

Thompson & Knight LLP

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Algiers, Algeria; Austin, TX; Dallas, TX; Ft. Worth, TX; Houston, TX; London, UK; Mexico City, MX; Monterrey, MX; New York, NY

DIVERSITY LEADERSHIP

Head(s) of Firm: Mark M. Sloan, Managing Partner

Diversity team leader(s): Nichole Dotson-Olajuwon, Chief Diversity Officer; Adrienne E. Dominguez, Diversity & Inclusion Committee Chair

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	254	270
U.S. offices only	241	257

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2019)

	Men	Women
White/Caucasian	42	39
African-American/Black	0	3
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	1
Multiracial	3	2
Openly LGBTQ	5	2
Individuals with Disabilities	0	1
Total	46	47

SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	18	8
African-American/Black	1	1
Hispanic/Latinx	3	0
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	25	10

EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	72	13
African-American/Black	0	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	1	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	2
Individuals with Disabilities	2	0
Total	74	14

NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	22	17
African-American/Black	0	0
Hispanic/Latinx	1	2
Alaska Native/American Indian	1	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	1	1
Individuals with Disabilities	0	0
Total	25	22

OF COUNSEL (2019)

	Men	Women
White/Caucasian	12	13
African-American/Black	1	0
Hispanic/Latinx	0	1
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
Total	14	15

NEW HIRES (2019)

	Men	Women
White/Caucasian	13	10
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	1	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
Total	14	11

Strategic Plan and Diversity Leadership

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

Diversity is a core value at Thompson & Knight LLP (the "Firm"). Our Managing Partner has comprised the 2019 Diversity & Inclusion Committee (Committee) with key leaders from our Firm's Management Committee, Lawyer Development Committee, Recruiting/Lateral Hiring Committees, Women's Initiative Group, and LGBTQ affinity group. The Committee also includes a partner in the Firm's Employment and Labor group, who weaves elements of diversity and inclusion into the internal trainings and firm policies on which she has significant input. Each of these leaders advocates both the importance and the inclusion of diversity into their respective areas of Firm governance; they also provide regular updates regarding the Firm's diversity efforts as strategic members of these committees. The Chair of the Committee (Chair), an ethnically-diverse female partner in the Intellectual Property group, and the Chief Diversity Officer (CDO) ensure that important news about the Firm's diversity and inclusion efforts is regularly communicated throughout a variety of channels to all attorneys and staff. Diversity information is included on the agenda for meetings with Firm leadership and is featured on iTK, the Firm's intranet, and the Firm calendar. The Firm's calendar also includes cultural and religious holidays (and other important observances), along with detailed explanations. The calendar proves to be particularly helpful in fostering awareness among employees, generating interest about these dates, and ensuring that employees are considerate in scheduling Firm meetings and events. The Firm also utilizes email communication, press releases, social media, and marketing materials to convey the importance of diversity. As another means of increasing internal awareness, the Firm also highlights diversity on monitors in our coffee bars. Externally, the Firm maintains a separate webpage that promotes our diversity initiatives for the benefit of those outside the Firm.

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

Nichole Dotson-Olajuwon, Chief Diversity Officer; Adrienne E. Dominguez, Diversity & Inclusion Committee 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: 15

Total hours spent on diversity: [No response]

Comments: The Firm does not collect this information.

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

Yes

Has the firm undertaken a formal or informal diversity program or set of initiatives aimed at increasing the diversity of the firm?

Yes

If yes, is it formal or informal?

Formal

How often does the firm's management review the firm's diversity progress/results?

The Program is evaluated on an ongoing basis throughout the year via both formal and informal feedback.

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

Thompson & Knight's goals and progress in diversity and inclusion are evaluated and revised on an ongoing basis to ensure continued alignment with the Firm's other strategic objectives. In 2019, Thompson & Knight worked with an independent diversity consultant to conduct a Cultural Assessment to better understand what we were doing well, in addition to potential areas for improvement. The current goals and metrics were developed with the identified challenges and opportunities for growth in mind. As a result, the Firm implemented several initiatives and strategies-(as discussed in Section 8.1)-that together with ongoing communication, support diversity initiatives and encourage open discussion. The feedback received from attorneys and staff plays a guiding role in evaluating and developing new ideas to reach diversity goals. To gain a broader perspective, the Firm also uses national law firm diversity surveys, which include collective law firm data, to benchmark ourselves. Additionally, the Firm routinely receives diversity inquiries and surveys from clients, which also hold Firm management and the Committee accountable for making progress and achieving results.

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	X		Undertake communication from firm management that diversity is a top priority of the firm
X			Formalize diversity plan and committee with action steps and accountability to management
X	X		Conduct firmwide mandatory diversity training for all attorneys and staff annually
	X		Implement bias interrupters with respect to hiring/assignments/evaluations/compensation reviews/promotions/ etc.
X	X		Focus on strengthening firm's mentoring program
X	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	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	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	X		Focus on strengthening firm's mentoring program for minority attorneys
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure minority attorneys have equal access/inclusion on top client matters
X			Other (please specify): The Firm participates in the Leadership Council on Legal Diversity's Fellowship and Pathfinder programs, which further promote and invest in high-potential diverse attorneys.



Law Firm Diversity Initiatives

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	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			Provide accommodations specific to mothers (e.g., lactation rooms)
	X		Implement policies to address gender pay equity
X			Other (please specify): The Women's Initiative focuses on the integration and advancement of women attorneys, as well as the development of mentoring relationships and marketing opportunities to support their advancement.



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	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)
X			Other (please specify): The Firm's LGBTQ affinity group, LGBTQ, focuses on building a stronger sense of community among our LGBTQ attorneys and provides mentoring and professional development opportunities to support advancement and promotion.



Law Firm Diversity Initiatives

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	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.

TK participates in, and sponsors, various pipeline programs to mentor and increase the number of diverse students matriculating through elementary school, secondary school, college, and ultimately entering law school. The Firm's attorneys support the Small Steps Nursing Center, an early childhood program that fosters the social, emotional, intellectual, and spiritual growth of at-risk children. At the high school level, TK lawyers mentor and coach James Madison High School students and Barefoot Sanders Law Magnet High School students in preparation for the Dallas ISD Mock Trial Tournament. In 2013, the Firm's Dallas office began hosting a summer internship program to encourage these students to pursue legal careers by providing them with role models and exposing them to the work that lawyers perform. Additionally, since 2016, TK has partnered with Cristo Rey Dallas High School to provide high school students an opportunity to experience a work-study platform in a law firm environment. Similarly, at the college level, TK partners with Paul Quinn College, a historically black college, to provide diverse college students with corporate work-study opportunities to develop professional skills. For undergraduates entering law school, TK provides scholarships to five minority, women, LGBTQ, and/or disabled students entering each of the University of Houston Law Center and Vanderbilt University Law School. These scholarships allow law students to improve their future academic performance and professional opportunities. Most recently, TK launched its 1L Diversity Fellowship Program that is specifically focused on investing in outstanding first-year law students of diverse backgrounds.



Recruitment - New Associates

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

Ivy League law schools: Harvard

Other private law schools: Baylor; Duke; Fordham; Northwestern; Notre Dame; Southern Methodist University; Tulane; Vanderbilt; William & Lee; Wake Forest; Georgetown; South Texas College of Law

Public state law schools: Michigan University; Paul M. Hebert Law Center, Louisiana State University; Texas A&M; Texas Tech University; University of Houston Law Center; University of North Carolina; University of Texas School of Law; University of Virginia; University of Kansas School of Law; University of Oklahoma College of Law; and William & Mary

Law schools of Historically Black Colleges and Universities (HBCUs): The Firm interviews at job fairs in which law students from HBCUs routinely participate.

Diversity job fairs: Lavender Law Career Fair; Southeastern Minority Job Fair; Southwest Black Law Students Association Job Fair; and Sunbelt Minority 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)

The Firm participates in Leadership Council on Legal Diversity's 1L Scholar Program, which is a diversity initiative for first-year law students. All first-year law students clerking with TK are invited to participate in the 1L Summit.

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

Thompson & Knight participates in/supports the following programs which are specifically targeted at first-year law students: • Houston Bar Association/Minority Opportunities in the Legal Profession Program - provides opportunities for ethnically diverse first-year law students from Houston-area law schools to gain exposure to the legal community through internships and mentoring; • Law Preview Scholarships at University of Houston Law Center and Vanderbilt University Law School- law school preparatory program for ethnically diverse, women, LGBTQ, and/or disabled students entering their first year of law school; • Leadership Council on Legal Diversity 1L Scholar Program - summer associate employment initiative for diverse first-year law students; • Southern Methodist University Dedman School of Law's Meet the Firms Night; • Thompson & Knight 1L Diversity Fellowship Program; • University of Houston Law Center's 1L Meet & Greet; and • University of Texas School of Law's Mock Interview Program and Law Professional Development Series.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

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

OFFERS MADE* (2019)

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

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

OFFERS ACCEPTED* (2019)

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

	Men	Women
White/Caucasian	11	4
African-American/Black	1	1
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	15	6

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	2	0
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	0	0
Total	3	0

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	9	7
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	1	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
Total	10	8

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
Total	2	2

LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

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

NEW PARTNERS PROMOTED* (2019)

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

	Men	Women
White/Caucasian	4	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	1	0
Individuals with Disabilities	0	0
Total	4	3

NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	6	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
Total	6	0

Recruitment - Lateral Associates and Partners

What activities does the firm undertake to attract diverse attorneys?

- Partner programs with women, minority, LGBTQ or disability-focused bar associations
- Participate at diversity job fairs
- Attend events at diversity legal organizations
- Seek referrals from other attorneys
- Utilize online job services (e.g., MCCA Job Bank)
- Hire recruiting professional who specializes in identifying diverse candidates
- Firm is Mansfield Rule certified
- If the firm is not Mansfield Rule certified, does it plan to be certified?
- Other (please specify)

The Firm is currently considering Mansfield certification.

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?

Unknown

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:

Unknown



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

1ST-YEAR ASSOCIATES

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

2ND-YEAR ASSOCIATES

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

3RD-YEAR ASSOCIATES

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

4TH-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
Total	2	0

5TH-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
Total	2	0

6TH-YEAR ASSOCIATES

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

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

7TH-YEAR ASSOCIATES

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

8TH-YEAR PLUS 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
Total	0	0

OF COUNSEL

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

NON-EQUITY PARTNERS

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

EQUITY PARTNERS

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

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?

An associate who commits to a reduced-hour schedule of at least 75% of a full-time associate's minimum creditable hours, meets his/her reduced creditable and investment-hour requirement, and receives an overall "meets expectations" on his/her annual evaluation, will receive tenure credit for advancement toward partnership. When sufficient credit is accumulated, the reduced-hours schedule associate will be eligible for consideration for admission to the partnership at the next occurring partnership consideration date, utilizing the same standards and procedures used for full-time associates.

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	0	1	1	93
Of counsel	8	15	23	29
Non-equity partner	0	3	3	46
Equity partner	0	0	0	88



Management Demographic Profile

FIRMWIDE COMMITTEES 2019

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	7	3
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	1	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	8	3

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	7	1
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	1	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	8	1

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	7	3
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	1	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	8	3

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	10	4
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	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	10	6

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

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

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	5	22	18
Number of such positions held by:			
Minorities	0	2	1
Women	0	5	5
LGBTQ attorneys	0	1	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? 5

Minorities heading offices: 0

Women heading offices: 0

LGBTQ attorneys heading offices: 0

Individuals with Disabilities heading offices: 0

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Gregg C. Davis, Real Estate & Banking (38); Michele L. Gibbons, Private Equity

Women heading practices: Katherine L. Coleman, Government & Regulatory (12); Anna Marie Dempsey, Private Equity; Michele L. Gibbons, Private Equity; Debra J. Villarreal, Oil & Gas (11)

LGBTQ attorneys heading practices: 0

Individuals with Disabilities heading practices: 0

COMMITTEE LEADERS

Minorities heading committees: Adrienne E. Dominguez, Diversity & Inclusion (13)

Women heading committees: Susan E. Coleman, Sponsorship (4); Adrienne E. Dominguez, Diversity & Inclusion (13); Jessica W. Hammons, Recruiting/Hiring (5)

LGBTQ attorneys heading committees: 0

Individuals with Disabilities heading committees: Lawrence A. Melsheimer, Thompson & Knight Foundation (15)



The Firm Says

THE COMMITTEE. Thompson & Knight's (TK) Managing Partner has established a Diversity & Inclusion Committee (Committee) comprised of key leaders from the Firm's Management Committee, Lawyer Development Committee, Recruiting/Lateral Hiring Committees, Women's Initiative Group (Women's Initiative), and LGBTQ affinity group (LGBTK). The 2019 Committee chair (Chair) is an ethnically-diverse female partner in the Firm's Intellectual Property practice group; she receives an annual allotment of billable hour credit for time spent furthering diversity efforts. The Committee is responsible for developing and implementing diversity and inclusion strategies. A combination of meetings, professional development, and social activities provide support, education, and opportunity to all attorneys. These interactions also provide a forum to identify and discuss new issues or challenges being faced by diverse and female attorneys.

To further support these efforts:

- The Managing Partner, Chair, and Chief Diversity Officer (CDO) monitor the billable hours and feedback regarding diverse associates;
- The CDO serves on the Firm's Lawyer Development Committee;
- The CDO holds mentoring meetings with diverse associates to build relationships and opportunities for mentoring;
- The Committee facilitates networking, attorney development, and business development opportunities for diverse lawyers by encouraging participation in affinity conferences and local bar activities; and
- The Firm is a member of the Leadership Council on Legal Diversity, and eight diverse and/or women partners have participated in LCLD's Fellowship Program since its inception in 2010. A diverse female associate and a male associate currently participate in LCLD's 2020 Pathfinder Program.

STRATEGIC EFFORTS. In 2019, TK partnered with a renowned diversity and inclusion consultant to conduct a confidential Cultural Assessment to better understand how attorneys in our domestic offices are experiencing the Firm, as well as how to maximize opportunities to improve the TK experience. As a result of the Cultural Assessment, we have learned what we are doing well and where we can improve. Further, TK has developed strategic goals for 2020 and continues to work toward ensuring that all of our attorneys are feeling engaged and valued, and provided with the tools and opportunities they need to succeed at the Firm.

INCREASING AWARENESS AND INCLUSION. TK is committed to increasing awareness and inclusion at the Firm. To that end, TK has increased diversity and inclusion training in efforts to better equip our attorneys with various sensitivity, awareness, and inclusion competencies that will benefit our culture, attorneys, and ultimately our client teams and continued delivery of outstanding client service. Recent trainings include: Generational Diversity, Unconscious Bias/Inclusive Leadership, Effective Feedback for All, and Building Inclusion to Benefit our Culture & Clients.

INVESTMENT. TK supports and encourages our attorneys' involvement in diversity-focused organizations, including the Anti-Defamation League, Center for Women in the Law, Corporate Counsel Women of Color, Equality Texas, Hispanic National Bar Association, JL Turner Legal Association, LGBTQ Bar Associations (Austin and Dallas), Leadership Council on Legal Diversity, National Asian Pacific American Bar Association, National Association of Women Lawyers, National Bar Association, National LGBT Bar Association, Stakeholders, Inc., South Asian Bar Association, and Texas Minority Council Program.

WOMEN'S INITIATIVE. Further evidence of TK's commitment to our women attorneys is the Firm's Women's Initiative, which focuses on the integration of women attorneys into the Firm, creating networking and marketing opportunities for women attorneys, and providing ongoing client and professional development. With respect to training, the Women's Initiative engages outside consultants, community leaders, and our own women partners to lead discussions and training sessions on marketing and business development techniques. With respect to business development, the Women's Initiative hosts networking events featuring activities of particular interest to TK's women attorneys, so that we can create and build upon client relationships in environments that are reflective of collective interests. Past events have included "Women's Fly Fishing," "Women's Clay Shooting," "Flower Arranging," "A Night at the Museum," "Afternoon Tea," "Champagne Luncheon," "Gingerbread House Decorating Workshop," "Smartphone Photography Workshop," "Holiday Theatre Shows with Child(ren)," and "Shopping Events."

LGBTK. TK is committed to the success of our attorneys self-identifying as LGBTQ. LGBTK assists in creating and maintaining an open and supportive working environment where everyone feels comfortable in the workplace, regardless of sexual orientation or gender identity and expression. The overall goal of LGBTK is to build a stronger sense of community among our LGBTQ attorneys and staff members, and to provide mentoring and professional development opportunities to support advancement and promotion.

FLEXIBILITY PROGRAMS. The Firm's Chief Talent Officer, practice group leaders, and practice managers all work together to ensure lawyers using the Firm's flexibility programs receive the same development and career opportunities as those working a traditional full-time schedule. Our goal is to create and support programming and policies that will allow all TK attorneys to better manage their personal and professional lives, so that they can continue to be promoted from class to class and, ultimately, to partner.

OTHER INCLUSIVE POLICIES. TK proactively revises its policies in efforts to support inclusion and otherwise remove potentially disparate treatment within the Firm. Below are the results of some of these efforts:

- TK provides gender-neutral parental leave policy with 18-weeks paid leave for primary caregivers that covers adoptions and reduced hours and ramp-up options. TK has also partnered with Milk Stork to support breastfeeding moms to successfully nourish their babies and their careers.
- Firm policy specifically prohibits discrimination based on sexual orientation and gender identity or expression.
- The Firm's medical plan covers sex reassignment/gender confirmation surgery as any other eligible medical service.

SCHOLARSHIPS. TK provides scholarships to five minority, women, LGBTQ, and/or students with disabilities entering each of the University of Houston Law Center or Vanderbilt University Law School. These scholarships offer recipients an opportunity to jump-start their law school studies and improve their future academic performance and professional opportunities.

DIVERSITY FELLOWSHIP PROGRAM. In 2019, TK launched its IL Diversity Fellowship Program to invest in outstanding law students of diverse backgrounds. The program offers students real-world experience, industry networking, and on-the-job mentoring that will enhance their opportunities throughout law school and their future legal careers.

RECENT SUCCESSES.

- 60% of TK's Hiring Partners are women • 50% of TK's 2020 Management Committee members are women • 50% of attorneys elected to non-equity Partner in 2020 are women

RECOGNITION. As the first Texas law firm to hire a full-time Chief Diversity Officer, TK continues to make strides toward its goal to become the diversity and inclusion model for the legal communities. In recognition of these efforts, we are honored to be the recipient of the following awards and designations:

- 2019 "Top Law Firms for Women" by Women Inc. Magazine
- 2019 "Tipping the Scales Award" from Diversity & Flexibility Alliance
- 2019 Human Rights Campaign Corporate Equality Index Score of 85 (TK's initial participation in the HRC CEI Survey)
- 2019 Austin Law Firm Diversity Scorecard: TK earned a B
- 2018 "Compass Award" by the Leadership Council on Legal Diversity
- Community of Respect® Partner by the Anti-Defamation League (six consecutive years)
- Top 100 Law Firm for Diversity, Top 100 Law Firm for Women, Top 25 Law Firm for Hispanics, and Top 25 Law Firm for Native Americans by MultiCultural Law
- Ernst & Young Celebration of Diversity Award for "Workplace of the Year"
- Chevron Law Firm Diversity Recognition Award
- Navistar Law Department Diversity Recognition Award
- "Mother-Friendly Worksite" by the Texas Department of State Health Services
- 2017 DiversityFIRST# Leadership Award by the Texas Diversity Council
- 2017 "Top Performer" Award from Leadership Council on Legal Diversity
- 2011-2014; 2016-2019 Fellows Program Participants of the Leadership Council on Legal Diversity
- 2017-2019 Pathfinders Program participants of the Leadership Council on Legal Diversity
- 2018-2019 1L Scholar Program participants of the Leadership Council on Legal Diversity
- Most Powerful and Influential Women in Texas Award by the Texas Diversity Council

