

Nelson Mullins Riley & Scarborough LLP

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

1320 Main Street
Meridian
Columbia, SC 29201
Phone: 1.800.237.2000
Fax: 803.256.7500
<https://www.nelsonmullins.com/>

LOCATIONS

Atlanta, GA, Baltimore, MD, Boca Raton, FL, Boston, MA, Charleston, SC, Charlotte, NC, Columbia, SC, Denver, CO, Fort Lauderdale, FL, Greenville, SC, Huntington, WV, Jacksonville, FL, Torrance, CA, Miami, FL, Myrtle Beach, SC, Nashville, TN, New York, NY, Orlando, FL, Palm Beach, FL, Raleigh, NC, Tallahassee, FL, Tampa, FL, Washington, D.C., West Palm Beach, FL, and Winston-Salem, NC

DIVERSITY LEADERSHIP

Head(s) of Firm: Jim Lehman, Managing Partner

Diversity team leader(s): Charles Huddleston, Diversity & Inclusion Committee Chair; Deborah St. Lawrence Thompson, Diversity & Inclusion Committee Co-Chair; Melissa Foster Bird, Diversity Partner; Denise Gunter, Diversity Partner

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	n/a	n/a
U.S. offices only	808	812

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2019)

	Men	Women
White/Caucasian	101	79
African-American/Black	6	14
Hispanic/Latinx	4	7
Alaska Native/American Indian	0	1
Asian	3	7
Native Hawaiian/Pacific Islander	0	0
Multiracial	5	4
Openly LGBTQ	6	2
Individuals with Disabilities	n/a	n/a
Total	123	113

4 males and 1 female voluntarily declined to provide their ethnicities. The Firm's policy is to provide professional development opportunities to all regardless of race, religion, color, sex, age national origin, sexual orientation, gender identity, genetic information, veteran status or disability. Our Firm does not track information on disability status. Reasonable accommodations are made to individuals with documented disabilities who demonstrate a need for special accommodations. Requests for special accommodations are inherently individualized and considered on a case-by-case basis.

EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	159	29
African-American/Black	2	2
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	5	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	4	0
Individuals with Disabilities	n/a	n/a
Total	171	33

2 males voluntarily declined to provide their ethnicities. The Firm's policy is to provide professional development opportunities to all regardless of race, religion, color, sex, age national origin, sexual orientation, gender identity, genetic information, veteran status or disability. Our Firm does not track information on disability status. Reasonable accommodations are made to individuals with documented disabilities who demonstrate a need for special accommodations. Requests for special accommodations are inherently individualized and considered on a case-by-case basis.

SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	23	25
African-American/Black	4	3
Hispanic/Latinx	1	2
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	3
Individuals with Disabilities	n/a	n/a
Total	29	32

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NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	160	56
African-American/Black	3	5
Hispanic/Latinx	3	2
Alaska Native/American Indian	0	1
Asian	4	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	178	67

2 females and 7 males voluntarily declined to provide their ethnicities. The Firm's policy is to provide professional development opportunities to all regardless of race, religion, color, sex, age national origin, sexual orientation, gender identity, genetic information, veteran status or disability. Our Firm does not track information on disability status. Reasonable accommodations are made to individuals with documented disabilities who demonstrate a need for special accommodations. Requests for special accommodations are inherently individualized and considered on a case-by-case basis.

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OF COUNSEL (2019)

	Men	Women
White/Caucasian	47	66
African-American/Black	0	3
Hispanic/Latinx	1	5
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	2	0
Individuals with Disabilities	n/a	n/a
Total	50	76

NEW HIRES (2019)

	Men	Women
White/Caucasian	49	45
African-American/Black	6	10
Hispanic/Latinx	1	2
Alaska Native/American Indian	0	0
Asian	3	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	2	n/a
Individuals with Disabilities	n/a	n/a
Total	68	62

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Strategic Plan and Diversity Leadership

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

The Firm has an accessible, intuitive ONE website which includes the collection of up-to-date diversity and inclusion policies, RFP responses, scorecards and surveys, diversity budget request forms, upcoming Affinity Group events, and other information helpful to our professionals in their inclusion efforts.

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

Jim Lehman, Managing Partner; Charles Huddleston, Diversity & Inclusion Committee Chair; and, Deborah St. Lawrence Thompson, Diversity & Inclusion Committee 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: 52

Total hours spent on diversity: 2500

Comments: As part of the Firm's annual partner evaluation process, attorneys are asked to identify the time and efforts devoted to the promotion of greater diversity and inclusion within the Firm.

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.

As part of the Firm's annual partner evaluation process, attorneys are asked to identify the time and efforts devoted to the promotion of greater diversity and inclusion within the Firm.

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?

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 Firm measures achievement of results by studying individual and team data, both statistical and anecdotal, regarding recruiting, retention, mentoring, advancement, and other aspects of the Firm's diversity. It rewards attorneys who make outstanding contributions to achieving the Firm's diversity objectives and holds accountable those whose performance detracts from the success of the Firm's diversity initiatives. The Diversity Strategic Plan, adopted by our Executive Committee, makes clear that the recruitment, retention, and promotion of diverse attorneys are vital to the Firm's continued success. The Firm has committed to providing an environment that ensures all attorneys — regardless of race, religion, color, sex, age, national origin, sexual orientation, gender identity, genetic information, veteran status or disability— have equal access to the best opportunities for their individual professional development and growth.

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		Increase the number of minority attorneys at the associate level
	X		Increase the number of minority attorneys at the partnership level
	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		Increase the number of women at the associate level
	X		Increase the number of women at the partnership level
	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		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		Increase the number of LGBTQ attorneys at the associate level
	X		Increase the number of LGBTQ attorneys at the partnership level
	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			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



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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.

Nelson Mullins has partnered with Claflin University (an HBCU in Orangeburg, SC) for pre-law scholarships. Since 2012, Nelson Mullins has partnered with clients and high schools in Columbia, South Carolina to deliver Street Law diversity pipeline programs. Our firm sponsored the New Jersey Law and Education Empowerment Project (NJ LEEP) Diversity Gala.



Recruitment - New Associates

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

Ivy League law schools: Harvard University, Columbia

Other private law schools: Boston College, Boston University, Emory, Duke University, Fordham, Loyola, Mercer University, New York Law School, Northeastern, Suffolk University, Vanderbilt University, Washington & Lee University, Wake Forest University, Charleston School of Law, University of Denver, University of Southern California, George Washington, Northwestern, Notre Dame, and Nova Southeastern

Public state law schools: Florida State, Georgia State, Ohio State University, University of Baltimore, University of Colorado - Boulder, University of Denver, University of Florida, University of Georgia, University of California - Los Angeles, University of Kentucky, University of Maryland, University of Miami, University of Mississippi, University of South Carolina, University of Tennessee, University of North Carolina, University of Virginia, West Virginia University, University of Alabama, George Mason, University of Cincinnati, University of Massachusetts, and William & Mary

Law schools of Historically Black Colleges and Universities (HBCUs): Howard University, North Carolina Central

Diversity job fairs: Lavender Law, Atlanta Bar Minority Clerkship, Southeastern Minority Job Fair, Southern Region, National Black Law Students 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)

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

The Firm participates in the Atlanta Bar Association's Minority & Diversity Clerkship Program which offers first-year students from Georgia's law schools — Emory, Georgia State University, John Marshall, Mercer and the University of Georgia — opportunities to participate as clerks for the summer with law firms and judges. Nelson Mullins successfully placed a first-year student in our Atlanta office through this program, providing a six-week paid clerkship. We also participated in various #Meet the Firms' and 1L events.

In addition, our firm held a Workshop for the South Carolina Black Law Students Associations. The goal of the event was to equip minority law students with tools to aid them in transitioning from law school to the practice of law. Students received practical advice and guidance to develop their brand, improve their legal writing, and increasing their success in the legal job market.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	16	13
African-American/Black	3	4
Hispanic/Latinx	1	2
Alaska Native/American Indian	0	0
Asian	0	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	2
Individuals with Disabilities	n/a	n/a
Total	20	21

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OFFERS ACCEPTED* (2019)

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

	Men	Women
White/Caucasian	6	8
African-American/Black	3	2
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	0	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	1
Individuals with Disabilities	n/a	n/a
Total	9	13

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OFFERS MADE* (2019)

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

	Men	Women
White/Caucasian	8	10
African-American/Black	3	4
Hispanic/Latinx	1	2
Alaska Native/American Indian	0	0
Asian	0	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	2
Individuals with Disabilities	n/a	n/a
Total	12	18

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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	3	2
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	3	2

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Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	28	25
African-American/Black	3	6
Hispanic/Latinx	0	2
Alaska Native/American Indian	0	0
Asian	0	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	1	n/a
Individuals with Disabilities	n/a	n/a
Total	34	26

3 males voluntarily declined to provide their ethnicities. The Firm's policy is to provide professional development opportunities to all regardless of race, religion, color, sex, age national origin, sexual orientation, gender identity, genetic information, veteran status or disability. Our Firm does not track information on disability status. Reasonable accommodations are made to individuals with documented disabilities who demonstrate a need for special accommodations. Requests for special accommodations are inherently individualized and considered on a case-by-case basis.

LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

	Men	Women
White/Caucasian	17	3
African-American/Black	3	3
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	29	7

6 males and 1 female voluntarily declined to provide their ethnicities. The Firm's policy is to provide professional development opportunities to all regardless of race, religion, color, sex, age national origin, sexual orientation, gender identity, genetic information, veteran status or disability. Our Firm does not track information on disability status. Reasonable accommodations are made to individuals with documented disabilities who demonstrate a need for special accommodations. Requests for special accommodations are inherently individualized and considered on a case-by-case basis.

LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	4	14
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	n/a	n/a
Total	5	15

1 male voluntarily declined to provide his ethnicities. The Firm's policy is to provide professional development opportunities to all regardless of race, religion, color, sex, age national origin, sexual orientation, gender identity, genetic information, veteran status or disability. Our Firm does not track information on disability status. Reasonable accommodations are made to individuals with documented disabilities who demonstrate a need for special accommodations. Requests for special accommodations are inherently individualized and considered on a case-by-case basis.

NEW PARTNERS PROMOTED* (2019)

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

	Men	Women
White/Caucasian	9	3
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	n/a	n/a
Total	11	3

1 male voluntarily declined to provide his ethnicity. The Firm's policy is to provide professional development opportunities to all regardless of race, religion, color, sex, age national origin, sexual orientation, gender identity, genetic information, veteran status or disability. Our Firm does not track information on disability status. Reasonable accommodations are made to individuals with documented disabilities who demonstrate a need for special accommodations. Requests for special accommodations are inherently individualized and considered on a case-by-case basis.

NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	5	1
African-American/Black	1	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	8	1

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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)

Nelson Mullins has adopted the Rooney Rule as part of its hiring practices.

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:

Carolina Legal Solutions, Greenberg & Associates and the RMN Agency



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	2
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	2

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2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	3	2
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	3	2

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3RD-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	1
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	0	1

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4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	3
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	0
Individuals with Disabilities	n/a	n/a
Total	2	6

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5TH-YEAR ASSOCIATES

	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	n/a	n/a
Total	3	1

6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	2
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	0
Individuals with Disabilities	n/a	n/a
Total	1	3

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Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	3	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	3	1

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8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	1	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	1	1

The Firm's policy is to provide professional development opportunities to all regardless of race, religion, color, sex, age national origin, sexual orientation, gender identity, genetic information, veteran status or disability. Our Firm does not track information on disability status. Reasonable accommodations are made to individuals with documented disabilities who demonstrate a need for special accommodations. Requests for special accommodations are inherently individualized and considered on a case-by-case basis.

OF COUNSEL

	Men	Women
White/Caucasian	10	3
African-American/Black	1	0
Hispanic/Latinx	1	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	12	4

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NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	16	4
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	1
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	17	5

1 male voluntarily declined to provide his ethnicity. The Firm's policy is to provide professional development opportunities to all regardless of race, religion, color, sex, age national origin, sexual orientation, gender identity, genetic information, veteran status or disability. Our Firm does not track information on disability status. Reasonable accommodations are made to individuals with documented disabilities who demonstrate a need for special accommodations. Requests for special accommodations are inherently individualized and considered on a case-by-case basis.

EQUITY PARTNERS

	Men	Women
White/Caucasian	4	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	1
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	4	2

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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:

Equity is the only partnership category that assumes an attorney to be full-time, but the mixture of goals, practice development objectives and leadership responsibilities of an equity partner may be adjusted to reflect Firm priorities and strategic plans. In all cases, the Firm establishes objectives for each partner of whatever class consistent with Firm goals and current economic circumstances so that the partnership is sustainable and prepared to meet the client needs and challenges of the future.

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?

Non-equity partners and of counsel attorneys who choose to work on reduced schedules are allowed to do so without affecting their partnership status subject to periodic review of the economics of the particular arrangement and the needs of the practice area. For associates, the ability to become partner may be delayed until they work the equivalent of 84 months.

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	1	3	4	216
Of counsel	15	42	57	127
Non-equity partner	29	15	44	245
Equity partner	0	1	1	205



Management Demographic Profile

FIRMWIDE COMMITTEES 2019

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	9	2
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	9	2

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HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	36	26
African-American/Black	1	5
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	2
Asian	2	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	1
Openly LGBTQ	1	0
Individuals with Disabilities	n/a	n/a
Total	42	37

1 male voluntarily declined to provide his ethnicity. The Firm's policy is to provide professional development opportunities to all regardless of race, religion, color, sex, age national origin, sexual orientation, gender identity, genetic information, veteran status or disability. Our Firm does not track information on disability status. Reasonable accommodations are made to individuals with documented disabilities who demonstrate a need for special accommodations. Requests for special accommodations are inherently individualized and considered on a case-by-case basis.

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	9	2
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	9	2

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ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	42	22
African-American/Black	0	2
Hispanic/Latinx	2	3
Alaska Native/American Indian	0	0
Asian	2	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	1
Openly LGBTQ	1	0
Individuals with Disabilities	n/a	n/a
Total	49	31

1 male and 1 female voluntarily declined to provide their ethnicities. The Firm's policy is to provide professional development opportunities to all regardless of race, religion, color, sex, age national origin, sexual orientation, gender identity, genetic information, veteran status or disability. Our Firm does not track information on disability status. Reasonable accommodations are made to individuals with documented disabilities who demonstrate a need for special accommodations. Requests for special accommodations are inherently individualized and considered on a case-by-case basis.

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	11	21
African-American/Black	0	8
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	4	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	2
Openly LGBTQ	1	0
Individuals with Disabilities	n/a	n/a
Total	19	33

One male voluntarily declined to provide this ethnicity. The Firm's policy is to provide professional development opportunities to all regardless of race, religion, color, sex, age national origin, sexual orientation, gender identity, genetic information, veteran status or disability. Our Firm does not track information on disability status. Reasonable accommodations are made to individuals with documented disabilities who demonstrate a need for special accommodations. Requests for special accommodations are inherently individualized and considered on a case-by-case basis.



Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	25	58	23
Number of such positions held by:			
Minorities	1	3	2
Women	3	7	9
LGBTQ attorneys	1	2	1
Individuals with Disabilities	n/a	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? 25

Minorities heading offices: Rich Otera, Los Angeles, CA (17)

Women heading offices: Sally Caver, Columbia, SC (135); Susan Jackson, Charlotte, NC (41); Denise Gunter, Winston-Salem, NC (10)

LGBTQ attorneys heading offices: Mark T. Cloutre, Denver, CO (9)

Individuals with Disabilities heading offices: N/A Our Firm does not track information on disability status. Reasonable accommodations are made to individuals with documented disabilities who demonstrate a need for special accommodations. Requests for special accommodations are inherently individualized and considered on a case-by-case basis.

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Mike Brown, MABrown, Litigation (26); Billy Ching, CPE, Corporate (17); June Lee, INIM, Corporate (3)

Women heading practices: Melissa Foster Bird, Assistant Litigation Group Leader (401); Taylor Daly, Assistant Litigation Group Leader (401); June Lee, INIM, Corporate (3); Denise Gunter, Corporate Group Chair (317); Holly Hempel, HHempel, Litigation (7); Jane Remillard, JERemillard, Intellectual Property (7); Jo Thacker, RECN, Corporate (10)

LGBTQ attorneys heading practices: Art Coleman, Assistant Government Relations Group Leader (17); Richard Milian, EMDO (3)

Individuals with Disabilities heading practices: N/A Our Firm does not track information on disability status. Reasonable accommodations are made to individuals with documented disabilities who demonstrate a need for special accommodations. Requests for special accommodations are inherently individualized and considered on a case-by-case basis.

COMMITTEE LEADERS

Minorities heading committees: Brandee Kowalzyk, Recruiting Committee Vice Chair (79)

Women heading committees: Sally Caver, Ethics Committee Vice Chair (38); Lucie Cohen, Technology Committee, Vice Chair (28); Holly Hempel, Vice Chair Marketing Committee (49); Cathy Holahan, Policy Advisors Committee Chair (10); Susan Jackson, Diversity Committee (52); Brandee Kowalzyk, Recruiting Committee Vice Chair (79); Ann Murray, Benefits Committee Chair (12); Carmen Thomas, Associates Committee Vice Chair (81); Melissa VanSickle, Ethics Committee Chair (38)

LGBTQ attorneys heading committees: Mark T. Cloutre, Paralegal Committee Vice Chair, (27)

Individuals with Disabilities heading committees: N/A Our Firm does not track information on disability status. Reasonable accommodations are made to individuals with documented disabilities who demonstrate a need for special accommodations. Requests for special accommodations are inherently individualized and considered on a case-by-case basis.



The Firm Says

Nelson Mullins Riley & Scarborough's success as a law firm is dependent on our maintaining a steadfast commitment to inclusive excellence, with our professionals enjoying equal access to the best opportunities for their professional development and growth. Correspondingly, we are committed to achieving and maintaining robust diversity in all aspects of Firm life, where we value a wide array of backgrounds, characteristics and life experiences among our professionals -- including those associated with race, gender, age, ethnicity/national origin, disability, sexual orientation, gender identity, religion, marital/parental status and more. At the same time, we remain steadfast in embracing a diversity of beliefs among our professionals -- whether political, economic, social, or philosophical.

Our experiences in recruitment, hiring, promotion and advancement practices, as well as in providing services to clients, confirm the indisputable reality that diversity and excellence must go hand-in-hand. Our Firm's long-standing commitment to the bedrock principles of excellence and diversity, in fact, reflects that connection.

To promote increased diversity in our workforce, the Firm has a dedicated, large, and active Diversity and Inclusion Committee. The Firm is continuing to act on our five-year, five point strategic plan that provides a framework to: 1) develop new pathways to attract law school and lateral candidates who bring diversity to the Firm, including newly launched diversity scholarships at selected law schools; 2) renew efforts to address issues of firm culture and inclusion; 3) provide a data rich information regarding Firm diversity and inclusion goals to inform policy and practice efforts, and to provide baselines for meaningful evaluation and support for continuous improvement; 4) establish policies that incent systemic efforts to improve diversity and inclusion efforts at all levels; and, 5) enhance internal and external communications regarding key priorities, initiatives and challenges to help lead Firm-wide and group-/team-/office-focused conversations; and to celebrate success.

Nelson Mullins Riley & Scarborough LLP provides a merit-based Diversity Scholarship Program which is open to 2L law students. Primarily designed to increase the number of diverse law students interested in summer and long-term employment with Nelson Mullins, the scholarship program fits squarely into the Firm's commitment to inclusive excellence and robust diversity in all aspects of Firm life. Awardees will receive a \$10,000 scholarship and a salaried summer associate position at one of the Firm's 25 offices. (Placements are determined on a case-by case basis.) The scholarship may be used toward law school tuition, fees and selected school-related costs such as books and course materials. Factors considered in choosing the scholarship include academic and leadership achievements, life experiences and challenges that have shaped values, and a desire to practice at a nationally recognized AmLaw 100 law firm and contribute to its diversity objectives. The selection process coincides with Nelson Mullins' regular summer associate recruiting process. Awardees are chosen by the Firm's Scholarship Selection Committee and will receive the scholarship award following successful completion of the Firm's summer associate program.

Nelson Mullins is a member of the Leadership Council on Legal Diversity, an organization of more than 200 corporate chief legal officers and law firm managing partners whose mission is to create a truly diverse U.S. legal profession. In addition, we participate in the LCLD's Fellows program. The Firm provides a targeted mentoring program and continued support of affinity and networking groups that are dedicated to supporting female and minority attorneys. The Diversity and Inclusion Committee initiated a new business development program with the purpose of helping women attorneys plot their careers, learn how to generate business from internal and external sources, and grow leadership competencies. Program participants work with designated sponsors and both internal and external executive coaches.

In addition, our Nelson Mullins ONE intranet provides all attorneys with regular reporting of diversity-related data-including analyses of Firm, office, group, and team diversity numbers and trends; a synthesis of "external report cards" that grade Firm diversity and inclusion efforts and successes; and, a regularly updated database including client surveys and inquiries.

We are proud of our efforts and achievements to date. We also recognize that success in achieving and supporting a cadre of professionals who reflect multifaceted diversity and who are the best at what they do requires a continued commitment to the creation and maintenance of a climate of true inclusiveness. As with any strategic priority, there remains much work to do. Our Firm will continue to promote and sustain efforts to provide the excellence in client service that a diverse workforce can meaningfully support.