

Dykema Gossett PLLC

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Ann Arbor, Austin, Bloomfield Hills, Chicago, Dallas, Grand Rapids, Lansing, Los Angeles, McAllen, Minneapolis, San Antonio, Washington D.C.

DIVERSITY LEADERSHIP

Head(s) of Firm: Peter Kellett Chairman and CEO

Diversity team leader(s): Sherrie Farrell Chair of Diversity & Inclusion Committee

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	387	393
U.S. offices only	387	393

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2019)

	Men	Women
White/Caucasian	56	49
African-American/Black	3	3
Hispanic/Latinx	5	6
Alaska Native/American Indian	0	1
Asian	1	7
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	3
Openly LGBTQ	2	3
Individuals with Disabilities	n/a	n/a
Total	65	69

SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	3	7
African-American/Black	1	5
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
Total	4	14

EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	88	17
African-American/Black	1	2
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	0
Individuals with Disabilities	n/a	n/a
Total	91	20

NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	64	21
African-American/Black	2	2
Hispanic/Latinx	3	2
Alaska Native/American Indian	0	0
Asian	0	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
Total	69	29

OF COUNSEL (2019)

	Men	Women
White/Caucasian	35	12
African-American/Black	2	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
Total	38	12

NEW HIRES (2019)

	Men	Women
White/Caucasian	14	10
African-American/Black	0	1
Hispanic/Latinx	4	3
Alaska Native/American Indian	0	1
Asian	1	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	1	1
Individuals with Disabilities	n/a	n/a
Total	19	20

We Hired 2 male and 2 female Middle Eastern/North African associates in 2019

Strategic Plan and Diversity Leadership

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

Periodically addressed on the home page of the firm's intranet, distributed via firm news from the CEO and communicated both orally and in writing at various meetings, such as new associate trainings, the members meeting and leadership meetings.

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

Sherrie Farrell, Chair of Diversity & Inclusion Committee & Office Managing Member-Detroit office and Rosa Tumialan, Member Co-Chair

Does your law firm currently have a diversity committee?

Yes

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

Yes

If yes, how many attorneys are on the committee, and in 2019, what was the total number of hours collectively spent by the committee in the furtherance of the firm's diversity initiatives?

Total attorneys on committee: 14

Total hours spent on diversity: 230

Does the committee and/or diversity leader establish and set goals or objectives consistent with management's priorities?

Yes

Has the firm undertaken a formal or informal diversity program or set of initiatives aimed at increasing the diversity of the firm?

Yes

If yes, is it formal or informal?

Formal

How often does the firm's management review the firm's diversity progress/results?

Quarterly

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

The Board Chair and Co-Chair set expectations for diversity and inclusion in the areas of retention, recruiting and initiatives. The Chairs receive updates and expects results. We also look to external client recognition and diversity awards. We look to attorney participation in diversity and inclusion programs in the community and in the profession.

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 mandatory diversity training for all attorneys and staff annually
X			Implement bias interrupters with respect to hiring/assignments/evaluations/compensation reviews/promotions/ etc.
X	X		Focus on strengthening firm's mentoring program
X	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	X		Increase the number of minority attorneys at the associate level
X	X		Increase the number of minority attorneys at the partnership level
X	X		Increase the number of minority attorneys in leadership positions
X	X		Focus on strengthening firm's mentoring program for minority attorneys
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure minority attorneys have equal access/inclusion on top client matters

INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Institute a formal part-time policy that addresses partnership prospects
X	X		Increase the number of women at the associate level
X	X		Increase the number of women at the partnership level
X	X		Increase the number of women in leadership positions
X	X		Focus on strengthening firm's mentoring program for women
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure women have equal access/inclusion to top client matters
X			Provide accommodations specific to mothers (e.g., lactation rooms)
		X	Implement policies to address gender pay equity



X			Other (please specify): lactation rooms provided in each office
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Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR OPENLY LGBTQ ATTORNEYS

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

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		Focus on strengthening firm's mentoring program for attorneys with disabilities
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure attorneys with disabilities have equal access/inclusion on top client matters



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



Pipeline Initiatives

Does your firm actively engage in initiatives to feed the diversity pipeline by encouraging minority students to consider law as a career and/or assisting them in pursuing such opportunities?

- Participate in established pipeline programs, such as SEO, Legal Outreach, Prep for Prep or Street Law*
- Fund scholarships for minority high school or college students*
- Mentor minority high school or college students*
- Participate in or host mock trial programs or career events*
- Provide internships or employment to minority high school or college students*
- Outreach to middle school students*

Please discuss any additional efforts to reach out to diverse undergraduates, high school, middle school or grade school students.

Dykema participates with the Detroit Bar Association in an annual student essay contest on a legal topic and participates in mentoring program at a high school in Oakland County, MI. Dykema lawyers participate in annual Law Day activities hosted at area high schools. Dykema participates in the Street Law programs including the Mock Trial Immersion Day of high school students and has hired students as part of the Street Law partnership program with a client. High school level projects include the Corporate Work Study and the Genesys Works programs, both of which support urban and underprivileged high school students. Dykema is active in ABA CLEO pipeline programs. Dykema is active with a local minority bar association pipeline program, e.g., the Wolverine Bar Association and the Women Lawyers of Michigan. Since 2010, Dykema lawyers served as mentors in the Just the Beginnings, a pipeline program for high school students interested in the practice of law.



Recruitment - New Associates

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

Ivy League law schools: None

Other private law schools: Baylor; University of Detroit Mercy; Notre Dame; Southern Methodist University; St. Mary's University

Public state law schools: University of Illinois; University of Michigan; Michigan State University; University of Texas at Austin; Texas Tech University; Wayne State University

Law schools of Historically Black Colleges and Universities (HBCUs): None

Diversity job fairs: Cook County Bar Association 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)

We hire a diverse first year law student through each of the minority bar associations in Chicago and Detroit. The firm also offers a scholarship to minority law students from the University of Michigan and Illinois, which comes with an offer of summer employment. We also serve as mentors for minority and women law students.

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

We sponsor two diversity scholarships. Each includes an offer to join our summer associate program and \$7,500 for the first year and another \$7,500 for the second year assuming continued enrollment and a 3.0 GPA.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	2	7
African-American/Black	1	3
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	3	11

OFFERS MADE* (2019)

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

	Men	Women
White/Caucasian	2	7
African-American/Black	1	3
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	3	11

OFFERS ACCEPTED* (2019)

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

	Men	Women
White/Caucasian	2	6
African-American/Black	1	3
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	3	10

NEITHER ACCEPTED NOR DECLINED (2019)

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

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

We do not collect data on people with disabilities.

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	8	8
African-American/Black	0	0
Hispanic/Latinx	4	2
Alaska Native/American Indian	0	0
Asian	1	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	n/a	n/a
Total	13	13

LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	13	4
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	n/a
Individuals with Disabilities	n/a	n/a
Total	13	4

LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

	Men	Women
White/Caucasian	10	2
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	11	2

NEW PARTNERS PROMOTED* (2019)

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

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

NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

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

Recruitment - Lateral Associates and Partners

What activities does the firm undertake to attract diverse attorneys?

- Partner programs with women, minority, LGBTQ or disability-focused bar associations
- Participate at diversity job fairs
- Attend events at diversity legal organizations
- Seek referrals from other attorneys
- Utilize online job services (e.g., MCCA Job Bank)
- Hire recruiting professional who specializes in identifying diverse candidates
- Firm is Mansfield Rule certified
- If the firm is not Mansfield Rule certified, does it plan to be certified?
- Other (please specify)

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

Yes

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

Yes

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:

Did not use any in 2019



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

1ST-YEAR ASSOCIATES

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

The firm declines to provide this information.

2ND-YEAR ASSOCIATES

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

The firm declines to provide this information.

3RD-YEAR ASSOCIATES

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

The firm declines to provide this information.

4TH-YEAR ASSOCIATES

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

The firm declines to provide this information.

5TH-YEAR ASSOCIATES

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

The firm declines to provide this information.

6TH-YEAR ASSOCIATES

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

The firm declines to provide this information.

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

7TH-YEAR ASSOCIATES

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

The firm declines to provide this information.

8TH-YEAR PLUS ASSOCIATES

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

The firm declines to provide this information.

OF COUNSEL

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

The firm declines to provide this information.

NON-EQUITY PARTNERS

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

The firm declines to provide this information.

EQUITY PARTNERS

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

The firm declines to provide this information.

Retention and Professional Development

Please identify the specific steps you are taking to reduce the attrition rate of diverse attorneys.

- Develop and/or support internal employee affinity groups (e.g., networks within the firm for minorities, women, LGBTQ attorneys, or individuals with disabilities)
- Increase/review compensation relative to competition
- Implement procedures to ensure gender pay equity
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity and greater inclusion of minority men and women in firm leadership
- Work with diverse attorneys to develop career advancement plans
- Introduce diverse attorneys to key clients, including to lead engagements
- Review work assignments and hours billed to key client matters to make sure diverse attorneys, particularly minority attorneys (for whom research indicates a greater inclusion problem), are not being excluded
- Strengthen mentoring program for all attorneys
- Professional skills development program for all attorneys
- Provide a gender-neutral parental leave policy that covers adoptions
- Other (please specify)

Does your firm have part-time/flex-time policies that permit attorneys (male or female) to work alternative schedules?

Yes

What impact, if any, will the decision to work part time have on an attorney's ability to make a partner, or if already a partner, to remain a partner at your firm?

Attorneys have made partner while on part-time schedules. Timing may be delayed depending on schedule and duration of part-time status

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

One



Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	1	10	11	134
Of counsel	0	0	0	50
Non-equity partner	1	3	4	98
Equity partner	0	0	0	111



Management Demographic Profile

FIRMWIDE COMMITTEES 2019

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

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

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	6	7
African-American/Black	1	2
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	7	10

Includes one male Middle Eastern/North African attorney.

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

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

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	5	8
African-American/Black	1	1
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	6	10

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	4	4
African-American/Black	1	1
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
Total	5	7

One male Middle Eastern/North African attorney.

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	13	24	15
Number of such positions held by:			
Minorities	1	3	2
Women	3	9	9
LGBTQ attorneys	0	1	n/a
Individuals with Disabilities	0	n/a	n/a

Please provide information regarding all diverse attorneys who currently head offices, practice groups and committees. Enter responses in the following format: Attorney, Office location/Practice group/Committee (No. of attorneys in office/practice group/committee).

U.S. OFFICE HEADS

How many offices does your firm have in the United States? 12

Minorities heading offices: Sherrie Farrell Detroit

Women heading offices: Dian Bartek, McAllen, TX; Krista Lenart, Ann Arbor, MI

LGBTQ attorneys heading offices: [No response]

Individuals with Disabilities heading offices: The firm does not track individuals with disabilities.

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Jin-Kyu Koh, Business Services

Women heading practices: Ann Fillingham, Regulated Industries; Laura Baucus, Financial Services Litigation; Jennifer Fraser, Intellectual Property; Terri Reiskin, Products, Class Actions & Professional Liability Litigation; Rosa Tumialán, Business Litigation; Deborah Williamson, Bankruptcy

LGBTQ attorneys heading practices: [No response]

Individuals with Disabilities heading practices: The firm does not track individuals with disabilities.

COMMITTEE LEADERS

Minorities heading committees: Sherrie L. Farrell, Diversity Committee

Women heading committees: C. Elizabeth Darke, Professional Personnel Committee (16); Lisa A. Brown, Recruiting Committee

LGBTQ attorneys heading committees: [No response]

Individuals with Disabilities heading committees: The firm does not track individuals with disabilities.



The Firm Says

Diversity and Inclusion are core values at Dykema. We believe that a diverse workforce contributes to the quality of our work, helps us to better understand and serve our diverse range of clients and communities, and enriches our workday lives. Dykema has adopted a Strategic Plan to help the firm recruit and retain women and attorneys of color, and to promote a professional culture that is diverse and inclusive.

At Dykema, diversity and inclusion is not merely a policy designed to meet legal requirements for equal opportunity. Rather, it's a key component of our corporate culture: a culture built on inclusion, in which we promote dignity and respect for all, and seek opportunities to learn from one another, even, or especially, when those perspectives are shaped from different backgrounds and experiences. For this reason, our express commitment to diversity and inclusion ensures that all are welcomed without regard to age, religion gender, ethnicity, national origin, sexual orientation, gender identity or expression, marital status or domestic partner relationship, physical characteristics or disability.

For many years, Dykema has had a firm-wide Strategic Plan for Diversity and Inclusion that is reviewed, revised, amended and refreshed regularly by the firm's Diversity and Inclusion Board to ensure we keep a keen focus on always improving our recruitment, retention and professional development efforts. Some of the firm's ongoing efforts include: annual scholarships and internship opportunities for diverse law students; participation in summer clerkship program for diverse 1L law students; participation in a federal clerkship program for diverse students; partnering with clients on training and development opportunities for mid-level diverse associates; partnering with clients to identify secondment opportunities; a two-tiered mentoring program; robust professional development initiatives; strategic alignment with law schools, legal community and head-hunters to identify diverse lateral and associate candidates, and implementation of firm policies, i.e., shared billings and flex-time, that can significantly impact diverse lawyers. Also important to the firm's promotion of a diverse and engaged culture has been the increasing number of client partnerships specifically focused on these areas. These partnerships have resulted in great opportunities for professional development and training and exposure for diverse lawyers.

In 2016, the Diversity & Inclusion Committee restructured itself to better serve the firm's clients and more effectively underscore its commitment to recruit, retain and promote lawyers from diverse backgrounds. The restructured committee, now known as the D&I Board, includes a six-member Executive Committee and 12 Board Members At Large, which fully reflects the firm's racial, gender, age and geographic diversity. The Board Members At Large are further organized into three subcommittees and make recommendations to the Executive Committee in the following areas: recruiting, retention and firm-wide initiatives. The Executive Committee then acts on the Board subcommittee recommendations.

The focus of the entire Diversity and Inclusion Board is to develop policies and procedures to facilitate internal and external diversity and inclusion objectives and to ensure that we strengthen our commitment to diversity and inclusion at the firm, with our clients and in the communities where we work.

Dykema has also added a new layer to its overall diversity and inclusion strategy. In addition to the Diversity and Inclusion Strategic Plan, the firm has a firm management plan that fosters the firm's diversity and inclusion efforts by more effectively engaging the various levels of practice and administrative management (i.e. practice group leaders, industry directors and other firm management) in the implementation of diversity and inclusion practices and policies in the firm. The firm's CEO is already actively engaged in planning and implementing diversity and inclusion initiatives in the firm. By integrating the diversity and inclusion practices and policies into the management plan, we expect to intensify the buy-in and active engagement of all of the firm's leadership in all of our diversity and inclusion initiatives.

The changes instituted over the past several years have resulted in real improvement in several key areas. In a five-year span, minority non-equity partners increased 200 percent, minority equity partners increased 50 percent, and female equity partners increased 33 percent.

For the 15th consecutive year, Dykema's Women's Business Initiative (WBI) continued to make its mark. Among its goals, the WBI brings together business women and leaders from diverse occupations, providing opportunities for building leadership skills, networking and professional and personal growth. Our efforts have given our women lawyers—from associates and of counsel to members—a foundation upon which to build and maintain successful careers.

Since 2013, our LGBT Employee Resource Group (LGBT ERG), known as Dykema PRIDE, works to provide education, cultivate business and talent development, while also positively affecting firm culture, firm retention, and recruitment goals. One of Dykema's goals for 2020 is to retain its perfect 100 percent rating on the Human Rights Campaign Corporate Equality Index Best Places to Work, which we have now held for seven consecutive years.

Dykema PRIDE is a resource for employees who identify as LGBT and allies. In the past two years—beyond our Human Rights Campaign Corporate Equality Index recognition—Dykema has been recognized by several organizations for its accomplishments in Diversity & Inclusion. Dykema was recognized as a top U.S. firm for diversity in The American Lawyer's annual "Diversity Scorecard" report in both 2018 and 2019. Dykema ranked as a Top 10 U.S. firm in Law360's "The Best Firms for Minority Attorneys" 2018 report, in which Dykema was listed as the eighth-best U.S. firm in the 300-599 lawyer category based on the racial and ethnic minority diversity of its attorneys. And in 2019, Lawyers of Color named Dykema one of its Diversity & Inclusion (D&I) Leaders.

Dykema's D&I culture not only stems from the passion and commitment of many of its attorneys, but it also inspires firm attorneys to take action as well. Dykema has many attorneys who are regularly recognized for their promotion of diversity and inclusion in the legal industry. In just the past two years, firm attorneys have received acknowledgment from various organizations such as Lawyers of Color, which recognized attorneys for noteworthy accomplishments and a commitment to diversity and inclusion in the legal profession, the Michigan Chronicle Man of Excellence, which recognizes honorees as champions of economic empowerment and diversity, the International Association of Defense Counsel, for appreciation of dedicated service and contributions for an attorney who served as the organization's D&I Committee Chair for several years, and from the National Diversity Council.

We also serve, or have served, in many leadership roles and participated in organizations dedicated to diversity, including the State of Michigan Advisory Committee on Diversity and Inclusion, Detroit area law firm diversity discussions, the Women's Bar Association of Illinois, Women Influence and Power in Law, Corporate Counsel of Women of Color, National Association of Women Lawyers and the National Gay Lesbian Chamber of Commerce. Dykema also collaborated with AdvanceLaw for its diversity mentorship program to build relationships between rising diverse associates and chief legal officers and other senior in-house counsel.

Dykema is a long-time sponsor of local high school urban work-study programs, participates in a number of clerkship programs, and has established various annual diversity scholarships for law students.

And earlier this year, Dykema signed on with the National Asian Pacific American Bar Association in its Stand Against Hate, which speaks out against hate and bias in the midst of the COVID-19 pandemic and the challenges it has brought to the Asian American and Pacific Islander community.