Vault Law Firm Culture & Inclusion Questionnaire

Firm Information

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

Davis Wright Tremaine, 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.

Jaime Drozd, Managing Partner

- **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.

Yusuf Zakir, Chief Talent and Inclusion Officer

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

No

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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 seven Attorney Affinity Groups and four Staff Employee Resource Groups that are open to all DWT employees. Affinity Groups include Attorneys of Color, Women Attorneys, First-Generation Professionals, LGBTQ+ Attorneys, Senior Attorneys, Parents, and Veterans. Employee Resource Groups include Employees of Color, LGBTQ+ Employees, Women Employees, and Employees with Disabilities. They are open to all current DWT attorneys and business professionals.

Elevate: a series of summits hosted annually by and for our Women's Affinity Group, designed to provide professional development and advancement for women attorneys, including navigating career challenges, learning about business development, and promoting self-advocacy.

Supplemental Mentoring: several of our Affinity Groups supplement the firmwide mentoring program with additional mentorship opportunities based on the request and preferences of group members.

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

We sponsor and/or support a number of national affinity organizations and conferences, including: Corporate Counsel Women of Color (CCWC), Hispanic National Bar Association (HNBA), LGBTQ+ Bar Association, National Association of Women Lawyers (NAWL), National Asian Pacific American Bar Association (NAPABA), National Bar Association (NBA), South Asian Bar Association (SABA), Iranian American Bar Association (IABA), National Arab American Bar Association (NAABA), National Association of Muslim Lawyers (NAML), and Charting Your Own Course (CYOC). We continue to significantly expand our attendance at these national conferences. For several national affinity organization conferences, we host client-focused events to provide opportunities for up-and-coming underrepresented attorneys to connect and deepen our relationships with key clients. These events have been critical to the business development of our underrepresented attorneys.

- **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.)?

Each month, we host our Firmwide DEI Education Series, where we facilitate speakers and discussions for the entire firm to introduce new concepts, ideas, and perspectives. We often select our topics based on the heritage month. We also include a description of the heritage months in our monthly DEI newsletters that go out firmwide.

Each of our offices has an office DEI committee responsible for hosting heritage month engagement events in their respective offices. These have included catering from local businesses, featuring outside speakers, support for local non-profit organizations, and

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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.

Diversity, equity, and inclusion (DEI) are part of the fabric of Davis Wright Tremaine—central to who we are and what we do. Our vision is to foster a culture where all talented individuals—including those from communities traditionally underrepresented in the legal profession—can have, and can see, paths to success. Our commitment to DEI begins at the very top, with the active participation in our DEI efforts by the firmwide Managing Partner, the Executive Committee, and our Chief Talent & Inclusion Officer. Our Diversity Executive Council (DEC) leads the firm's DEI strategy and direction and includes our managing partner, several Executive Committee members, and key lawyer and business professional leaders from across the firm.

Our DEI vision is built on four pillars, embedded across the management of our firm:

Community: We seek to continue fostering a culture that generates a sense of belonging, supports authenticity and intersectionality, and embraces and appreciates our differences.

Growth: We seek to build, recruit, advance, and develop our talent and ensure our professionals have equitable access to opportunities, information, and leadership.

Education: We seek to generate opportunities to learn about DEI in order to elevate our individual and collective knowledge. This includes firmwide panel discussions and speakers, small group discussions, and embedding DEI as a part of all meetings and discussions at the firm.

Engagement: We seek to collaborate with external stakeholders—including our clients, affinity bar organizations, and other external diversity organizations—to further our shared values around DEI.

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.

LGBTQ+AOC Sponsorship: Our sponsorship program for LGBTQ+ and Attorneys of Color Affinity Group members pairs rising associates or counsel with senior and successful partners to act as advocates and champions for their assigned protégés.

Partner Mentor Program: Our Partner Mentor Program pairs each associate with a more experienced attorney to provide support and guidance in firm integration, achievement of career-planning goals, and overall success in the practice of law.

Peer Liaison: All incoming associates are assigned a peer liaison to help them integrate more easily with their office, and practice group and lateral partners are assigned a similar partner-level liaison.

- **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?

A number of our affinity groups, including our LGBTQ+ and First Generation Professionals, have dedicated mentoring circles specifically designed to match attorneys at various levels together. Based in offices to prioritize in-person connections, the circles meet independently to diversify opportunities for attorney connection, including across practice group and level.

Affinity groups also pair these endeavors with their strategic programming. In the last year, our LGBTQ+ organized and participated in a cross-generational panel group discussion, including a roundtable conversation from attorneys at various levels of their careers, focused on generational differences and changes for the community over time. The First Generation Professionals group has a longstanding series featuring individual members at all levels of their careers to spotlight their varied paths to the legal profession.

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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.

The DWT Associates Committee serves as an advisory body to firm leadership, helping to share information, encourage dialogue, and support the development and overall experience of associates. In this role, the committee functions as a focus group for firm leadership and provides input and guidance to Partners-in-Charge (PICs) and Office Administrators (OAs) on matters related to the associate experience.

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

We offer a variety of training programs that address the junior attorney experience at DWT. We are in the middle of rolling out a leadership training series across the firm that includes an introductory module on fostering DEI at DWT and the broader legal community followed by an advanced session that allows partners to apply DEI concepts to crucial hypothetical firm situations. We also provide similar programming to each new cohort of Summer Associates and First Year Associates, which typically include quite a number of people from groups traditionally underrepresented in the legal profession.

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.)?

Our firm implements interview and implicit bias training, behavioral interview questions and not circulating law school transcript to interviewers (only recruiters will review). If any of our interviewers request to review law school transcripts, recruiters will ask what information (besides GPA) they are looking for and try to respond to their question without simply sharing the transcript. We also remove GPA from resumes.

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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. Davis Wright Tremaine offers a 1L Diversity Scholarship in select offices. The program provides recipients with a paid 1L summer associate position and a $15,000 scholarship to support their second-year law school tuition and related expenses. The scholarship is designed to support law students who have demonstrated a commitment to advancing diversity in the legal profession and who contribute to the firm's goal of fostering an inclusive and collaborative culture.

1L Diversity Scholars participate fully in the firm's summer associate program, gaining hands-on experience working with attorneys across practice areas. Summer associates work on substantive legal assignments that may include drafting motions and contracts, assisting with pro bono matters, and observing or participating in client meetings, depositions, negotiations, and trials. They also receive training through the firm's practice and industry groups and are paired with mentors who support their professional development.

In addition to legal work and training, scholars participate in the broader summer associate experience, including affinity group activities, firm events, and other opportunities to build relationships with attorneys across the firm.

Two of the 2L summer associates participating in the most recent summer associate program worked for the firm as Diversity Scholars during their 1L summer.

- **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.

Practice Group Chairs, Partners-in-Charge, and key supervising partners have conversations at least twice a year regarding work performance and partnership prospects with each Associate attorney. The DEC Committee chair or her proxy also participates in these meetings to mitigate any biases that may arise. As part of those conversations, work assignments, client access, mentoring, and leadership development are discussed with a particular focus on ensuring our attorneys are being provided fair opportunities to develop their careers at DWT and to develop relationships with key clients.

We also work to mitigate bias in our Share Committee process. We include DEI initiatives as part of our share committee process and factor into our partners' compensation. As part of our efforts, we provide DEI training to the Share Committee prior to their interviews of partners and the deliberation process, as well as appoint and rotate bias interrupters during the deliberation process, all of whom are voting committee members. Additionally, our Chief Talent & Inclusion Officer is an active participant in the Share Committee deliberation process. This includes serving as an additional bias interrupter, but also highlighting DEI contributions and DEI challenges of various partners.

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

The firm has a two-tiered partnership: contract partners, who work under an employment contract, and equity partners, who own equity in the firm.

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

DWT has alternative options for partnership. These options are determined based on that attorney's needs and desires for their career. We can transition an attorney to the Of Counsel title and a contract will lay out the terms of employment and salary. We also offer ability to transition to a Staff Attorney or Contract Attorney through our DWTSURGE program. These are options that can be discussed in an attorney's annual Path to Partnership meeting or at any time with the Professional Development Partner or Director of Professional Development & Training during check in meetings.

- **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.

We support part-time, alternative, and flexible schedules to attract and retain talent. The firm has developed formal policies allowing reduced-hours and flexible work arrangements for all attorneys, regardless of gender, provided that performance expectations are being met. Attorneys who elect a reduced-hours or flexible work schedule are still eligible for partnership so long as other performance benchmarks are met.

- **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.

For our attorneys, the firm provides credits up to 3.5% of an attorney's Shared Impact hours towards the annual billable hour requirement. There are four categories of Shared Impact activities that may qualify for credit towards the annual billable hour budget:

Business Development
Diversity, Equity & Inclusion (DEI)
Pro Bono (in addition to the threshold of 7.5%)
Professional Development

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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?

In April 2026, DWT announced that our Chief Talent & Inclusion Officer, Yusuf Zakir, would officially be overseeing our Human Resources, Professional Development, SURGE, and Talent Acquisition teams, in addition to our Office of DEI, as our newly established Talent & Inclusion Department. This new structural alignment and structure enables all five departments efforts to be more intentionally and organically integrated, while also independently enhancing each of their functions. It also aims to deepen the integration of DEI values into every aspect of the firm.

We have successfully integrated having DEI at the table in key firm decision-making and processes. Members of the Office of DEI participate on or in our Executive Committee, Practice Group Chair and Office Partner-in-Charge Meetings, Attorney Evaluation Committee, Partnership Admission Process and Counsel Elevation Process and Share Committee (equity partner compensation process). Our Chief Talent & Inclusion Officer has a non-voting seat on Share Committee. He sits in during deliberations to help identify bias and empower others to identify bias, and share about DEI contributions (or detractions) by equity partners, to factor into the partnership compensation analysis.

We are committed to supporting our attorneys and business professionals with disabilities. We annually participate in the Disability Equality Index Survey and are continuing to identify areas for improvement in our current policies, accommodations, and processes. In 2025, we received our first perfect score of 100 out of 100 with the Disability Equity Index and aim for a full 100 perfect score in our future submissions.

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

In December 2025, DWT announced the newly launched Shared Impact Credit, which allows our associates and counsel to receive credit for up to a combined total of 11% of their billable hours budget for hours worked on qualifying pro bono and diversity, equity, and inclusion (DEI) activities. This combined approach allows for more flexibility for our attorneys to engage in a mix of activities that best supports their growth at the firm.

We aim to increase our engagement and involvement in affinity bar organizations, particularly through sponsorship and deepening the engagement of our attorneys directly. We presently encourage our attorneys to take on leadership roles within these organizations. We also sponsor about 10+ national affinity bar conferences, of which we send about 110 attorneys to annually. We encourage a thoughtful and intentional approach to attend conferences, including hosting client events at each of these conferences, which create business development and networking opportunities for our attendees to connect with our clients. In 2026, we held a firm-wide campaign to encourage local affinity bar engagement, which included office presentations and a panel comprised of DWT attorneys sharing how their engagement with affinity bars helped open doors for business development and community building, and supported their development as leaders on boards and committees.

In Q1 2026, we launched our updated 2026-2028 DEI Strategic Plan for our firm. This plan will continue to build on our previous DEI Strategic Plans, with a larger focus on integration and cross-departmental collaboration across our firm.

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?

Our main advice for candidates is to do your research before you apply, such as checking out your potential employers' website. We also recommend having a conversation with a recruiter, a former summer associate (ideally someone who attended your law school,) or an attorney from the firm you want to apply to. Ask questions about the firm's commitment to DEI, their experience at the firm, and some DEI-related work/activities/affinity groups to participate in. We believe this approach of building relationships while doing your own research will best enable a prospective candidate to make their own informed decisions about a company's commitment to DEI.

Below are some recommended questions for candidates to ask in their interview:
Do you offer DEI and/or Pro Bono credit hour? If so, how many hours?
Do you have affinity group? If so, which ones? Also, do you have affinity groups for staff?
How do you decide mentors for incoming summer associates?

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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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