |
| White | 2 | 0 | 0 | 0 |
| Two or More Races | 0 | 0 | 0 | 0 |
| Other or Unknown | 0 | 0 | 0 | 0 |
| Additional Demographics | 0 | 0 | 0 | 0 |
| LGBTQ+ Individuals | 0 | 0 | 0 | 0 |
| Individuals with Disabilities | 0 | 0 | 0 | 0 |

Firm does not track disability information.

2023 Vault Law Firm Diversity Survey

Departures among U.S. Counsel / Of Counsel and Non-Partner-Track Attorneys

7 Total Number of Departures among U.S. Counsel and Non-Partner-Track Attorneys in 2022

| Demographics | Men | Women | Nonbinary | Unknown |
|---|----------|----------|-----------|----------|
| Race / Ethnicity | 5 | 2 | 0 | 0 |
| American Indian or Alaska Native | 0 | 0 | 0 | 0 |
| Asian | 0 | 0 | 0 | 0 |
| Black or African-American | 0 | 0 | 0 | 0 |
| Hispanic or Latinx | 0 | 1 | 0 | 0 |
| Native Hawaiian or Other Pacific Islander | 0 | 0 | 0 | 0 |
| White | 5 | 0 | 0 | 0 |
| Two or More Races | 0 | 1 | 0 | 0 |
| Other or Unknown | 0 | 0 | 0 | 0 |
| Additional Demographics | 0 | 0 | 0 | 0 |
| LGBTQ+ Individuals | 0 | 0 | 0 | 0 |
| Individuals with Disabilities | 0 | 0 | 0 | 0 |

Firm does not track disability information. Retirements accounted for four of these departures.

2023 Vault Law Firm Diversity Survey

SUCCESSSES AND PRIORITIES

Top Three Accomplishments

What are the firm's top three accomplishments or areas in which the firm has had its greatest success with respect to fostering diversity, equity, and inclusion within the firm?

#1

Carlton Fields maintains a strong record of female and diverse attorneys in leadership positions. Over the last 20 years, our board of directors has been chaired by one of the first female lawyers in Tampa, who currently serves as head of our appellate and trial support practice; by a multiracial female shareholder who also served as head of our Tallahassee office and government consulting practice; and by a Cuban-born shareholder who also has headed our construction practice and Tampa office. As of July 2023, our board of directors is chaired by a minority male and includes seven female and diverse shareholders (Asian American, Black, Hispanic, and LGBTQ+), and our CEO is Hispanic. Female and diverse shareholders serve as office managing shareholders of five of 11 of our offices. Eight of our practice and industry groups are led by female shareholders (including Asian American, Black, Hispanic, and LGBTQ+ attorneys) and six such groups are led by diverse male shareholders (including Asian American, Black, and Hispanic attorneys), and each and every one of these groups has female or diverse attorneys in strategic positions of influence. Our talent director, who leads our efforts in recruiting, professional development, and DEI, is a Black woman, our chief diversity officer is openly lesbian, and our chief financial officer and director of marketing and business development are women.

2023 Vault Law Firm Diversity Survey

Top Three Accomplishments

What are the firm's top three accomplishments or areas in which the firm has had its greatest success with respect to fostering diversity, equity, and inclusion within the firm?

#2

We are consistently recognized as a top law firm in the country for diversity. Carlton Fields ranked in the top 50 in The American Lawyer's 2023 Diversity Scorecard for the 16th consecutive year. The Diversity Scorecard assesses racial and ethnic diversity for U.S. law firms across three distinct categories: firm leadership, equity partners, and other attorneys. Our other rankings include:

*Carlton Fields was named as one of Lawyers of Color's 2023 Aspire Diversity Award winners, which recognizes law firms that demonstrate a commitment to diversity, equity, and inclusion.

*The Daily Business Review named both Carlton Fields and its chief diversity officer as 2023 Florida Legal Award honorees in the diversity, equity, and inclusion category.

* Carlton Fields has consistently ranked among the country's top law firms for creating, maintaining, and fostering a diverse workplace by Vault Law. Carlton Fields ranked in the top 25 in the country overall for "Best Law Firms for Diversity" in Vault's Annual Associate Survey for 2024.

*Carlton Fields ranks No. 6 among firms of its size with the highest representation of minorities in their equity partnerships and No. 18 for overall representation of minority attorneys in Law360's 2022 Diversity Snapshot.

*Carlton Fields is recognized as one of the top law firms in the nation for female attorneys in Law360's 2022 Glass Ceiling Report.

*The firm was named a top-ranked firm for diversity among firms of its size in the 2021 Minority Corporate Counsel Association Diversity Scorecard.

2023 Vault Law Firm Diversity Survey

Top Three Accomplishments

What are the firm's top three accomplishments or areas in which the firm has had its greatest success with respect to fostering diversity, equity, and inclusion within the firm?

#3

Carlton Fields is devoted to the inclusion of LGBTQ+ employees. For 13 consecutive years, Carlton Fields received a perfect score of 100% on the Human Rights Campaign Foundation's Corporate Equality Index, the nation's foremost benchmarking survey and report measuring corporate policies and practices related to LGBTQ+ workplace equality. Carlton Fields is one of only 141 law firms in the country that earned a perfect score in 2022. Carlton Fields was one of the first large firms in Florida to extend benefits to domestic partners and to provide health insurance coverage for gender-affirmation surgery. We frequently partner with LGBTQ+ organizations on pro bono matters to protect and expand LGBTQ+ rights. Carlton Fields has partnered with Equality Florida and has represented several LGBTQ+ individuals in trial and appellate court cases involving family law and adoption matters. Specific examples of our pro bono work for the LGBTQ+ community include:

*Representation of several individual plaintiffs and Equality Florida in a lawsuit filed in state court in Miami to legalize same-sex marriage in Florida. Carlton Fields presented the arguments to the court, which held that same-sex couples had the right to marry in Florida. The ACLU filed suit in federal court in Tallahassee shortly after we filed our complaint, and both courts came to the same conclusion at about the same time. Two of our clients were the first same-sex couple to marry in Florida.

*Representation of the American Psychological Association (APA) as amicus in litigation challenging Florida's ban on adoptions by gays and lesbians. The APA filed an amicus brief in support of the plaintiff, who was challenging the law. The Third District Court of Appeal held that the law was unconstitutional, clearing the way for gays and lesbians to adopt in Florida.

*Representation of Equality Florida as amicus in two cases supporting local governments in their defense of ordinances banning conversion therapy on minors. The Middle District of Florida ruled for the plaintiffs challenging the ordinance and the Southern District of Florida ruled for the defendants. Unfortunately, on appeal, the 11th Circuit reversed the Southern District ruling.

*Representation of a high school student who wished to participate in the National Day of Silence, but who had been informed she would be suspended if she did so. The Middle District of Florida found in her favor, clearing the way for her to participate.

*Representation of a lesbian who legally adopted a child in Seattle and then moved to Florida. When she became involved in a custody suit in Sarasota, the court refused to give legal effect to the Seattle adoption. The Second District Court of Appeal reversed, holding that the adoption order must be given full faith and credit, establishing that out-of-state adoptions by gays and lesbians would be enforced in Florida.

*In the years before same-sex marriage was legalized, the firm wrote and updated annually an informative guide for gay and lesbian Floridians touching on many topics including parental rights, issues arising in medical emergencies, estate planning, etc.

2023 Vault Law Firm Diversity Survey

Top Three Priorities

What are the firm's top three priorities for advancing diversity, equity, and inclusion within the firm moving forward?

#1

The firm seeks to partner with clients to expand opportunities for female and diverse attorneys.

2023 Vault Law Firm Diversity Survey

Top Three Priorities

What are the firm's top three priorities for advancing diversity, equity, and inclusion within the firm moving forward?

#2

The firm aims to continue to increase the representation of diverse attorneys in leadership roles, including leadership of practice groups, offices, and committees.

2023 Vault Law Firm Diversity Survey

Top Three Priorities

What are the firm's top three priorities for advancing diversity, equity, and inclusion within the firm moving forward?

#3

Carlton Fields seeks to match or exceed the representation of female and diverse attorneys in the American Bar Association and the state bars in which the firm has offices.

2023 Vault Law Firm Diversity Survey

ADVICE TO CANDIDATES

Advice

What advice do you have for candidates who are looking for a diverse and inclusive work environment? What questions should they ask when interviewing to help them assess the extent of a firm's commitment to diversity, equity, and inclusion?

Candidates should learn everything they can about the culture and history of the firm. Consider the following: Does the firm have a history of diversity and inclusion? Is it evident that DEI is a part of the firm's culture or is it just a box to be checked? Additional indicators of a firm's commitment to DEI include the type of pro bono work the firm is involved in, the entities and events it sponsors, and its community involvement.