Vault Law Firm Culture & Inclusion Questionnaire

Firm Information

- **Firm Name:** Please provide the full name of your firm.

Duane Morris LLP

Leadership

- **Head(s) of Firm:** Please provide the name and title of the head(s) of the firm (e.g., Chair, CEO, Managing Partner). Enter information for more than one individual, if applicable.

Matthew A. Taylor, Chairman and Chief Executive Chair

- **Inclusion Professional(s):** Does the firm have a Chief Diversity Officer, Director of Inclusion, or other professional(s) leading the firm's inclusion initiatives? If so, please provide the name and title of the inclusion professional. Enter information for more than one individual, if applicable.

Joseph K. West, Partner and Chief Diversity and Inclusion Officer
Umica Anderson-Howard, Diversity and Inclusion Manager

- **Ownership:** Is the firm women-owned, minority-owned, and/or LGBTQ+-owned? If so, please note any related certifications (e.g., NAMWOLF).

N/A

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Culture and Community

- **Affinity Groups:** Does the firm have internal affinity groups or networks (open to all employees)? What affinity groups or networks does the firm have? What kind of support does the firm provide for these affinity groups or networks?

The firm has a broad array of affinity groups to help all of our personnel feel supported and included. Duane Morris established its first affinity group in 2016 and has since included additional groups to further create a positive, supportive and inclusive culture for our colleagues. All of our lawyers and staff are able to participate in high quality educational programming and professional development opportunities, including through voluntary participation in our employee resource group initiatives. For example, our staff groups and attorney groups (Asian Americans, Black/African Americans, Foreign Born, Hispanic/Latinos, DM Pride (LGBTQ) and People with Disabilities and Neurodiversity) are voluntary and open to all our colleagues to help build a sense of community and host speakers and events throughout the year.

- **Culture and Inclusion Events:** Does the firm host culture and inclusion retreats or conferences? If so, please describe these events.

Each spring, attorneys, firm leadership and guests from across the country attend the annual Duane Morris Diversity and Inclusion Retreat to share their experiences at the firm and delve into topics including retention, marketing, client service, delivering excellent outcomes and business development strategies. These retreats are open to all attorneys and are one of many educational events offered to our attorneys throughout the year. In conjunction with the retreat, Duane Morris holds its annual George B. Vashon Lecture. The lecture features a keynote speaker, general counsel panels, and networking opportunities.

- **Cultural Awareness:** How does the firm commemorate important dates honoring different cultures of employees within the firm (e.g., Black History Month, Women's History Month, Pride Month, etc.)?

The firm commemorates these dates by having educational events and/or townhalls which are organized by the Chief Diversity and Inclusion Officer, Diversity and Inclusion Manager or one of the firms Affinity groups that are made available to all firm attorneys, staff and clients.

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- **Inclusiveness:** Please describe steps the firm has taken to create an inclusive environment for women, people of color, LGBTQ+ individuals, people with disabilities, and parents/caregivers.

Duane Morris' commitment to inclusiveness makes the firm an optimum workplace that attracts and retains talent. Our events and initiatives, such as the annual retreat and Employee Resource Groups,including DM Pride, are open to all attorneys and/or staff and offer valuable educational programming,as well as create awareness and visibility for all persons, allies and issues within our firm. The firm also supports and participates in several nonprofit organizations, networking groups and law associations dedicated to strengthening inclusivity for all.

Networking, Mentoring, and Professional Development

- **Mentoring & Sponsorship:** Does the firm offer a mentorship or sponsorship program that connects junior attorneys with senior leadership? If so, please describe.

All of our associates work with lawyers with various backgrounds, skills, perspectives, levels of experience, talents and interests. As they work together, associates naturally develop close relationships with their mentors and other senior lawyers who are able to guide them on work-related matters, professional activities, community service projects, pro bono opportunities and other extra-curricular activities. Associates have the opportunity to interact with exceptional individuals who have contributed significantly to the firm and the community at large. Many of these individuals are members of the firm's governing board and serve as role models to associates who aspire to their own positions of leadership and service.

- **Reverse Mentoring:** Does the firm pair senior attorneys with junior attorneys to help bridge generational or cultural gaps, share perspectives and skills, and foster a more inclusive culture?

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- **Associate Committee:** Does the firm have an associate committee that consults with the partnership? If so, please describe how that committee engages with the partnership.

Yes, the committee meets with leadership on a quarterly basis and meets with all associates annually. Incoming associates participate in an extensive orientation program with trainings specifically geared to their needs. Training sessions focus on both substantive and practical skills, and facilitate each associate's transition from an academic environment to the professional workplace. The orientation program also enables new lawyers to meet and learn from more experienced attorneys practicing throughout the firm.

- **Professional Development:** Does the firm offer professional development programs specifically for junior attorneys? Please elaborate on the professional development programs available to junior attorneys.

Duane Morris provides an in-depth strategic business development program for all associate levels, education that few law firms provide. Both partners and associates participate in the professional development program, enabling them to exchange ideas and to enhance their legal and interpersonal skills. Our lawyers also have the opportunity to attend and participate in educational conferences sponsored by bar and other trade associations across the country.

Recruitment, Promotion, and Advancement

- **Recruitment Process:** What steps has the firm taken to build a more inclusive recruitment process (e.g., interview training, behavioral interview questions, blind resume review, etc.)?

Duane Morris has always and continues to value having a roster of diverse talent across its platform and to providing equal opportunities for employment, growth and development to all. In that regard, we value recruitment of attorneys of diverse experience, backgrounds and perspectives. The firm's recruitment process includes interview training, behavioral based interview questions and a writing sample committee to review blind writing samples.

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- **Fellowship/Scholarship:** Does the firm offer any scholarships, fellowships, or internships? If so, describe those programs. How many of the law students who participated in the firm's most recent 2L summer associate program were hired through such a program?

Yes, Duane Morris offers scholarships through the Philadelphia Diversity Law Group (PDLG). Duane Morris LLP and Georgetown Law 1LSummer Associate Program for Students Interested in Enhancing Inclusion in the Legal Profession internships, as well as a fellowship with Meta 1L Summer Experience Program. Duane Morris advertised 4 2026 1L summer associate positions in connection with the following special fellowship/scholarship/internship programs:

- Philadelphia Diversity Law Group (PDLG)
- Duane Morris LLP and Liberty Mutual 1L Summer Associate Experience Program
- Duane Morris LLP and Meta 1L Summer Associate Experience Program
- Duane Morris LLP and Georgetown Law Center 1L Summer Associate Program – Advertised but did not hire a 1L in 2026

Two of our 2026 2Ls were hired through these programs

- **Advancement:** Describe any firm initiatives to create equal opportunities for all attorneys with respect to work allocation, performance reviews and upward reviews, and/or promotions.

- **Multitiered Partnership:** Does the firm offer a multitiered partnership? If so, please describe.

No

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- **Alternatives to Partnership:** Does the firm offer a non-partner track alternative for attorneys? If so, please describe.

The Firm identifies the Special Counsel role at Duane Morris as an exceptional proving ground and a meaningful elevation. This is not only an important role at the Firm, but also a big career move for Special Counsel who represent an excellent cross-section of the Firm. Special Counsel may also be considered for partnership. The Firm also provides a Staff Attorney track for those attorneys who continue to add and bring value to the firm.

- **Reduced Hours and Flex-Time Options:** Does the firm offer reduced hours and/or flex-time options? If so, please describe and explain how working an alternative schedule might affect an associate's path to partnership.

Associates and special counsel working part-time may still be considered for partnership, but they need to have amassed the requisite experience and developed the necessary skills, which may take longer on a part-time schedule.

- **Credit for Work Other Than Client Billable:** Does the firm provide hours credit for work not pertaining to clients, such as recruiting, business development, knowledge management, or inclusion efforts? Note that this does not include pro bono projects. If so, describe the policy for such work.

N/A

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Successes and Priorities

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

The firm has a broad array of affinity groups to help all of our personnel feel supported and included. These affinity groups and all of their programs/offerings are open to all personnel at the firm. For example, our diversity & inclusion retreat is open to all US and UK lawyers at the firm and focuses on business development, marketing strategies, developing legal and skills, pathways to success at the firm and the like.

We continue to value diversity and inclusion and will continue to support our strong ethic of providing equal opportunities to all in a lawful and supportive manner.

DM has always and continues to value having a roster of diverse talent across its platform and to providing equal opportunities for employment,growth and development to all. In that regard, we value recruitment of attorneys of diverse experience, backgrounds and perspectives.

- What are the firm's top three priorities for advancing inclusion within the firm?

Remaining committed to being a law firm that fosters understanding,communication and respect among all people in the firm with various backgrounds, skills, perspectives and experiences, and capitalizing on the strengths emanating from those differences.

Continued support of affinity groups that are open to all attorneys and staff in the firm.

Continued annual diversity retreat that is open to all attorneys and firm leadership to share their experiences at the firm and delve into topics including retention, marketing, client service, delivering excellent outcomes and business development strategies.

Advice to Candidates

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

Meet with firms that have a versatile group of lawyers employing the newest technologies, a strong administrative infrastructure and an entrepreneurial approach to the practice of law allowing them to function effectively and cohesively in today's business world.

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Additional Response Space

Please use this page for information that did not fit in the spaces provided. If this is a continuation of a prior answer, please indicate which question(s) are being addressed.

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