

# Jackson Walker LLP

## 2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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### LOCATIONS

7 offices across Texas - in Austin, Dallas, Fort Worth, Houston, San Angelo, San Antonio, and Texarkana

### DIVERSITY LEADERSHIP

**Head(s) of Firm:** C. Wade Cooper, Managing Partner

**Diversity team leader(s):** L. Suzan Kedron, Partner and Chair of Diversity & Inclusion Committee

### NUMBER OF ATTORNEYS

#### TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	420	412
U.S. offices only	420	412

### Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

#### ASSOCIATES (2019)

	Men	Women
White/Caucasian	46	36
African-American/Black	2	2
Hispanic/Latinx	8	6
Alaska Native/American Indian	0	0
Asian	2	6
Native Hawaiian/Pacific Islander	1	0
Multiracial	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>60</b>	<b>50</b>

#### SUMMER ASSOCIATES (2019)

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

#### EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	83	16
African-American/Black	0	1
Hispanic/Latinx	4	2
Alaska Native/American Indian	0	0
Asian	3	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>90</b>	<b>20</b>

#### NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	95	32
African-American/Black	3	3
Hispanic/Latinx	6	1
Alaska Native/American Indian	1	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	3	1
Individuals with Disabilities	1	0
<b>Total</b>	<b>107</b>	<b>36</b>

#### OF COUNSEL (2019)

	Men	Women
White/Caucasian	25	16
African-American/Black	0	1
Hispanic/Latinx	1	2
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>27</b>	<b>22</b>

#### NEW HIRES (2019)

	Men	Women
White/Caucasian	20	19
African-American/Black	1	1
Hispanic/Latinx	2	3
Alaska Native/American Indian	0	0
Asian	1	4
Native Hawaiian/Pacific Islander	1	0
Multiracial	0	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>25</b>	<b>28</b>

## Strategic Plan and Diversity Leadership

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

Firm management regularly emphasizes the importance of diversity. Communication is accomplished through the use of technology, marketing, sponsorships, and face to face interactions. The Diversity & Inclusion Committee keeps an electronic library on an internal web site accessible to all in the firm. This website also provides helpful links, firm policies, and rankings and statistics. Diversity & Inclusion is an important topic at our firm and is included on the agendas of firm wide meetings, such as attorney retreats and firm management meetings. The committee initiated Jackson Walker's Annual Report on Diversity in 2012. These are distributed internally and externally at events, as well as on our website.

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

The firm has a Diversity & Inclusion Steering Committee which includes managing partner Wade Cooper and other members of management. The Steering Committee establishes the strategic direction and priorities of the firm's diversity focus. The Diversity & Inclusion Committee's objective is to develop policies, guidelines, programs and initiatives that support the firm's vision and culture. The Diversity & Inclusion Committee has representation from Austin, Dallas, Ft. Worth, Houston and San Antonio. The Diversity & Inclusion Committee is supported by several subcommittees. Almost all subcommittees are linked to a parallel firmwide committee. Each subcommittee has a designated lead responsible for facilitating the group's discussion and convening meetings. The subcommittees are tasked with meeting regularly to discuss objectives and to improve programs and initiatives under their group's umbrella. The full Diversity & Inclusion Committee meets to collaborate on best practices for implementing diversity initiatives and to get collective feedback from the full membership.

### 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: 18

Total hours spent on diversity: 1000

Comments: Approximately 1,000 hours

### 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.

The Committee has prepared a set of specific recommendations to improve diversity and inclusion at the firm.

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

Yes

### If yes, is it formal or informal?

Formal

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

Monthly

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

The Diversity & Inclusion Committee is responsible for developing, recommending, implementing and reporting on diversity and inclusion related activities, initiatives and programs. Committee members are evaluated on the results obtained. The Management Committee is responsible for approving the firm's diversity policies and goals. Diversity & Inclusion achievement is one factor by which the Management Committee measures the success of the firm, and it is one factor in the partner compensation process.

### 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
	X		Other (please specify): Jackson Walker has utilized lateral hiring efforts to target new prospects and increase the numbers of minority attorneys in the firm. Jackson Walker continues to be among the top firms in helping women and minorities develop into partners.



### 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		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
X			Other (please specify): Client development events aimed at women attorneys. Maternity Leave Mentoring Program — Supports an expectant mother throughout her pregnancy and continues through her return to the firm following maternity leave. Once an attorney notifies the firm that she is expecting, she is assigned a female partner mentor, whose responsibilities include working with the attorney's practice group leader and practice mentor to smooth the attorney's re-introduction back into the practice following her maternity leave. OnRamp Program — Presents opportunities to top women attorneys who left the practice of law to return. Along with facilitating the reentry of women attorneys back into practice, the program also creates a pipeline for female lateral candidates.



### 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)
X			Other (please specify): Jackson Walker has hosted the Lambda Legal Dallas Leadership Committee Retreat since 2010, and we have co-sponsored Lambda Legal's Equality Night Out event in Houston for several years. We are also planning to sponsor the National LGBT Bar Association 2020 Lavender Law Conference & Career Fair in Washington, DC in August.



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		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.**

Jackson Walker has been a longtime supporter of Houston Urban Debate League (HUDL) and has sponsored various events for a number of years, including summer camps. We annually sponsor two national prelaw diversity conferences: the National Hispanic Pre-Law Conference and Law Fair and the National Black Pre-Law Conference and Law Fair. The firm's former Diversity Committee Chair is on the South Texas Leadership Council for the United Negro College Fund (UNCF) and served on the 2017 gala committee. Jackson Walker participates in the Houston Bar Association's Teach Texas program, in which our attorneys volunteer to teach sessions on Texas legal history and judicial civics to local seventh graders at middle schools throughout the city. For the past several years, Jackson Walker has participated in the Houston Bar Association's Communities in Schools Program (CIS) Legal Internship. Additionally, Jackson Walker is a founding partner in the Cristo Rey Dallas (CRD) Corporate Work Study Program. In 2018, Jackson Walker began participating in the University of Houston Law Center Pre-Law Pipeline Program for undergraduate students who are first-generation, low-income, or members of groups under-represented in the legal profession. And for several years, JW sponsored the Houston Chronicle Classroom Newspaper program, which affords students an opportunity to study journalism and work with seasoned reporters to understand the news environment.



### Recruitment - New Associates

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

*Ivy League law schools:* Columbia University School of Law, Cornell University School of Law, Harvard University Law School, University of Pennsylvania School of Law, Yale Law School (We welcome write-in candidates from these law schools.)

*Other private law schools:* Baylor University, Boston College, Boston University, University of Chicago, Duke University, Georgetown University, George Washington University, Northwestern University, University of Notre Dame, St. Mary's University, Southern Methodist University, New York University, Tulane University, Vanderbilt University, Wake Forest University, Washington & Lee University, Washington University (We either recruit on campus, invite a resume drop at these schools, or welcome write-in candidates.)

*Public state law schools:* University of California, University of Texas, University of Oklahoma, Louisiana State University, University of Michigan, University of Virginia (We either recruit on campus, invite a resume drop at these schools, or welcome write-in candidates.)

*Law schools of Historically Black Colleges and Universities (HBCUs):* Southern University Law School, Texas Southern Thurgood Marshall School of Law, Howard University Law School (We recruit on campus at Texas Southern Thurgood Marshall School of Law, interview at job fairs where these schools participate, and welcome write-in candidates from these schools)

*Diversity job fairs:* We routinely participate in the Sunbelt Minority Job Fair, Southeastern Minority Job Fair and the Southwest Black Law Student Associate Job Fair. We were also a sponsor of the National LGBT Bar Association Lavender Law Conference and Career Fair in 2019. We welcome write-in candidates from HBCU schools.

#### Do you have any special outreach efforts directed to encourage minority law students to consider your firm?

- Hold a reception for minority students
- Advertise in minority law student association publications
- Participate in or host minority law student job fairs
- Sponsor minority law student association events
- Firm lawyers participate on career panels at schools
- Outreach to leadership of minority student organizations
- Scholarships or intern/fellowships for minority students
- Other (please specify)

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

The outgoing chair of the firm's Diversity & Inclusion Committee is a long-time member and three time past co-chair of the Houston Bar Association's Committee on Minority Opportunities in the Legal Profession, soon to be renamed the Diversity and Inclusion Committee (MOILP/HBA). Two of the firm's minority partners (one of them co-chaired the committee in 2017) are also talent identified through JW's active involvement in the program. That Committee runs a first-year summer clerkship program for minority law students at Houston's three law schools. The firm hires minority 1L clerks (and has identified future minority 2L clerks) through this program. The firm has also hired full time attorneys identified through this program. The firm sponsored one 1L Scholar in 2012, two 1L Scholars in 2013, one 1L Scholar in 2015, one 1L Scholar in 2016, one 1L Scholar in 2017, and multiple 1L Scholars in 2018 and 2019, and we participated in the LCLD's Group Mentoring Program (designed to increase the quality and quantity of mentor-mentee relationships among minority law students at any stage in their law school careers and experienced lawyers). We also send our Scholars to the 1L LCLD Scholar Summit in Chicago every summer.

Jackson Walker sponsors a PracticePro Diversity Scholar at Texas Southern University. PracticePro bridges the gap between law school and law practice by teaching legal skills to current and aspiring attorneys.

The firm also participates in the Austin Bar Association Diversity Fellowship Program which means welcoming one Diverse Fellow into our summer program every year.



### Recruitment - New Associates

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

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

#### OFFERS MADE\* (2019)

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

	Men	Women
White/Caucasian	2	6
African-American/Black	1	2
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	1
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>5</b>	<b>10</b>

#### OFFERS ACCEPTED\* (2019)

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

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

### Recruitment - Lateral Associates and Partners

#### LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	6	5
African-American/Black	1	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	1	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>9</b>	<b>5</b>

#### LATERAL OF COUNSEL HIRES (2019)

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

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

\* Both equity and non-equity

	Men	Women
White/Caucasian	6	4
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>6</b>	<b>4</b>

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

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

	Men	Women
White/Caucasian	15	8
African-American/Black	0	0
Hispanic/Latinx	0	2
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>15</b>	<b>11</b>

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

\* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	7	4
African-American/Black	0	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>7</b>	<b>6</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)

Jackson Walker isn't a formal Mansfield Rule participant, but our Chief Business Development & Marketing Officer, Barbara Malin, was invited to and participates in the "Mansfield Marketers" CMO group which consists of the CMOs of Mansfield firms plus other selected CMOs. The firm is earnestly studying pursuing certification in 2021.

#### 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:

VOY Legal (owned by Miten Shah and Sandeep Rao); Johnson Downie (Principal Janet Downie was with Johnson Downie when we made the placement, but she is now with Downie Zahoryin, LLC)



### Retention and Professional Development

#### ATTORNEYS WHO LEFT THE FIRM IN 2019

##### 1ST-YEAR ASSOCIATES

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

##### 2ND-YEAR ASSOCIATES

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

##### 3RD-YEAR ASSOCIATES

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

##### 4TH-YEAR ASSOCIATES

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

##### 5TH-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>

##### 6TH-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
<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	0	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>0</b>	<b>0</b>

##### 8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	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>

##### OF COUNSEL

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

##### NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	8	4
African-American/Black	0	0
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>9</b>	<b>5</b>

##### EQUITY PARTNERS

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

### Retention and Professional Development

Please identify the specific steps you are taking to reduce the attrition rate of diverse attorneys.

- Develop and/or support internal employee affinity groups (e.g., networks within the firm for minorities, women, LGBTQ attorneys, or individuals with disabilities)
- Increase/review compensation relative to competition
- Implement procedures to ensure gender pay equity
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity and greater inclusion of minority men and women in firm leadership
- Work with diverse attorneys to develop career advancement plans
- Introduce diverse attorneys to key clients, including to lead engagements
- Review work assignments and hours billed to key client matters to make sure diverse attorneys, particularly minority attorneys (for whom research indicates a greater inclusion problem), are not being excluded
- Strengthen mentoring program for all attorneys
- Professional skills development program for all attorneys
- Provide a gender-neutral parental leave policy that covers adoptions
- Other (please specify)

Does your firm have part-time/flex-time policies that permit attorneys (male or female) to work alternative schedules?

Yes

Comments:

The firm continues to provide an option for attorneys to work on a reduced-hours program. The goal is to provide an alternative work schedule compatible with personal and family responsibilities and with the needs of the firm, while maintaining the opportunity for professional growth, experience, and career advancement. The program is intended to help retain high-caliber associates and partners and not lose qualified attorneys simply due to their need for flexibility in their work schedule.

What impact, if any, will the decision to work part time have on an attorney's ability to make a partner, or if already a partner, to remain a partner at your firm?

The impact is on the timing of partnership consideration. Associates working part time will not be considered for income partnership in the same year as their full-time associate counterparts.

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

3





### Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	1	1	2	110
Of counsel	0	4	6	49
Non-equity partner	0	0	0	143
Equity partner	0	0	0	110



### Management Demographic Profile

#### FIRMWIDE COMMITTEES 2019

##### EXECUTIVE/MANAGEMENT COMMITTEE\*

\* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	6	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>6</b>	<b>2</b>

##### HIRING COMMITTEE\*

\* Attorneys on Hiring Committee or equivalent

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

##### PARTNER REVIEW COMMITTEE\*

\* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	11	3
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>11</b>	<b>4</b>

##### ASSOCIATE REVIEW COMMITTEE\*

\* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	11	3
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>11</b>	<b>4</b>

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

	Men	Women
White/Caucasian	4	3
African-American/Black	1	2
Hispanic/Latinx	7	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>12</b>	<b>6</b>

### Management Demographic Profile

#### OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	7	15	20
Number of such positions held by:			
Minorities	0	1	5
Women	1	2	6
LGBTQ attorneys	0	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? 7

Minorities heading offices: N/A

Women heading offices: Julia W. Mann, San Antonio (40)

LGBTQ attorneys heading offices: N/A

Individuals with Disabilities heading offices: N/A

#### PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Raman Dewan, Intellectual Property (13); Rick Garza, Labor & Employment — San Antonio City Leader (1)

Women heading practices: Stephanie Chandler, Corporate & Securities — San Antonio City Leader (12); Debbie Robinowitz, Finance (15); Virginia Mimmack, Healthcare (6); Ginger Webber, Real Estate — Fort Worth City Leader (4)

LGBTQ attorneys heading practices: N/A

Individuals with Disabilities heading practices: N/A

#### COMMITTEE LEADERS

Minorities heading committees: Chevazz Brown and Nate St. Clair (co-chairs), Mentorship Committee (9); Jonathan Neerman, Political Action Committee (8); Marilyn Brown, Statewide Business Development Committee (20)

Women heading committees: Michelle Moore Smith, JW2 Committee (12); Sue Ayers, Paralegal Committee (9); Sue Ayers, Business Development Advisory Committee (18); Marilyn Brown, Statewide Business Development Committee (20); Debbie Robinowitz, U50 Leadership Committee (4); Katherine Staton, Billing & Collections Committee (10)

LGBTQ attorneys heading committees: Brad Nitschke, RFP Committee (33)

Individuals with Disabilities heading committees: N/A



### The Firm Says

Simply stated, we believe that diversity makes us better. Our commitment to recruiting, retaining, and advancing a diverse workforce enables us to better serve our clients while developing the Texas communities in which we live and work. We foster diversity by promoting a culture in which all individuals are afforded the opportunity to excel. Our Diversity & Inclusion Committee, which includes both lawyers and staff, develops and administers our diversity-related goals, and provides guidance and recommendations to ensure our entire practice promotes opportunity for all.

Our commitment to diversity and inclusion also is reflected in (i) the recognition that individual Jackson Walker attorneys and the firm have received, (ii) our leadership in organizations that support diversity in the legal profession, and (iii) our internal efforts. Regarding recognition, The American Lawyer recognized Jackson Walker as the third-most diverse law firm headquartered in Texas. The firm is one of only three firms to have received an "A" grade in Austin's Law Firm Diversity Report Card for seven consecutive years. Additionally, Jackson Walker is a Champion of Justice Law Firm as well as a UHLC Diversity Champion. The firm was a four-time finalist for the Minority Corporate Counsel Association's prestigious Thomas L. Sager Award for the South Region in 2012, 2013, and 2015, and we won the award in 2014. The award has gone to law firms that have demonstrated sustained commitment to improve the hiring, retention and promotion of minority attorneys. JW partner Bruce Ruzinsky won the Texas Minority Counsel Program's Trailblazer Outside Counsel of the Year award in 2015, and JW partner Chevazz Brown won the award in 2019.

Regarding leadership, Jackson Walker attorneys continue to serve in leadership positions at the Texas Minority Counsel Program, Lambda Legal, the National Association of Women Lawyers, and UNCF, among others. More broadly, we serve as leaders in the legal industry by continuing to actively support pipeline programs, developmental programs, student organizations, scholarships, and community alliances designed to increase diversity in the legal field. Regarding internal efforts, we are constantly working to improve the recruiting, retention, and advancement of a diverse workforce at Jackson Walker.

Jackson Walker has long made it a priority to ensure our clients have access to the talents of women attorneys across practice areas and levels of experience. The firm's Jackson Walker Women (JW2) initiative is dedicated to attracting, retaining, and promoting women professionals by creating opportunities for women attorneys and lobbyists to build strong networks that will sustain a successful and satisfying career and have a positive impact on their communities.

JW's more than 120 women attorneys span the full range of the firm's practice areas and routinely serve as lead counsel in litigation, transactional, and regulatory matters. Women — including the heads of our statewide finance and healthcare practices — also serve as an integral part of the firm's leadership, serving on management, compensation, and other committees. Many of JW's women attorneys have been recognized by their peers, professional organizations, and publications such as The National Law Journal, Texas Monthly, and Texas Lawyer for outstanding legal skills, community leadership, and client service. Jackson Walker also participates in the OnRamp Program, which helps top women attorneys return to law firms after a career break.

Jackson Walker is proud that its targeted efforts to provide our clients with access to attorneys from a wide range of diverse backgrounds have been successful:

- 8 out of 12 of our new fall associates are women and minorities (67%).
- In 2019, 30 out of 51 of our lateral attorneys and new hires were women and minorities (59%) versus 47% in 2018.
- Nearly 50% of the firm's associates are women, and almost 25% are members of ethnic minorities. Within the firm as a whole, over 30% of all JW attorneys are women and 15% are minorities.
- In our most recent equity partnership class, 6 out of the 13 attorneys were women.

Additionally, a woman was recently elected Managing Partner of our San Antonio office, and we increased female representation on both our Management Committee and on our Compensation Committee.