



# Distinct Identity

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**We practice law differently.** Our name carries high expectations for driven, resourceful, and credible execution for clients. Gibbons' award-winning talent has been our foundation since inception.

## A Proven Approach

PERFORMANCE. PRESENCE. **PRIDE.**

**GIBBONS**

NEW JERSEY

NEW YORK

PENNSYLVANIA

DELAWARE

WASHINGTON, DC

FLORIDA

Gibbons P.C. is headquartered at One Gateway Center, Newark, New Jersey 07102. Results may vary depending on your particular facts and legal circumstances.

# Gibbons P.C.

## 2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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### LOCATIONS

One Gateway Center, Newark, NJ 07102. One Pennsylvania Plaza, 37th Floor, New York, NY 10119. 50 West State Street, 11th Floor, Suite 1104, Trenton, NJ 08608. One Logan Square, 130 North 18th Street, Suite 1210, Philadelphia, PA 19103. 300 Delaware Avenue, Suite 1015, Wilmington, DE 19801. 2054 Vista Parkway, Suite 400, West Palm Beach, FL 33411. 500 North Capitol Street NW, Suite 310, Washington, DC 20001. 141 West Front Street, Suite 240, Red Bank, New Jersey 07701.

### DIVERSITY LEADERSHIP

**Head(s) of Firm:** Patrick C. Dunican Jr., Chairman and Managing Director

**Diversity team leader(s):** Robert Johnson, Chief Diversity Officer

### NUMBER OF ATTORNEYS

#### TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	200	200
U.S. offices only	200	200

## Law Firm Demographic Profile

### Does your firm have more than one tier of partnership?

Yes

#### ASSOCIATES (2019)

	Men	Women
White/Caucasian	32	16
African-American/Black	2	3
Hispanic/Latinx	0	2
Alaska Native/American Indian	0	0
Asian	0	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>34</b>	<b>25</b>

#### SUMMER ASSOCIATES (2019)

	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
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

Since eliminating the firm's Summer Associate Program in 2003, Gibbons has focused on hiring new associates who have completed a judicial clerkship. In that time period, Gibbons has recruited more than 150 judicial clerks. These attorneys provide first-hand insight into the preferences and practices of federal and state judges, in addition to a well-developed knowledge of the inner workings of the courts, adding value for the firm's clients.

#### EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	29	6
African-American/Black	0	0
Hispanic/Latinx	1	1
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	0	1
<b>Total</b>	<b>30</b>	<b>7</b>

#### NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	58	15
African-American/Black	2	1
Hispanic/Latinx	1	1
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
<b>Total</b>	<b>61</b>	<b>17</b>

#### OF COUNSEL (2019)

	Men	Women
White/Caucasian	17	8
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	1	0
<b>Total</b>	<b>18</b>	<b>8</b>

#### NEW HIRES (2019)

	Men	Women
White/Caucasian	14	5
African-American/Black	1	1
Hispanic/Latinx	0	2
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	0	0
<b>Total</b>	<b>15</b>	<b>8</b>

## Strategic Plan and Diversity Leadership

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

The firm's leadership consistently demonstrates its deep commitment to, and value of, the Diversity Initiative, which echoes loudly throughout the firm. This commitment is communicated through the firm's ongoing financial support of the projects undertaken by the Initiative; through e-mail, newsletters, and website content, which highlight these projects; and through quarterly meetings with members of the Diversity Committee, at which members of the Diversity Committee are welcome to offer suggestions for further development and expansion of the program.

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

Robert Johnson, Chief Diversity 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: 54

Total hours spent on diversity: 4050

### 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?

Monthly

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

As Chief Diversity Officer, Mr. Robert Johnson works with the Diversity Committee to implement the firm's diversity initiatives. He advises with respect to diversity activities; monitors the firm's status and trends in recruitment, development and retention of minority and women employees; serves as a liaison with external organizations dedicated to fostering diversity in the legal profession; advises on internal and external communications relating to diversity; and manages the firm's supplier diversity program. Mr. Johnson is responsible for reporting the achievements on the various diversity initiatives to the Executive Committee at least twice a year.

Various senior-level firm administrators are held accountable for specific aspects of the Diversity Initiatives as well. The Chief Human Resources Officer is evaluated on the Initiatives' effectiveness in attracting, developing, and promoting top-tier women attorneys and attorneys of color. In addition, the Diversity Committee must provide annually various statistics in order to make the business case for ongoing firm investment of time, staff, and funding of the Women's Initiative.

Each of the firm's nine legal departments has a Staffing Partner. Since the launch of the Diversity Initiatives, it has become one of the Staffing Partner's directives to assign all attorneys, those of color and otherwise, in that particular department appropriate caseloads and sophisticated matters that will further their careers. Additionally, the Staffing Partner ensures that matters are staffed with attorneys at various levels of seniority. The achievement of Diversity Initiative goals, therefore, impacts the way numerous high-level Gibbons professionals are evaluated for their own job performances.

### 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	X		Conduct firmwide mandatory diversity training for all attorneys and staff annually
X	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			Focus on strengthening firm's mentoring program for minority attorneys
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			Focus on strengthening firm's mentoring program for women
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	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			Ensure that EEO and non-discrimination policies specifically address gender identity
			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	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			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.**

Diversity pipeline initiatives, which help to identify and engage the next generation of legal industry leaders as early as eighth grade, are a key differentiator of the Gibbons Diversity Initiative (GDI). The firm hosts a corporate intern program with Christ the King School through which the firm provides work experience to economically disadvantaged high school students. The firm has hosted five student interns every year since the school was founded in 2007. According to one recent intern who spent two years gaining experience in various firm departments: "Gibbons has helped me acquire the skills needed in an actual work site, while helping me pay for school. It has opened my eyes to all the possibilities that life may soon have in store for me." Since 2008, the firm has also hosted a week-long internship for students from the New Jersey Law and Education Empowerment Project (NJ LEEP), a program founded in 2006 to empower urban youth in grades 8 through 12. These students learn about the practice of law, conduct legal research, and compete in a Moot Courtroom debate before one of the retired judges at the firm. In addition, the firm offers three-week administrative internships to a number of these students.



## Recruitment - New Associates

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

*Ivy League law schools:* No

*Other private law schools:* No

*Public state law schools:* No

*Law schools of Historically Black Colleges and Universities (HBCUs):* No

*Diversity job fairs:* Yes

### 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?

Developing future generations of leaders is integral to GDI's efforts and a key differentiator of our program. Each spring and fall, the Clerkship to Associate Pipeline (CAP) Program, launched in 2018 and led by Chief Diversity Officer Robert Johnson, assists several highly qualified students of diverse backgrounds, selected by participating faculty and administrators of three area law schools (Rutgers-Newark, Rutgers-Camden, and Seton Hall) to prepare for post-law school employment. Our attorneys conduct comprehensive mock interviews and additional structured Q&A sessions with participants. We consider whether a given participant might be particularly suited to one or more of the judges with whom we have worked closely and, if so, make appropriate introductions. Second-year law students participants can also earn an early inside track to employment at Gibbons after completing their clerkships. For third-year law students, CAP focuses on the post-clerkship associate hiring process. Our attorneys help participants highlight different aspects of their clerkships during interviews for associate positions. Third-year students who participate in CAP also receive priority consideration for associate positions at Gibbons after completing their clerkships.



### Recruitment - New Associates

#### ALL 2L SUMMER ASSOCIATES (2019)

	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
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

Gibbons does not have a Summer Associate program. Please see our comment under the Summer Associate table in the Law Firm Demographic Profile.

#### OFFERS ACCEPTED\* (2019)

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

	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
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

Gibbons does not have a Summer Associate program. Please see our comment under the Summer Associate table in the Law Firm Demographic Profile.

#### OFFERS MADE\* (2019)

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

	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
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

Gibbons does not have a Summer Associate program. Please see our comment under the Summer Associate table in the Law Firm Demographic Profile.

#### 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	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
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

Gibbons does not have a Summer Associate program. Please see our comment under the Summer Associate table in the Law Firm Demographic Profile.

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	5	2
African-American/Black	0	0
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	0	0
<b>Total</b>	<b>5</b>	<b>3</b>

LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	2	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	0	0
<b>Total</b>	<b>2</b>	<b>0</b>

LATERAL PARTNER HIRES\* (2019)

\* Both equity and non-equity

	Men	Women
White/Caucasian	4	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	0	0
<b>Total</b>	<b>4</b>	<b>0</b>

NEW PARTNERS PROMOTED\* (2019)

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

	Men	Women
White/Caucasian	2	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	0	0
<b>Total</b>	<b>2</b>	<b>3</b>

NEW EQUITY PARTNERS\* (2019)

\* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	1	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	0	0
<b>Total</b>	<b>1</b>	<b>0</b>

### 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:

[No response]



Retention and Professional Development

*ATTORNEYS WHO LEFT THE FIRM IN 2019*

**1ST-YEAR ASSOCIATES**

	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	0	0
<b>Total</b>	<b>0</b>	<b>0</b>

**2ND-YEAR ASSOCIATES**

	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	0	0
<b>Total</b>	<b>0</b>	<b>0</b>

**3RD-YEAR ASSOCIATES**

	Men	Women
White/Caucasian	0	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	0	0
<b>Total</b>	<b>0</b>	<b>1</b>

**4TH-YEAR ASSOCIATES**

	Men	Women
White/Caucasian	1	0
African-American/Black	0	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	0	0
<b>Total</b>	<b>1</b>	<b>1</b>

The female associate left to become an Assistant United States Attorney at the United States Attorney's Office for the District of New Jersey.

**5TH-YEAR ASSOCIATES**

	Men	Women
White/Caucasian	1	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	0	0
<b>Total</b>	<b>1</b>	<b>0</b>

**6TH-YEAR ASSOCIATES**

	Men	Women
White/Caucasian	2	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	0	0
<b>Total</b>	<b>2</b>	<b>1</b>

This attorney left to work in-house.

## Retention and Professional Development

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

	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	0	0
<b>Total</b>	<b>0</b>	<b>0</b>

**8TH-YEAR PLUS ASSOCIATES**

	Men	Women
White/Caucasian	1	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	0	0
<b>Total</b>	<b>1</b>	<b>0</b>

This associate relocated to another state.

**OF COUNSEL**

	Men	Women
White/Caucasian	0	1
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	1	0
<b>Total</b>	<b>1</b>	<b>1</b>

Both of these attorneys left to work in-house.

**NON-EQUITY PARTNERS**

	Men	Women
White/Caucasian	3	0
African-American/Black	0	0
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	0	0
<b>Total</b>	<b>3</b>	<b>1</b>

One of these partners left the state and went in-house.

**EQUITY PARTNERS**

	Men	Women
White/Caucasian	1	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	0	0
<b>Total</b>	<b>1</b>	<b>0</b>

## 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?

The firm attracts and retains its top-tier workforce through such initiatives as the "Gibbons Experience," a generous benefits program that includes many policies specifically designed to promote the equality and success of our women and minority professionals. For example, after parental leave, an attorney can opt to return to work first on a 60 percent basis of the hours expected of a full-time attorney, and after one year on an 80 percent basis for an indefinite period of time. These policies do not affect an attorney's ability to be promoted.

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

1



Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	1	1	59
Of counsel	4	5	9	26
Non-equity partner	1	3	4	78
Equity partner	0	0	0	37



Management Demographic Profile

FIRMWIDE COMMITTEES 2019

EXECUTIVE/MANAGEMENT COMMITTEE\*

\* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	6	3
African-American/Black	0	0
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	1
Individuals with Disabilities	0	1
<b>Total</b>	<b>6</b>	<b>4</b>

HIRING COMMITTEE\*

\* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	9	5
African-American/Black	0	0
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	1
Individuals with Disabilities	0	1
<b>Total</b>	<b>9</b>	<b>6</b>

PARTNER REVIEW COMMITTEE\*

\* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	7	2
African-American/Black	0	0
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	0	0
<b>Total</b>	<b>7</b>	<b>3</b>

ASSOCIATE REVIEW COMMITTEE\*

\* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	9	5
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	0	0
<b>Total</b>	<b>9</b>	<b>5</b>

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	30	17
African-American/Black	3	2
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	0	0
<b>Total</b>	<b>33</b>	<b>21</b>

## Management Demographic Profile

### OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	6	11	21
Number of such positions held by:			
Minorities	0	1	3
Women	3	4	12
LGBTQ attorneys	1	1	1
Individuals with Disabilities	0	1	1

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? 8

Minorities heading offices: [No response]

Women heading offices: [No response]

LGBTQ attorneys heading offices: [No response]

Individuals with Disabilities heading offices: [No response]

#### PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: [No response]

Women heading practices: [No response]

LGBTQ attorneys heading practices: [No response]

Individuals with Disabilities heading practices: [No response]

#### COMMITTEE LEADERS

Minorities heading committees: [No response]

Women heading committees: [No response]

LGBTQ attorneys heading committees: [No response]

Individuals with Disabilities heading committees: [No response]



## The Firm Says

The Gibbons Diversity Initiative (GDI) promotes inclusion both at the firm and throughout the legal and business communities, particularly with respect to women and minorities. Gibbons is, and has been since our founding in 1926, headquartered in Newark, a city with a dynamic, diverse population from which we have always drawn a significant portion of our employee base. We have, therefore, always been aware of the distinct value diversity brings to a workplace. Diversity provides valuable perspectives, cultural competence, and talents that allow us to be more creative, effective, and ultimately successful in the practice of law and service to our clients; diversity of perspective results in diversity of solutions, and we are in the solution delivery business.

GDI is a comprehensive strategy, comprising both internal and external components, that puts into action a longstanding commitment and involves all aspects of the firm's operation.

Profiles in Diversity Journal, which recognizes corporations, organizations, and institutions that have developed innovative solutions with measurable outcomes in the areas of workforce diversity and inclusion, has honored Gibbons with various recognition over the years, including "Diversity Leader" highlights of our Chairman and Managing Director, as well as our Chief Diversity Officer, and "Innovations in Diversity" awards for GDI-123, our supplier diversity program, and for our thought leadership of the New Jersey State Bar Association's current diversity initiative. In addition, Gibbons was selected as a "Great Workplace for Diversity" by the independent analysts at the Great Place to Work consulting firm and as a "Best Law Firm for Diversity" in the annual survey, conducted by Vault, a national career development resource. The firm's Women's Initiative has been similarly honored, most notably with the prestigious, international Catalyst Award, one of the preeminent corporate honors recognizing outstanding achievement in the advancement of women in the workplace.

### Cultivating a Diverse Workforce

GDI's internal component focuses on training, mentoring, retention, and innovative programming to ensure an inclusive workplace and workforce.

#### Training & Development

Through the firm's heralded "Gibbons Academy," Gibbons devotes substantial time and resources to the training and development of all firm lawyers. These programs are designed to provide associates with increased director-level contact, broaden their substantive knowledge on selected topics, and impart valuable skills that will improve their practices. GDI's specific training series consists of meetings run by various directors in the firm, as well as outside speakers, and focus on the development of minority and women attorneys in particular.

#### Mentoring

The firm's mentoring programs formalize the relationship between senior and junior attorneys and provide a means for the firm's next generation to gain insight and assistance from more established attorneys. Junior attorneys develop action plans covering the areas on which they would like to focus, and mentors assist them in reaching their goals. Our mentoring programs provide valuable career guidance, institutional and professional knowledge, and support through careful mentor/mentee matching and regular meetings.

#### Retention

The firm attracts and retains its top-tier workforce through such initiatives as the "Gibbons Experience," a generous benefits program that includes many policies specifically designed to promote the equality and success of our women and minority professionals. For example, after parental leave, an attorney can opt to return to work first on a 60 percent basis of the hours expected of a full-time attorney, and, after one year, on an 80 percent basis for an indefinite period of time. These policies do not affect an attorney's ability to be promoted. Additionally, Gibbons supports an emergency child care program and partially subsidizes the cost for this service each day it is used.

Gibbons also helps our professionals achieve work/life balance through technology initiatives that provide the flexibility to work remotely as necessary. The firm has implemented state-of-the-art systems that support a truly mobile workforce-allowing employees to connect seamlessly to the firm's network and all other technology capabilities, whether they are in courthouses, client meetings, or home offices. One application allows employees to have calls automatically forwarded to their mobile devices, or even other locations. In addition, Gibbons outfits personnel with laptops, or with the appropriate software for their home desktop computers, to enable remote access to the firm's entire network, replicating the employee's office desktop at home. This allows for increased client communications, with attorneys being reachable from a variety of locations, and also creates the flexibility needed to assist in work-life balance.

#### Thought Leadership & Pipeline Programs

Through GDI, Gibbons strives to make a significant, lasting impact on diversity in business and the legal profession in a way that enhances client service and business success. Gibbons has made it a priority to encourage leaders within the legal industry to implement diversity best practices.

#### Guiding New Jersey's Legal Community

GDI has been positioned as a model for other organizations and for the organized bar. Gibbons strives to be an intellectual center on the topic of corporate diversity; we disseminate our research and insight while also serving as a forum for preeminent experts in the field. The firm's former Chief Diversity Officer, Luis J. Diaz, and the firm's Chairman and Managing Director, Patrick C. Dunican Jr., co-authored an influential article in the Seton Hall Law Review, "Ending the Revolving Door Syndrome in Law," which focused on the higher attrition rates diverse attorneys experience in corporate law firms relative to their non-diverse peers. The article suggested possible reasons for this "revolving door," discussed the negative business implications of decreased diversity, and detailed strategic steps organizations can take to manage key business processes in a way that can help eliminate retention disparities. Moreover, the article recommended ways in which the organized bar could serve as a resource for implementing these tools throughout local law firms, further positioning Gibbons diversity solutions as models for the broader legal community.

#### Leading Professional Associations

Gibbons attorneys are active in minority bar associations and similar organizations, including the National Bar Association, the nation's oldest and largest national association of predominately African American lawyers and judges, as well as the Hispanic Bar Association and Minority Corporate Counsel Association. Diversity Committee members are also encouraged to become involved with more general industry organizations or professional associations, so that issues of diversity remain evident even in the broadest business networks. For example, Gibbons Diversity Committee members participate in the Commerce & Industry Association of New Jersey, New Jersey Business & Industry Association, Newark Regional Business Partnership, and numerous practice specific industry organizations. This visibility promotes our values even outside the particular context of diversity.

### Supporting Pipeline Initiatives

Developing future generations of leaders is integral to GDI's efforts and a key differentiator of our program. Each spring and fall, the Clerkship to Associate Pipeline (CAP) Program, launched in 2018 and led by Chief Diversity Officer Robert Johnson, assists several highly qualified students of diverse backgrounds, selected by participating faculty and administrators of three area law schools (Rutgers-Newark, Rutgers-Camden, and Seton Hall) to prepare for post-law school employment.

Since 2008, the firm has hosted a week-long internship for students from the New Jersey Law and Education Empowerment Project (NJ LEEP), a program that empowers urban youth in grades 8 through 12. At Gibbons, these students learn about the practice of law and the conduct of legal research; at the end of their week, they compete in a Moot Courtroom debate before one of the retired judges at the firm. In addition, the firm offers three-week administrative internships to these students if they are interested.

