

# Ballard Spahr LLP

## 2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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### LOCATIONS

Atlanta, Baltimore, Boulder, Delaware, Denver, Las Vegas, Los Angeles, Minneapolis, New Jersey, New York, Philadelphia, Phoenix, Salt Lake City, Sioux Falls, Washington, DC

### DIVERSITY LEADERSHIP

**Head(s) of Firm:** Mark Stewart, Chair

**Diversity team leader(s):** Virginia G. Essandoh, Chief Diversity Officer

### NUMBER OF ATTORNEYS

#### TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	643	657
U.S. offices only	643	657

### Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

No

#### ASSOCIATES (2019)

	Men	Women
White/Caucasian	97	81
African-American/Black	7	15
Hispanic/Latinx	8	5
Alaska Native/American Indian	0	0
Asian	8	11
Native Hawaiian/Pacific Islander	0	1
Multiracial	4	2
Openly LGBTQ	7	4
Individuals with Disabilities	4	2
<b>Total</b>	<b>124</b>	<b>115</b>

#### SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	4	8
African-American/Black	3	4
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	0
Openly LGBTQ	1	3
Individuals with Disabilities	1	1
<b>Total</b>	<b>11</b>	<b>15</b>

Included all summer associates (1L/2L) who were with us during the 2019 Summer Associate Program.

#### EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	171	63
African-American/Black	4	3
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	0
Asian	5	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	3
Openly LGBTQ	3	3
Individuals with Disabilities	1	1
<b>Total</b>	<b>184</b>	<b>72</b>

#### NON-EQUITY PARTNERS (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>

The firm does not have non-equity partners.

#### OF COUNSEL (2019)

	Men	Women
White/Caucasian	72	46
African-American/Black	0	3
Hispanic/Latinx	6	0
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	2
Individuals with Disabilities	2	0
<b>Total</b>	<b>79</b>	<b>51</b>

#### NEW HIRES (2019)

	Men	Women
White/Caucasian	43	34
African-American/Black	4	11
Hispanic/Latinx	5	0
Alaska Native/American Indian	0	0
Asian	5	6
Native Hawaiian/Pacific Islander	0	1
Multiracial	0	0
Openly LGBTQ	3	3
Individuals with Disabilities	2	1
<b>Total</b>	<b>57</b>	<b>52</b>

### Strategic Plan and Diversity Leadership

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

Our Firm Chair regularly incorporates the importance of Diversity and Inclusion into his communications that are circulated firmwide. We offer mandatory Diversity and Inclusion education and training to everyone in the firm on a biannual basis. Our website home page includes a Diversity and Inclusive section that is regularly updated with our initiatives and programs. Our newsletter, Spectrum, keeps clients, friends, and internal lawyers abreast of our efforts in diversity and inclusion and the Diversity Council meets twice a year with several smaller committees meeting regularly throughout the year.

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

Virginia G. Essandoh, 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: 31

Total hours spent on diversity: 455

**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.**

Ballard Spahr's Diversity and Inclusion Council works closely with the Chief Diversity Officer to develop, promote, and implement key initiatives to guide the firm toward its diversity and inclusion goals and to collaborate with clients on diversity and inclusion issues of mutual interest.

**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?**

The firm has a formal program aimed at increasing the diversity of the firm.

**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 part of the monthly management committee report at the Expanded Board meeting, the Chief Diversity Officer provides a quarterly update on the goals and successes of the diversity strategy

**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	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	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		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	X		Provide accommodations for LGBTQ attorneys (e.g. bathroom facilities)

#### INITIATIVES SPECIFICALLY FOR ATTORNEYS WITH DISABILITIES

Already Completed	Currently Addressing	Not a Current Priority	
	X		Increase the number of attorneys with disabilities at the associate level
	X		Increase the number of attorneys with disabilities at the partnership level
	X		Increase the number of attorneys with disabilities in leadership positions
	X		Focus on strengthening firm's mentoring program for attorneys with disabilities
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure attorneys with disabilities have equal access/inclusion on top client matters



X			Ensure that EEO and non-discrimination policies specifically address individuals with disabilities
X			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.**

The firm's Diverse Lawyers Group sponsors a Resume Writing and Interview Skills Workshop for Diverse First-Year Law Students. The event is heavily supported by the Diversity Council and other partners. We have also supported a diversity fellowship program in eight of our offices. We also support organizations that advance diversity and inclusion as we build the pipeline of those interested in a career in law. Whether it is lawyers and staff reading with second-graders as part of the Philadelphia Reads program, our many high school pipeline programs, or our financial and mentoring support for diverse law students, we are contributing to a pipeline of students introduced to the legal profession.





### Recruitment - New Associates

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

*Ivy League law schools:* Yes — Harvard, Penn

*Other private law schools:* Yes — University of Denver, Duke, Villanova, Brigham Young, Georgetown, George Washington University, Loyola (LA)

*Public state law schools:* Yes - University of Maryland, University of Baltimore, University of Colorado, Temple University, University of Utah, George Mason, University of Minnesota, UCLA, Arizona State University, University of Arizona

*Law schools of Historically Black Colleges and Universities (HBCUs):* Yes - Howard

*Diversity job fairs:* Yes - Philadelphia Area Diversity Job Fair, DE Minority Job Fair, Lavender Law Career Fair, Rocky Mountain Diversity Career Fair, MABLSA Job Fair, Minnesota Minority Recruiting Conference, NEBSA 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?

1L Diversity Fellowship Programs - We offer these programs in various offices each year. Some of these programs are offered in partnership with clients. Through an application process, we award a fellowship to a 1L student to participate in our summer program in certain offices. The fellowship recipient receives a \$5,000 scholarship in addition to the summer associate program weekly salary

1L Boot Camp — Our Minneapolis office hosts a Mini Boot Camp that introduces first year law students to the fundamental skills, insights, and tools to prepare them for success in law school.



### Recruitment - New Associates

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

	Men	Women
White/Caucasian	4	7
African-American/Black	3	1
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	1	3
Individuals with Disabilities	1	1
<b>Total</b>	<b>10</b>	<b>10</b>

#### OFFERS MADE\* (2019)

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

	Men	Women
White/Caucasian	4	7
African-American/Black	3	1
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	1	3
Individuals with Disabilities	1	1
<b>Total</b>	<b>10</b>	<b>10</b>

#### OFFERS ACCEPTED\* (2019)

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

	Men	Women
White/Caucasian	4	7
African-American/Black	2	1
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	1	3
Individuals with Disabilities	1	1
<b>Total</b>	<b>9</b>	<b>10</b>

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

### Recruitment - Lateral Associates and Partners

#### LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	18	13
African-American/Black	3	6
Hispanic/Latinx	3	0
Alaska Native/American Indian	0	0
Asian	3	2
Native Hawaiian/Pacific Islander	0	1
Multiracial	0	0
Openly LGBTQ	2	1
Individuals with Disabilities	1	1
<b>Total</b>	<b>27</b>	<b>22</b>

#### LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	13	5
African-American/Black	0	2
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	1
Individuals with Disabilities	1	0
<b>Total</b>	<b>14</b>	<b>8</b>

#### LATERAL PARTNER HIRES\* (2019)

\* Both equity and non-equity

	Men	Women
White/Caucasian	4	4
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	0	0
<b>Total</b>	<b>4</b>	<b>5</b>

#### NEW PARTNERS PROMOTED\* (2019)

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

	Men	Women
White/Caucasian	3	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	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>3</b>	<b>6</b>

#### NEW EQUITY PARTNERS\* (2019)

\* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	7	9
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	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>7</b>	<b>11</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:

DRESAM Advisors; The RMN Agency; Advanced Legal Placements; Diamond Legal Search; North Star Attorney Search; Moses Legal Search; Round Hill Search



### Retention and Professional Development

#### ATTORNEYS WHO LEFT THE FIRM IN 2019

##### 1ST-YEAR ASSOCIATES

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

##### 2ND-YEAR ASSOCIATES

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

##### 3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	3	5
African-American/Black	0	2
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	1
Multiracial	0	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	1
<b>Total</b>	<b>3</b>	<b>10</b>

##### 4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	3	1
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>3</b>	<b>2</b>

##### 5TH-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	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>3</b>	<b>3</b>

##### 6TH-YEAR ASSOCIATES

	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>

### Retention and Professional Development

#### ATTORNEYS WHO LEFT THE FIRM IN 2019

##### 7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	7	2
African-American/Black	0	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	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>7</b>	<b>5</b>

##### 8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	5	4
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	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>7</b>	<b>5</b>

##### OF COUNSEL

	Men	Women
White/Caucasian	20	9
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	0	0
<b>Total</b>	<b>21</b>	<b>9</b>

##### NON-EQUITY PARTNERS

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

The firm does not have non-equity partners.

##### EQUITY PARTNERS

	Men	Women
White/Caucasian	16	3
African-American/Black	1	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	0	0
<b>Total</b>	<b>17</b>	<b>4</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?

Eligibility for Equity partnership is likely delayed at a pro-rate, based on their percentage of target or expected billable hours. Working part-time does not affect a partner's ability to remain a partner.

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

35



### Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	5	10	15	239
Of counsel	35	38	73	162
Non-equity partner	n/a	n/a	n/a	n/a
Equity partner	4	6	10	246

The firm does not have non-equity partners.





### 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	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>6</b>	<b>4</b>

##### HIRING COMMITTEE\*

\* Attorneys on Hiring Committee or equivalent

	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>

The firm does not have a Firmwide Hiring Committee. We have a Firmwide Hiring Partner.

##### PARTNER REVIEW COMMITTEE\*

\* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	5	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>5</b>	<b>3</b>

##### ASSOCIATE REVIEW COMMITTEE\*

\* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	10	11
African-American/Black	1	1
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>14</b>	<b>12</b>

##### ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	12	10
African-American/Black	1	2
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	1	1
Individuals with Disabilities	1	0
<b>Total</b>	<b>14</b>	<b>13</b>

## Management Demographic Profile

## OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	15	57	6
Number of such positions held by:			
Minorities	1	6	0
Women	6	13	2
LGBTQ attorneys	0	2	0
Individuals with Disabilities	0	0	0

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? 15

Minorities heading offices: Robert C. Kim, Las Vegas (15)

Women heading offices: Amy L Arndt, Sioux Falls (11); Beth Moskow-Schnoll, Wilmington (16); Marjorie J Pearce, New York (33); Denise Plunkett, New York (33); Kimberly C Reed, Denver (31); Karla M Vehrs, Minneapolis (79)

LGBTQ attorneys heading offices: [No response]

Individuals with Disabilities heading offices: [No response]

## PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Leslie E John, Antitrust (23); Emilie R Ninan, Public Finance Expanded Team (53); Steve B Park, EB-5 (8); Steve T Park, P3, Energy and Project Finance (1); Todd A Reece, Emerging Growth and Venture Capital (62); Heike K Sullivan, Private Client Services (23);

Women heading practices: Mary Jo George, Housing (80); Jean C Hemphill, Health Care (52) and Health Care Reform (7); Hara K Jacobs, Trademarks and Copyrights (33); Leslie E John, Antitrust (23); Wendi L Kotzen, Qualified Opportunity Zones (0) and Tax (20); Tina R Makouljian, Real Estate Development and Complex Transactions (92); Karen C McConnell, Fashion (2); Emilie R Ninan, Public Finance Expanded Team (53); Marjorie J Pearce, Blockchain Technology and Cryptocurrency (34); Lynn E Rzonca, Fashion (2); Dee Spagnuolo, Diversity & Inclusion Counseling Initiative (27) and Title IX (4); Heike K Sullivan, Private Client Services (23); Maggie M Tatton, Mergers and Acquisitions (108)

LGBTQ attorneys heading practices: Peter V Michaud, Business and Transactions Department (176); Dee Spagnuolo, Diversity & Inclusion Counseling Initiative (27) and Title IX (4)

Individuals with Disabilities heading practices: [No response]

## COMMITTEE LEADERS

Minorities heading committees: [No response]

Women heading committees: Lisa Swaminathan, Pro Bono Committee (20); Diane A Thompson, Evaluation and Compensation Committee (26)

LGBTQ attorneys heading committees: [No response]

Individuals with Disabilities heading committees: [No response]



### The Firm Says

We believe that varied perspectives drive insightful counsel. Ballard Spahr is committed to creating a vibrant community where the needs, viewpoints, and contributions of people from all backgrounds are valued and integrated into every aspect of the firm.

Diversity is the natural result of an inclusive environment. Our goal is to improve recruitment and retention among underrepresented groups and to ensure that all people have full access to opportunity-to the benefit of our clients, the legal profession, and our communities. That's more than just a good business-it is the right thing to do.

We work with affinity-based law student organizations across the country to increase awareness of our firm and support the pipeline of diverse law students entering the profession. Our attorneys speak at law schools, support the organizations financially, and invite law students to our offices and to local events we sponsor.

When a job opening occurs, we cast the widest possible net. We make our internal and external recruiters aware that we are looking for slates that include diverse candidates. Our business resource groups share open positions within their networks and we inform local and national affinity associations about open positions. Lateral partner candidates are informed of our commitment to diversity and inclusion. We participate in job fairs, programs, fellowships, and scholarships that attract diverse law students. Ballard Spahr's Diverse Lawyers Group sponsors a Resume Writing and Interview Skills Workshop for Diverse First-Year Law Students.

Focusing on inclusiveness-the effective integration, development, and engagement of all lawyers- is paramount to maintaining diversity throughout the firm. Creating such an atmosphere depends on one-on-one relationships and day-to-day interactions within the firm. Every day, we find ways to create diverse client teams, to make sure our lateral lawyers are integrated into the firm, to ensure that our work assignment process fosters opportunity and development, and to provide support for the networking and business development efforts of our business resource groups.

It also means examining the pipeline for advancement and succession in law firm leadership. We strive to ensure that our leadership ranks represent diversity across the firm. Women and partners of color hold positions on our board and partner compensation committee. They serve as department chairs, office managing partners and practice group leaders. They lead our Attorney Career Advancement Department and are senior administrative department heads.

Ballard Spahr is a member of The Leadership Council on Legal Diversity (LCLD). LCLD is an organization of more than 300 corporate chief legal officers and law firm managing partners who have dedicated themselves to creating a truly diverse U.S. legal profession. The programs produce tangible results and are designed to attract, inspire, and nurture the talent in society and within the organizations, thereby helping a new and more diverse generation of attorneys ascend to positions of leadership.

Ballard Spahr is making strides to increase diversity and has been recognized for its results. • Received the 2019 Diversity & Flexibility Alliance "Tipping the Scales" Award. • Named to WomenInc. Magazine's 2019 list of Top 100 Law Firms for Women. • Named a 2019 Working Mother Best Law Firm for Women. • 66 percent of our 2019 partner class self-identify as women or lawyers of color. • In 2019, American Lawyer magazine ranked Ballard Spahr 15th among all major U.S. law firms for our percentage of female equity partners. • The firm was ranked 11th for female attorneys among comparably sized firms in the 2019 Law360 Glass Ceiling Report. • 100 percent rating in the 2018 & 2019 editions of the Human Rights Campaign (HRC) Foundation's Corporate Equality Index (CEI). • Ballard Spahr was ranked in the top 20 percent of Am Law 200 firms for minority equity partners. • From 2011 to 2019, earned Gold Standard Certification from the Women in Law Empowerment Forum (WILEF) for our success in providing professional opportunities and leadership roles to women attorneys. • Ballard Spahr is a signatory of The Business Statement for Transgender Equality. • Ballard Spahr was awarded the Mortgage Bankers Association first-annual Diversity and Inclusion Leadership Award for Organizational Diversity.

Ballard Spahr seeks to be inclusive in our selection and use of local counsel, legal service providers, and vendors. We actively seek to do business with firms owned by women, people of color, members of the LGBTQ community, veterans, and people with disabilities. We request that professional service providers and vendors submitting bids for our business demonstrate their commitment to diversity through a description of their workforce and proposed team.

It is the policy of Ballard Spahr to provide equal employment opportunity for all employees and applicants for employment without regard to race, ethnicity, religion, age, national origin, handicap or disability, citizenship, sex, pregnancy, childbirth or related medical conditions, sexual orientation, gender identity and expression, transgender status, sex stereotyping, genetic information, ancestry, veteran status or any other category protected by applicable law.

