

# Duane Morris LLP

## 2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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### LOCATIONS

Atlanta, Austin, Baltimore, Boca Raton, Cherry Hill, Chicago, Hanoi, Ho Chi Minh City, London, Los Angeles, Miami, Myanmar, New York, Newark, Oman, Philadelphia, Pittsburgh, San Diego, San Francisco, Shanghai, Silicon Valley, Singapore, Taiwan, Washington DC, Wilmington, Houston, Lake Tahoe, Las Vegas

### DIVERSITY LEADERSHIP

**Head(s) of Firm:** Matthew Taylor- Chairman and Chief Executive Officer

**Diversity team leader(s):** Joseph West- Partner and Chief Diversity and Inclusion Officer

### NUMBER OF ATTORNEYS

#### TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	871	799
U.S. offices only	796	733

### Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

#### ASSOCIATES (2019)

	Men	Women
White/Caucasian	99	78
African-American/Black	5	2
Hispanic/Latinx	6	6
Alaska Native/American Indian	0	2
Asian	11	13
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	8
Openly LGBTQ	3	4
Individuals with Disabilities	3	3
<b>Total</b>	<b>130</b>	<b>116</b>

#### SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	4	7
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	0	0
<b>Total</b>	<b>5</b>	<b>7</b>

#### EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	101	15
African-American/Black	1	0
Hispanic/Latinx	1	1
Alaska Native/American Indian	1	0
Asian	4	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	0
Individuals with Disabilities	1	0
<b>Total</b>	<b>108</b>	<b>17</b>

#### NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	128	54
African-American/Black	5	1
Hispanic/Latinx	8	1
Alaska Native/American Indian	0	0
Asian	5	7
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	2	1
Individuals with Disabilities	1	0
<b>Total</b>	<b>146</b>	<b>65</b>

#### OF COUNSEL (2019)

	Men	Women
White/Caucasian	141	35
African-American/Black	4	1
Hispanic/Latinx	3	1
Alaska Native/American Indian	0	0
Asian	2	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	1
Openly LGBTQ	3	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>155</b>	<b>40</b>

#### NEW HIRES (2019)

	Men	Women
White/Caucasian	29	26
African-American/Black	0	1
Hispanic/Latinx	2	2
Alaska Native/American Indian	0	0
Asian	3	7
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	1	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>35</b>	<b>39</b>

### Strategic Plan and Diversity Leadership

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

Emails, website, monthly D&I Committee Meetings, Annual Diversity Retreat, Annual Vashon Lecture, Annual Diversity Report

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

Joseph West- Partner and Chief Diversity and Inclusion Officer

**Does your law firm currently have a diversity committee?**

Yes

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

Yes

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

*Total attorneys on committee:* 21

*Total hours spent on diversity:* 150

*Comments:* Monthly D&I Committee Meetings, the Diversity Retreat, Mentoring Program, Diversity-related professional development opportunities, Diversity Consulting Practice, Annual Diversity Report etc.

**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.**

N/A

**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?**

N/A

**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 Chief Diversity and Inclusion Officer (CDIO) along with the D&I Committee is responsible for implementing diversity initiatives.

**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



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 is a sponsor of the Macauley Honors College Program in New York and sponsors summer interns interested in pursuing a legal career in law. The firm also supports the Ron Brown Scholars Program at St. John's University School of Law in New York.





### Recruitment - New Associates

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

*Ivy League law schools:* Cornell Law School, Harvard Law School, University of Pennsylvania Law School, Columbia Law School

*Other private law schools:* University of Chicago Law School, Benjamin N. Cardozo School of Law, Boston College Law School, Boston University School of Law, Brooklyn Law School, Columbia Law School, Drexel Thomas R. Kline School of Law, Duke University School of Law, Emory University School of Law, Fordham University School of Law, Georgetown University Law Center, New York Law School, New York University School of Law, Northwestern University Pritzker School of Law, Notre Dame Law School, St. John's University School of Law, University of Miami School of Law, University of San Diego School of Law, Vanderbilt University Law School, Villanova University Charles Widger School of Law, Washington University School of Law — St. Louis,

*Public state law schools:* Florida State University College of Law, Pennsylvania State — Dickinson Law, Rutgers Law School — Camden, Temple University Beasley School of Law, University of Baltimore School of Law, University of Florida Levin College of Law, University of Illinois College of Law, University of Maryland Francis King Carey School of Law, University of Michigan Law School, University of North Carolina School of Law, University of Virginia School of Law, University of Texas School of Law, William and Mary Law School, UCLA School of Law

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

*Diversity job fairs:* Philadelphia Area Diversity Job Fair; Mid-Atlantic Black Law Students Association Career Fair; Lavender Law- The LGBT Bar Association Career Fair & Conference

#### 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?

For the past 19 years, the firm has been a full participant in the Philadelphia Diversity Law Group 1L Program. This means that a student who has completed his or her first year of law school and comes from a diverse background will work as a summer clerk at Duane Morris. The firm is a founding member of the Philadelphia Diversity Law Group (PDLG), a consortium of major area law firms and corporations. Our former CDO, Nolan Atkinson, was the founder and former chair of the PDLG, which has grown from an initial 12 members to nearly 40 firms. Duane Morris counts among its permanent associates four diverse associates from the PDLG program. Additionally, the firm is a participant in the Atlanta Bar Association's Minority and Diversity Clerkship Program and the San Diego Bar Association Diversity Fellowship Program.



### Recruitment - New Associates

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

	Men	Women
White/Caucasian	4	7
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	0	0
<b>Total</b>	<b>5</b>	<b>7</b>

#### OFFERS MADE\* (2019)

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

	Men	Women
White/Caucasian	4	7
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	0	0
<b>Total</b>	<b>5</b>	<b>7</b>

#### OFFERS ACCEPTED\* (2019)

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

	Men	Women
White/Caucasian	4	7
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	0	0
<b>Total</b>	<b>5</b>	<b>7</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	16	22
African-American/Black	0	1
Hispanic/Latinx	1	2
Alaska Native/American Indian	0	0
Asian	2	7
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	1	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>20</b>	<b>34</b>

#### LATERAL OF COUNSEL HIRES (2019)

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

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

\* Both equity and non-equity

	Men	Women
White/Caucasian	6	1
African-American/Black	0	0
Hispanic/Latinx	1	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	0	0
<b>Total</b>	<b>8</b>	<b>2</b>

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

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

	Men	Women
White/Caucasian	1	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>1</b>	<b>5</b>

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

\* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	7	1
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>8</b>	<b>2</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:

Candor Legal Group LLC, Chicago Legal Search, and Hilltop Legal Recruiting



### 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	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>1</b>	<b>1</b>

##### 3RD-YEAR ASSOCIATES

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

##### 4TH-YEAR ASSOCIATES

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

##### 5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	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	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>1</b>	<b>2</b>

##### 6TH-YEAR ASSOCIATES

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

### Retention and Professional Development

#### ATTORNEYS WHO LEFT THE FIRM IN 2019

##### 7TH-YEAR ASSOCIATES

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

##### 8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	6	8
African-American/Black	0	1
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	4	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>14</b>	<b>10</b>

##### OF COUNSEL

	Men	Women
White/Caucasian	34	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	0	0
<b>Total</b>	<b>35</b>	<b>3</b>

##### NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	3	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	0	0
<b>Total</b>	<b>4</b>	<b>3</b>

##### 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)
- Regarding gender pay equity, the firm conducts internal salary surveys.

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?

None

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

0



### Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	2	11	13	216
Of counsel	28	16	44	16
Non-equity partner	2	15	17	211
Equity partner	0	0	74	125





### Management Demographic Profile

#### FIRMWIDE COMMITTEES 2019

##### EXECUTIVE/MANAGEMENT COMMITTEE\*

\* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	31	9
African-American/Black	1	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	2	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>35</b>	<b>12</b>

##### HIRING COMMITTEE\*

\* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	13	12
African-American/Black	1	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>16</b>	<b>12</b>

##### PARTNER REVIEW COMMITTEE\*

\* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	5	7
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	0	0
<b>Total</b>	<b>6</b>	<b>7</b>

##### ASSOCIATE REVIEW COMMITTEE\*

\* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	5	7
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	0	0
<b>Total</b>	<b>6</b>	<b>7</b>

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

	Men	Women
White/Caucasian	7	5
African-American/Black	4	0
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>14</b>	<b>9</b>

### Management Demographic Profile

#### OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	19	12	10
Number of such positions held by:			
Minorities	2	1	2
Women	3	3	2
LGBTQ attorneys	1	0	1
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? 19

Minorities heading offices: Cyndie Chang, Los Angeles (13); Manita Rawat, Silicon Valley (6)

Women heading offices: Dominica Anderson, Las Vegas (4); Cyndie Chang, Los Angeles (13); Manita Rawat, Silicon Valley (6)

LGBTQ attorneys heading offices: Ed Cramp, San Diego, (37)

Individuals with Disabilities heading offices: None

#### PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Chester Lee, Real Estate (Co-Chair), (43)

Women heading practices: Meagen Leary, Business Reorganization and Financial Restructuring (Co-Chair), (29); Eve Klein, Employment, Labor Benefits and Immigration, (72); Sharon Caffrey, Trial (Co-Chair), (344)

LGBTQ attorneys heading practices: None

Individuals with Disabilities heading practices: None

#### COMMITTEE LEADERS

Minorities heading committees: Joseph West, Diversity and Inclusion Committee, 23; Neville Bilimoria, Professional Standards Committee (Co-Chair), 13

Women heading committees: Dana Klinges, Professional Standards Committee (Co-Chair), 13; Dominica Anderson, Women's Initiative Steering Committee, 9

LGBTQ attorneys heading committees: Sean Zabaneh, Recruitment and Retention Committee, 26

Individuals with Disabilities heading committees: None



### The Firm Says

Under leadership of our Chief Diversity Officer, the Duane Morris Diversity & Inclusion program has expanded to include new internal initiatives to address law firm diversity through the DM360 DI Task Force. This stands for "Duane Morris 360 degree Diversity & Inclusion" task force. This firm-wide task force consists of 16 lawyers from various subject matter and geographic practices who are working on four different sub-groups designed to outline the firm's long-term diversity strategy:

Inventory — Designed to evaluate all existing firm diversity initiatives for effectiveness

Information — Designed to establish communications templates for increasing D&I awareness

Business Case — Designed to identify opportunities with existing and prospective stakeholders for whom diversity is important

Accountability — Focused on infusing accountability metrics into appropriate policies, practices and procedures.

In 2017, Duane Morris became the first law firm to have a firm partner serve as a present or former head of each of the major national affinity bar organizations, the HNBA, NAPABA, NBA and MCCA. Two of those partners also serve on the firm's partners board, and two of them currently serve as members of the ABA Commission on Women. Lawyers in the firm have distinguished themselves with active leadership on initiatives focused on disability, LGBT rights, immigration Issues, pro bono and on the boards of such organizations as the Lawyers Committee for Civil Rights Under Law, Multi-Law and the ABA Council on Legal Education and Admission to the Bar. Firm CDIO Joseph West was recently named to the Savoy List of 100 Most Influential Lawyers and he also serves on the board of trustees for Xavier University of Louisiana. The Human Rights Campaign Foundation recognized Duane Morris as a "Best Place to Work for LGBTQ Equality" with a 100 percent rating on its Corporate Equality Index 2018, which rates a broad range of employers on the strength and inclusiveness of policies, benefits and practices for gay, lesbian, bisexual and transgender employees. Duane Morris manages its diversity and inclusion program with the objective of utilizing the best talent worldwide in solving legal problems. The firm recruits a diverse pool of lawyers that collectively possess an awareness of cutting-edge 21st century issues-legal, social and economic-for which clients require solutions. Duane Morris has enacted several initiatives focused on recruitment and retention: Our CDIO is personally involved with recruitment of each diverse lawyer regardless of level.

The leadership of Duane Morris is committed to creating and sustaining the most diverse and inclusive environment possible. Critical to the success of that goal is the effective communication throughout the firm of both the importance of diversity and inclusion as well as the specific ways in which the firm seeks to accomplish its objectives. Because diversity management is integral to the core business of our management and each of our practice groups, our programs for the recruitment, retention and promotion of historically minority groups will continue and grow. The firm's attorneys and its leadership believe in accentuating the added value that diverse attorneys possess and generating profitable new business opportunities from this added value. We host an annual Diversity retreat and supply attendees with information with various training, mentoring and business development opportunities. Duane Morris has an active firm-wide Diversity & Inclusion committee that includes mentoring circles that meet monthly to review hours, assignments and evaluations of each diverse associate in order to increase their opportunities for success.

The Duane Morris Women's Impact Network for Success is devoted to the success of our women attorneys. Through various programs, we exchange ideas, foster and expand business contacts and opportunities, and enhance attorney development to fully realize the talent, knowledge and potential of our women attorneys. In addition to the firm's interest groups, it is the policy of Duane Morris LLP that in acquiring goods and services we maintain an environment that promotes, increases and improves the quality of the overall participation of a widely diverse group of business enterprises. Duane Morris is committed to identifying diverse suppliers that can add value to our supply chain and provide an opportunity to increase our value to our clients. The Executive Committee of Duane Morris has assigned to the Chief Diversity Officer the responsibility for executive advocacy, support and oversight of the Supplier Diversity Initiative.