

Perkins Coie LLP

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Anchorage, Austin, Beijing, Bellevue, Boise, Chicago, Dallas, Denver, Los Angeles, Madison, New York, Palo Alto, Phoenix, Portland, San Diego, San Francisco, Seattle, Shanghai, Taipei, Washington, D.C.

DIVERSITY LEADERSHIP

Head(s) of Firm: William Malley, Firmwide Managing Partner

Diversity team leader(s): Genhi Givings Bailey, Chief Diversity & Inclusion Officer

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	1197	1191
U.S. offices only	1188	1185

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2019)

	Men	Women
White/Caucasian	199	162
African-American/Black	14	15
Hispanic/Latinx	20	17
Alaska Native/American Indian	0	1
Asian	21	52
Native Hawaiian/Pacific Islander	1	0
Multiracial	10	8
Openly LGBTQ	16	14
Individuals with Disabilities	6	4
Total	265	255

SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	18	20
African-American/Black	5	4
Hispanic/Latinx	2	5
Alaska Native/American Indian	0	0
Asian	6	13
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	1
Openly LGBTQ	5	3
Individuals with Disabilities	n/a	n/a
Total	33	43

1 white non-binary associate not included in the count.

EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	246	64
African-American/Black	2	3
Hispanic/Latinx	9	1
Alaska Native/American Indian	0	0
Asian	12	5
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	0
Openly LGBTQ	4	4
Individuals with Disabilities	12	0
Total	272	73

NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	90	59
African-American/Black	6	3
Hispanic/Latinx	5	3
Alaska Native/American Indian	0	0
Asian	4	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	4
Openly LGBTQ	0	6
Individuals with Disabilities	1	7
Total	107	72

OF COUNSEL (2019)

	Men	Women
White/Caucasian	72	42
African-American/Black	2	2
Hispanic/Latinx	4	2
Alaska Native/American Indian	0	0
Asian	7	6
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	1
Openly LGBTQ	4	1
Individuals with Disabilities	4	0
Total	87	53

NEW HIRES (2019)

	Men	Women
White/Caucasian	75	54
African-American/Black	4	4
Hispanic/Latinx	5	4
Alaska Native/American Indian	0	0
Asian	8	19
Native Hawaiian/Pacific Islander	1	0
Multiracial	1	4
Openly LGBTQ	9	8
Individuals with Disabilities	0	0
Total	94	85

Strategic Plan and Diversity Leadership

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

Perkins Coie's leadership communicates the importance of diversity through a variety of channels, including:

- The inclusion of Diversity & Inclusion (D&I) in the firm's Strategic Plan and as a firmwide core value.

D&I regularly included on the agenda for firmwide meetings and town halls

Firm leaders actively participated in the D&I Retreat for Lawyers of Color, LGBTQ+ Lawyers and Lawyers with Disabilities.

- Regular announcements and features on local and national D&I programs on the firm's intranet.

Pages for each resource group on firm's internal website.

- Regular updates and announcements prepared for partner communications
- Prominent placement for D&I on the firm's external website.
- Launched a Diversity & Inclusion Learning Library on the firm's internal website for attorneys and staff to pursue self-directed education opportunities.
- Firm leadership participates in Diversity & Inclusion trainings multiple times throughout the year.

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

Genhi Givings Bailey, Chief Diversity & Inclusion Officer

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: 17

Total hours spent on diversity: 500

Comments: Over 500 hours

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

Yes

If yes or partially, please explain.

Firmwide Diversity and Inclusion are significant priorities for firm management. In early 2019, the Strategic Diversity Committee launched an effort to develop a new and innovative D&I Strategic Plan. The plan was developed and approved, and is currently beginning implementation in 2020.

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?

Monthly

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

The CDIO issues quarterly reports to the Executive Committee, makes annual presentations to firm leaders, and holds bimonthly discussions with the firm's Management Committee. Firm management is also provided with quarterly Key Indicator Reports, which detail multi-year firmwide, practice group, and leadership demographics, partner tier demographics and hiring and retention trends.

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			Focus on strengthening firm's mentoring program
X			Conduct internal diversity needs assessment (e.g., culture and environment surveys) and/or retain diversity consultant to examine how firm culture might be more welcoming of minorities
X			Support law firm's internal affinity networks
X			Hire a director of diversity or other full-time professional to implement the firm's diversity program
X			Coordinate or work with clients on diversity issues
X			Develop/expand relationships with minority bar associations and other legal diversity organizations to offer firm's support of these networks



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR MINORITY ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X	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	X		Provide accommodations specific to mothers (e.g., lactation rooms)
X			Implement policies to address gender pay equity



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR OPENLY LGBTQ ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
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	X		Focus on strengthening firm's mentoring program for LGBTQ attorneys
X	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	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	X		Increase the number of attorneys with disabilities at the associate level
X	X		Increase the number of attorneys with disabilities at the partnership level
	X		Increase the number of attorneys with disabilities in leadership positions
X	X		Focus on strengthening firm's mentoring program for attorneys with disabilities
X	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	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.

In February, a team of our Dallas attorneys spent a half-day with 65 diverse eighth graders to share what it means to be a lawyer and the path to becoming a lawyer.



Recruitment - New Associates

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

Ivy League law schools: Cornell, Columbia, Harvard, Penn, Yale

Other private law schools: Baylor, Chicago, Duke, George Washington, Georgetown, Gonzaga, Lewis & Clark, Loyola (Los Angeles), Northwestern, NYU, Santa Clara, U, SMU, Stanford, USC, Univ of San Diego, Vanderbilt, Willamette

Public state law schools: Arizona State, UC Hastings, UC Irvine, UCLA, UC Berkeley, UVA, Univ of Washington, U of Michigan, U of Arizona, U of Minnesota, U of Texas, U of Oregon, Univ of Wisconsin and Univ of Illinois

Law schools of Historically Black Colleges and Universities (HBCUs): Howard University

Diversity job fairs: Bay Area Diversity Job Fair, Cook County Minority Job Fair, Lavender Law Career Fair, Northwest Minority Job Fair, Oregon Diversity Job Fair

Do you have any special outreach efforts directed to encourage minority law students to consider your firm?

- Hold a reception for minority students
- Advertise in minority law student association publications
- Participate in or host minority law student job fairs
- Sponsor minority law student association events
- Firm lawyers participate on career panels at schools
- Outreach to leadership of minority student organizations
- Scholarships or intern/fellowships for minority students
- Other (please specify)

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

Through our 1L Diversity Fellowship Program, we hire diverse first-year law students as paid summer associates in several of our offices. Participants receive a full salary, a \$15,000 academic scholarship, and the opportunity to participate in the annual 1L Summer Associates Retreat. The retreat provides Fellows with the opportunity to network with each other, with diverse associates and partners of the firm, and with firm leadership, as well as gain insight into legal careers at Perkins Coie.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	15	15
African-American/Black	4	1
Hispanic/Latinx	0	4
Alaska Native/American Indian	0	0
Asian	1	7
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	2	1
Individuals with Disabilities	n/a	n/a
Total	21	27

OFFERS MADE* (2019)

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

	Men	Women
White/Caucasian	17	20
African-American/Black	4	4
Hispanic/Latinx	2	5
Alaska Native/American Indian	0	0
Asian	5	12
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	0
Openly LGBTQ	4	3
Individuals with Disabilities	n/a	n/a
Total	30	41

OFFERS ACCEPTED* (2019)

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

	Men	Women
White/Caucasian	13	19
African-American/Black	3	2
Hispanic/Latinx	2	3
Alaska Native/American Indian	0	0
Asian	4	10
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	4	2
Individuals with Disabilities	n/a	n/a
Total	23	34

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

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	61	44
African-American/Black	3	4
Hispanic/Latinx	3	3
Alaska Native/American Indian	0	0
Asian	7	18
Native Hawaiian/Pacific Islander	1	0
Multiracial	1	4
Openly LGBTQ	6	6
Individuals with Disabilities	0	0
Total	76	73

LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	4	5
African-American/Black	1	0
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	3	0
Individuals with Disabilities	0	0
Total	7	6

LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

	Men	Women
White/Caucasian	10	5
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	2
Individuals with Disabilities	0	0
Total	11	6

NEW PARTNERS PROMOTED* (2019)

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

	Men	Women
White/Caucasian	9	10
African-American/Black	0	0
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	0	0
Individuals with Disabilities	0	1
Total	12	15

NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	11	7
African-American/Black	1	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	2	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	1	0
Total	15	9

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)

The firm became a signatory to Mansfield Rule 3.0.

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:

Audrey Golden Associates, Ltd - Ms; Kinney Recruiting; Levenson Schweitzer, Inc.; SJL Associate Search LLC; Ryder Smith Legal Search LLC - Amanda Catamount Search Partners; Levitt & Associates; Mestel & Company; Mulholland Legal Recruiting; The Partners Group



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	1
African-American/Black	1	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	2	1

2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	3	4
African-American/Black	0	1
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	3	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	6	7

3RD-YEAR ASSOCIATES

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

4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	6	6
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	1
Individuals with Disabilities	n/a	n/a
Total	6	6

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	6	6
African-American/Black	0	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	2	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	1
Individuals with Disabilities	n/a	n/a
Total	8	9

6TH-YEAR ASSOCIATES

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

Retention and Professional Development

*ATTORNEYS WHO LEFT THE FIRM IN 2019***7TH-YEAR ASSOCIATES**

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

8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	6	0
African-American/Black	1	1
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	7	1

OF COUNSEL

	Men	Women
White/Caucasian	9	6
African-American/Black	0	1
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
Total	10	7

NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	7	2
African-American/Black	0	0
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	1	0
Total	7	3

EQUITY PARTNERS

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

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

Comments:

Our flexibility programs include reduced hours, flex-time, alternate career paths, remote work, and supporting policies, resources, and initiatives for our lawyers to integrate work and life while continuing to be successful in all phases of their career. There is no requirement that lawyers work a minimum number of days in the office per week or have been employed by the firm for a set amount of time to become eligible. Attorneys working reduced hours receive full benefits and pro rata compensation for their work; they are also eligible for a "make whole" bonus designed to ensure they are fully compensated in the event they work over their agreed-upon reduced hours. Lawyers can begin utilizing the firm's flexible options at any time and there is no specific period or "work" time expected.

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

No Impact. Attorneys working less than a full-time schedule are eligible for partnership and it is not uncommon for them to make partner. In 2019, three partners were promoted while working a reduced hours schedule at the time of their promotion.

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

Decline to respond.

Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	11	30	41	521
Of counsel	52	32	84	140
Non-equity partner	18	25	45	179
Equity partner	34	15	50	345



Management Demographic Profile

*FIRMWIDE COMMITTEES 2019***EXECUTIVE/MANAGEMENT COMMITTEE***

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	6	5
African-American/Black	1	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	2	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	1
Individuals with Disabilities	0	0
Total	9	7

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	9	7
African-American/Black	1	0
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	1	1
Total	10	8

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	10	6
African-American/Black	0	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	1
Individuals with Disabilities	0	0
Total	11	7

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	11	9
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	1	1
Individuals with Disabilities	0	2
Total	14	9

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	19	35
African-American/Black	5	9
Hispanic/Latinx	14	5
Alaska Native/American Indian	0	0
Asian	7	7
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	4
Openly LGBTQ	3	8
Individuals with Disabilities	1	7
Total	46	60

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	16	13	117
Number of such positions held by:			
Minorities	3	0	19
Women	6	7	48
LGBTQ attorneys	0	1	5
Individuals with Disabilities	0	0	11

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? 17

Minorities heading offices: Jon Daryanani, Los Angeles (44); Daphne Higgs, Palo Alto, (66); James Williams, Seattle (339); Jose Villarreal, Austin (7); Bruce Spiva, Washington D.C. (147)

Women heading offices: Danielle Ryman, Anchorage (12); Kristine Wilson, Bellevue (27); Melanie Rubocki, Boise (19); Daphne Higgs, Palo Alto (66); Jessica Everett-Garcia, Phoenix (63); Laura Zagar, San Francisco (75);

LGBTQ attorneys heading offices: 0

Individuals with Disabilities heading offices: 0

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: 0

Women heading practices: Lisa McGimpsey, Business (362); Jessica Everett-Garcia, Commercial Litigation (284); Karen McGaffey, Environment, Energy & Resources (70); Shannon Bloodworth, Intellectual Property (216); Ann Marie Painter, Labor (55); Cecily Barclay, Real Estate & Land Use (59); Jaci McNally, Real Estate & Land Use (59);

LGBTQ attorneys heading practices: Karen McGaffey, Environment, Energy & Resources (70);

Individuals with Disabilities heading practices: 0

COMMITTEE LEADERS

Minorities heading committees: Cunningham, Tiffany P., Chicago Diversity Committee (7); Castellón, Jesús J., Dallas Diversity Committee (2); Sutton, Christopher J., Denver Diversity Committee (4); Ross, Richard T., Lateral Partner Committee (6); Colindres, George, Los Angeles Diversity Committee (8); Lee, Gene W., New York Diversity Committee (3); Smith, Victoria Q., Palo Alto Attorney Development Subcommittee (8); Higgs, Daphne M., Palo Alto Diversity Committee (5); Chopra, Vivek, Pro Bono Committee (19); Tate, Teresa M.L., San Francisco Diversity Committee (8); Bali, Sunita, San Francisco Hiring Subcommittee (7); Bali, Sunita, San Francisco Summer Associate Subcommittee (10); Castillo, Elvira, Seattle Diversity Committee (12); Williams, James F., Seattle Diversity Committee (12); Moon, Justin L., Seattle Hiring Subcommittee (16); Perez, David A., Seattle Pro Bono Subcommittee (12); Khanna, Abha, Seattle Summer Associate Subcommittee (15); Ross, Richard T., Strategic Diversity Committee (13); Wilson, Bobbie J., Strategic Diversity Committee (13);

Women heading committees: Gillstrom, Sarah, Anchorage Atty. Dev. SC (3), Anchorage Hiring SC (2), Anchorage Summer Assoc. Cmte. (1); Romerdahl, Elena, Anchorage D&I Cmte. (3); McGaffey, Karen, Atty. Dev. Cmte. (6); Barnett, Donna, Bellevue D&I Cmte. (5), Bellevue Hiring SC (6), Bellevue Summer Assoc. SC (3); Chenetz, Sara, Billing & Collections Cmte. (10); Malmen, Erika, Boise Atty. Dev. SC (2); Salmi, Christine, Boise D&I Cmte. (1); Cunningham, Tiffany, Chicago D&I Cmte. (7); Newman, Sandra, Chi. Pro Bono SC (10); Morrissey, Megan, Chi. Summer Assoc. SC (8); Painter, Ann Marie, Dallas D&I Cmte. (2); Kennedy, Deborah, Denver Atty. Dev. SC (9); O'Sullivan, Kathleen, Exec. Cmte. (17); Phillips, Deborah, Hiring Cmte. (Firmwide) (18); Bina, Gabrielle, Madison Atty. Dev. SC (3); Nero, Autumn, Madison Hiring SC (3), Madison Summer Assoc. SC (3); Alberstadt, Alexandra, NY Pro Bono SC (6); Smith, Victoria, Palo Alto Atty. Dev. SC (8); Higgs, Daphne, Palo Alto D&I Cmte. (5); Schwartz, Julie, Palo Alto Hiring SC (6), Palo Alto Summer Assoc. SC (5); Githens, Danielle, Paralegal Cmte. (21); Brophy, Fiona, Partner Comp. Cmte. (18), Partner Comp. SC (13); Aldama, Karin, Phoenix Hiring SC (8); Jewell, Lindsay, Phoenix Summer Assoc. SC (4); Hampton, Priscilla, Portland Atty. Dev. SC (5); Holm, Kristina, Portland D&I Cmte. (10); Piepmeier, Sarah, Pro Bono Cmte. (19); Hussey, Julie, San Diego D&I Cmte. (6); Zagar, Laura, San Diego Pro Bono SC (5); Tate, Teresa, San Francisco D&I Cmte. (8); Bali, Sunita, San Francisco Hiring SC (7), San Francisco Summer Assoc. SC (10); Goodwin, Paula, San Francisco Pro Bono SC (7); Handy, Allison, Seattle Atty. Dev. SC (9); Castillo, Elvira, Seattle D&I Cmte. (12); Khanna, Abha, Seattle Summer Assoc. SC (15); Wilson, Bobbie, Strategic Div. Cmte. (13); Phillips, Deborah, Summer Assoc. Cmte. (Firmwide) (19); Keane, Kate, DC Hiring SC (7), DC Summer Assoc. SC (4); Allen, Lindsay, DC Pro Bono SC (11)



LGBTQ attorneys heading committees: McGaffey, Karen M., Attorney Development Committee (6); Castellón, Jesús J., Dallas Diversity Committee (2); Piepmeier, Sarah, Pro Bono Committee (19); Hussey, Julie L., San Diego Diversity Committee (6); Wilson, Bobbie J., Strategic Diversity Committee (13); Tracey, Peter L., Washington, D.C. Diversity Committee (8);

Individuals with Disabilities heading committees: Barnett, Donna L., Bellevue Diversity Subcommittee (5); Barnett, Donna L., Bellevue Hiring Subcommittee (6); Kuzma, Jason T., Bellevue Pro Bono Subcommittee (4); Barnett, Donna L., Bellevue Summer Associate Subcommittee (3); Smith, Steven R., Dallas Hiring Subcommittee (3); Gehringer, Matthew J., Information Governance Advisory Board (7); Brooks, Gehringer, Matthew J., Professional Standards Committee (23); Handy, Allison C., Seattle Attorney Development Subcommittee (9); Gehringer, Matthew J., Strategic Client Issues Committee (7); Tracey, Peter L., Washington, D.C. Diversity Committee (8);



The Firm Says

STEADFAST COMMITMENT

Perkins Coie's vision is that we will be second to none in creating and fostering a diverse workforce that reflects the broader society, ensures opportunities for all attorneys, and advances Perkins Coie as the most trusted advisor to our clients.

One of the most meaningful changes that the firm implemented during 2019-2020 was creating a Strategic Diversity & Inclusion Plan (SDIP) spearheaded by the firm's Strategic Diversity Committee. The SDIP aims to position the firm as "the best place to work for diverse attorneys" and focuses on four pillars: recruitment, retention, development, and evaluation.

In addition to implementing the SDIP, the firm is continuing to refine existing programs and plan innovative initiatives. Given the challenges ushered in by COVID-19, the firm has doubled down on its efforts to retain diverse attorneys and support them as we navigate the uncertainty ahead. Below is an overview of those efforts:

RETENTION EFFORTS

Outreach: Shortly after the firm transitioned to a fully virtual workplace as a result of COVID-19, we organized an effort for a member of the D&I team to call each diverse associate and counsel to assure them of our support and connect them to resources. Our national resource groups held special meetings with their constituents to reinforce the strength of the internal network as a source for work, mentoring and fellowship. Our Chief Diversity & Inclusion Officer plays an active role in the Senior Leadership Team that directs the firm's strategic response to the crisis. We are closely monitoring the workflow and hours of our associates and keeping in close contact with them.

Sponsorship Program: The firm is nearing completion of a two-year pilot sponsorship program designed to increase the retention, development, and advancement of high-potential diverse attorneys. Diverse attorneys or "proteges" were matched with influential partners or "sponsors." Each pair was responsible for developing an action plan to achieve 1-2 specific, clearly defined, and obtainable career goals, such as promotion to partner or equity partner, increasing client opportunities, or developing subject matter expertise in a particular area. This inaugural cohort of the program was very successful, with approximately half of the participants being promoted to partner or counsel, a path to partnership at Perkins Coie. Plans are now in the works to scale this program to reach more attorneys, and the next cohort of the program will begin in the late summer of 2020.

Monitoring: The firm closely monitors the progress and growth of our diverse attorneys throughout their legal career at Perkins Coie, from new associate to equity partner. Practice group leaders and the Chief Diversity & Inclusion Officer meet on a quarterly basis to assess the development and performance of diverse associates and counsel in several areas, including production, mentoring, professional development, participation in pitches, client contact, cross-office work, and firm citizenship. Through these meetings, an action plan is put in place, and monitored, for attorneys identified as needing additional support to achieve greater success.

Women's Task Force: The firm launched the Women's Task Force in 2019 to take a deep dive into the issues faced by women lawyers throughout the profession and to identify areas where there is a meaningful opportunity to move the needle. The Task Force gathered data, organized into working groups to explore specific issues and is now preparing recommendations for the firm's Executive Committee on initiatives to pursue in 2020 (and beyond) that will support the success and professional fulfillment of our women lawyers at all levels.

D&I Retreat: In 2019, the firm held its biennial Lawyers of Color/LGBTQ+/Lawyers with Disabilities Retreat. The retreat provided diverse lawyers with the opportunity to share common experiences, network with firm leaders, reinforce their sense of community and discuss career-trajectory issues that are important to them. Programming features firm leadership, including practice group leaders and members of the Management and Executive Committees, and sessions address topics such as evaluation and compensation, authenticity, time management, paths to success, effective communication, and business development. Immediately preceding the retreat, the firm held its annual bootcamp for new diverse associates to equip them with the tools and strategies necessary for a successful career at Perkins Coie. The Bootcamp featured activities that focus on success attributes, such as effective communication, collaboration, accountability, efficiency, and judgement. Although we have had to postpone all firm retreats for the balance of 2020, we are exploring the possibilities of offering an alternative format later in the year.

Resource Groups: Perkins Coie proudly supports 10 resource groups, which meet regularly and develop educational programming for both attorneys and clients, assist with business and professional development opportunities, foster community, organically foster mentorship opportunities, and maintain relationships with strategic diversity alliances and legal organizations that are devoted to the advancement of people of color, women, LGBTQ+ individuals, and persons with disabilities. The sense of community, support and networking fostered by our resource groups are vital to our retention efforts.

RECRUITMENT EFFORTS

The Perkins Rule: The firm implemented the Perkins Rule in order to increase the diversity of the candidate pool for lateral hiring opportunities. Modeled after the National Football League's "Rooney Rule," the Perkins Rule requires that the firm seek to interview at least one diverse candidate for lateral associate, counsel, senior counsel or partner positions that are part of a proactive search process. In 2019, the firm complied with the Perkins Rule in almost 80% of our lateral hiring.

PROMOTION EFFORTS

Mansfield 3.0: In 2019, Perkins Coie became a signatory of the Mansfield Rule 3.0. As a signatory, Perkins Coie must certify on an annual basis that women, lawyers of color, LGBTQ+ lawyers, and lawyers with disabilities make up at least 30% of the candidate pools for firm leadership positions. Thus far, Perkins Coie is on track to achieve full compliance with the Mansfield 3.0 requirements.

Succession Planning: Perkins Coie formally solicits names of diverse lawyers via surveys of practice groups and offices to ensure adequate representation. All resource groups are also encouraged to identify and solicit candidates for leadership positions when vacant appointments arise. The resulting list of attorneys is reviewed by firm management and the Chief Diversity & Inclusion Officer when vacant leadership appointments arise and is maintained and cultivated as a pool of potential leaders.

Perkins Coie LLP has a proud history of championing diversity and inclusion and being a leader among its peers on this important issue.