

Carlton Fields

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Atlanta, Hartford, Los Angeles, Miami, New Jersey, New York, Orlando, Tallahassee, Tampa, West Palm Beach, Washington D.C.

DIVERSITY LEADERSHIP

Head(s) of Firm: Gary L. Sasso, President and CEO

Diversity team leader(s): Nancy J. Faggianelli, Chief Diversity Officer

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	327	326
U.S. offices only	327	326

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

No

ASSOCIATES (2019)

	Men	Women
White/Caucasian	33	28
African-American/Black	3	3
Hispanic/Latinx	4	2
Alaska Native/American Indian	0	0
Asian	2	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	5	1
Individuals with Disabilities	n/a	n/a
Total	43	36

SUMMER ASSOCIATES (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	n/a	n/a
Total	2	2

EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	122	37
African-American/Black	4	4
Hispanic/Latinx	10	3
Alaska Native/American Indian	1	0
Asian	3	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	3
Openly LGBTQ	0	5
Individuals with Disabilities	n/a	n/a
Total	142	49

NON-EQUITY PARTNERS (2019)

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

OF COUNSEL (2019)

	Men	Women
White/Caucasian	37	12
African-American/Black	1	1
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	43	13

NEW HIRES (2019)

	Men	Women
White/Caucasian	31	15
African-American/Black	2	1
Hispanic/Latinx	4	2
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	1	1
Individuals with Disabilities	n/a	n/a
Total	37	19

Strategic Plan and Diversity Leadership

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

At Carlton Fields, diversity is an important part of who we are. It is an integral part of our firm's annual strategic plan, and through our policies and initiatives, firm leadership promotes diversity and fosters an environment of inclusion and respect.

Firm initiatives to communicate the importance of diversity include:

The firm provides domestic partner benefits, and our health insurance plan provides coverage for expenses related to gender reassignment surgery and services.

The firm's comprehensive benefits include competitive parental leave policies for attorneys and professional staff who are primary or secondary caregivers.

The firm's president and CEO served for many years on the board of directors of the Leadership Council on Legal Diversity, and the firm has participated in the LCLD Fellows Program annually since its inception. Fellows Program alumni continue to be actively involved in LCLD after completing the program. Each year, an associate also participates in the LCLD Pathfinder Program launched by LCLD in 2015 to provide diverse early career attorneys with practical tools for developing professional, leadership, and relationship building skills.

Through the firm's internal networking groups — the Women's Alliance, the Minority Alliance, and the LGBT Alliance — lawyers are encouraged to participate in professional development programs designed for diverse attorneys, and the firm hosts internal professional development training for affinity group members with guest speakers.

Celebrations are held to commemorate black history, women's history, and contributions made by LGBT Americans. Emails are sent to educate firm employees about the history and achievements of prominent minorities and women, and guest speakers are invited to the firm to share their experiences.

Carlton Fields' website and a diversity brochure provided to clients highlight the firm's diversity initiatives.

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

Nancy J. Faggianelli, Chief Diversity Officer

Does your law firm currently have a diversity committee?

Yes

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

Yes

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

Total attorneys on committee: 49

Total hours spent on diversity: [No response]

Comments: The firm's leadership, including members of the board of directors, practice group leaders, and office managing shareholders, are responsible for the furtherance of the firm's diversity initiatives. Their hours for the initiative are not tracked.

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.

Generally, the goal is to improve the diverse nature of our firm each year, and we review reports monthly to check trends.

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?

Annually

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

Commitment to diversity is an integral part of the firm's annual strategic plan.

Diversity is a standing agenda item for the quarterly meeting of managing partners. Firm leaders work directly with the chief diversity officer to ensure implementation of diversity initiatives, including staffing in-house programs, client teams, and matters with diverse teams. Work assignments and hours billed to key client matters are reviewed to ensure diverse attorneys are included.

Firm managers are held accountable for implementing the objectives outlined in the strategic plan. They further the firm's efforts to increase representation of diverse lawyers in the firm, and develop and implement policies and practices that define and transmit the firm's commitment to diversity. Managers report progress at the quarterly managers' meetings to ensure continual monitoring.



A balanced 360-degree scorecard for managers is used to measure key performance standards, including promoting diversity. Practice group leaders rate themselves on how well they are promoting diversity in their practice groups. Firm attorneys and government consultants also rank their practice group leaders on their diversity initiatives and other performance standards. The scorecard results are considered during performance reviews and to determine managers' compensation.

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.

[No response]



Recruitment - New Associates

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

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

Other private law schools: Duke, Emory, Fordham, George Washington, Georgetown, New York University, Northwestern, Stetson, Notre Dame, Vanderbilt

Public state law schools: Florida State, Georgia State, University of Connecticut, University of Florida, University of Miami, University of Michigan, University of Virginia

Law schools of Historically Black Colleges and Universities (HBCUs): None

Diversity job fairs: Lavender Law Career Fair; Vault/MCCA Legal Diversity Career Fair

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

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

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

[No response]



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (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	n/a	n/a
Total	2	2

OFFERS MADE* (2019)

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

	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	n/a	n/a
Total	2	2

OFFERS ACCEPTED* (2019)

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

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

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	1
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	0	1

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	6	11
African-American/Black	0	0
Hispanic/Latinx	3	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	9	12

LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	12	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	n/a	n/a
Total	12	3

LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

	Men	Women
White/Caucasian	10	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	n/a	n/a
Total	11	0

NEW PARTNERS PROMOTED* (2019)

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

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

NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	15	3
African-American/Black	1	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	17	4

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:

Special Counsel



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
Total	0	0

2ND-YEAR ASSOCIATES

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

3RD-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	n/a	n/a
Total	1	1

4TH-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	n/a	n/a
Total	0	0

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	3	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	n/a	n/a
Total	3	0

6TH-YEAR ASSOCIATES

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

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

7TH-YEAR ASSOCIATES

	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	n/a	n/a
Total	0	1

8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	1	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	n/a	n/a
Total	2	1

OF COUNSEL

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

NON-EQUITY PARTNERS

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

EQUITY PARTNERS

	Men	Women
White/Caucasian	12	5
African-American/Black	0	1
Hispanic/Latinx	1	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	n/a	n/a
Total	15	7

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?

None

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

Do Not Track



Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	0	0	73
Of counsel	17	9	26	56
Non-equity partner	n/a	n/a	n/a	n/a
Equity partner	9	10	19	194



Management Demographic Profile

FIRMWIDE COMMITTEES 2019

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

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

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

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

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	7	3
African-American/Black	2	1
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	11	4

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

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

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	29	11
African-American/Black	1	1
Hispanic/Latinx	3	1
Alaska Native/American Indian	0	0
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
Total	35	14

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	13	27	16
Number of such positions held by:			
Minorities	2	4	4
Women	4	5	6
LGBTQ attorneys	0	0	2
Individuals with Disabilities	n/a	n/a	n/a

Please provide information regarding all diverse attorneys who currently head offices, practice groups and committees. Enter responses in the following format: Attorney, Office location/Practice group/Committee (No. of attorneys in office/practice group/committee).

U.S. OFFICE HEADS

How many offices does your firm have in the United States? 11

Minorities heading offices: Lori Baggett, Tampa (100); Richard Choi, Washington D.C. (24)

Women heading offices: Lori Baggett, Tampa (100); Amy Furness, Miami (79); Jeanne Kohler, New York (16); Johanna Clark, Orlando (15); Christine Davis, Tallahassee (11)

LGBTQ attorneys heading offices: N/A

Individuals with Disabilities heading offices: N/A

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Irma Solares, Life, Annuity, and Retirement Litigation Practice (82); Donald Kirk, Business Litigation Practice (179) and Bankruptcy and Creditors' Rights Practice (31); Chris Smart, Real Property Litigation Practice (80); Huhnsik Chung, Fintech and Property and Casualty Insurance Regulatory and Transactional Practice (19); Rob Simpson, Mass Tort and Product Liability Practice (38)

Women heading practices: Sylvia Walbolt, Appellate Practice and Trial Support (62); Ann Furman, Financial Services — Regulatory Practice (30); Irma Solares, Life, Annuity, and Retirement Litigation Practice (82); Julianna Thomas McCabe, National Class Actions Practice (77)

LGBTQ attorneys heading practices: N/A

Individuals with Disabilities heading practices: N/A

COMMITTEE LEADERS

Minorities heading committees: Gary Sasso, Executive Committee (4) and Compensation Committee (8); Jaret Fuente, Profit Sharing Plan Committee (4); Tenikka Jones, Associate Relations Committee (18); Jason Quintero, Shareholder Selection Committee (15)

Women heading committees: Nancy Faggianelli, Diversity Committee (49); Jeanne Kohler, Audit Committee (3); Tenikka Jones, Associate Relations Committee (18); Natalie Napierala, Pro Bono Committee (19); Sylvia Walbolt, Professional Development Committee (18); Laurel Lockett, Practice Support Committee (14)

LGBTQ attorneys heading committees: Nancy Faggianelli, Diversity Committee (49); Laurel Lockett, Practice Support Committee (14)

Individuals with Disabilities heading committees: N/A



The Firm Says

At Carlton Fields, diversity is an important part of who we are. Long before our clients expected it, and before diversity gained currency in the legal marketplace, we actively recruited, hired, and promoted men and women with different ethnic, religious, and racial backgrounds, orientations, and perspectives. We are a stronger firm due to our inclusiveness. We make better decisions and provide better client service because of our diversity. Our climate of diversity promotes more thoughtful communication, more purposeful collaboration, more varied perspectives, and more creative solutions as we address our clients' needs and help them identify opportunities.

Carlton Fields has implemented many policies that improve the lives and careers of women and diverse attorneys and staff. The firm's willingness to allow a woman attorney to work part-time in the 1960s demonstrated that commitment, as did the firm's hiring and promoting to partner women and minorities in the 1960s and 1970s. Our alternative work schedule policies and mentoring programs continue to have tremendous impact on women and diverse attorneys. In 1999, we became the second major firm in Florida to provide domestic partner benefits.

We established alliance groups as the next step in our continuing process. The groups promote social and professional development and identify organizations that can facilitate leadership development and networking opportunities. Senior attorneys in the firm's Minority Alliance, Women's Alliance, and LGBT Alliance informally mentor junior attorneys in the alliances.

Carlton Fields' longstanding and ongoing diversity initiatives have resulted in an increased number of women and minority attorneys, and created a culture of inclusion and respect for all employees. The increased numbers of attorneys with diverse backgrounds results in diverse teams working on key client matters, and a continually growing number of diverse attorneys being promoted to shareholder and holding firm leadership roles.

Carlton Fields stresses both succession planning and diversity for all significant firm leadership roles. As a result, persons with diverse backgrounds serve in many firm leadership roles, including:

Carlton Fields' president and CEO is Hispanic, and the firm's Chief Diversity Officer is an openly gay woman.

Carlton Fields actively promotes diverse attorneys to leadership positions within the firm. By way of example, 45% of the firm's offices are led or co-led by women, and 18% are led by minority attorneys. Additionally, 27% of firm practice and industry groups are led or co-led by women, and 27% are led or co-led by minority attorneys.

Carlton Fields' 2020 Board of Directors is chaired by a minority man. Women make up 29% of the board, and 24% of board members are minority attorneys. Seventy-one percent of Carlton Fields' firmwide administrative directors are women.

In 2020, Carlton Fields launched three industry-focused ancillary businesses: Centinel Consulting, Core Triangle Consulting, and SQRBlock Solutions. Core Triangle and SQRBlock are each co-led by minority attorneys, and Centinel's leadership team includes a U.S. veteran.

Recognitions for Diversity Initiatives received in 2019-2020:

The 2020 Human Rights Campaign Corporate Equality Index awarded our firm a 100 percent perfect score for the 11th consecutive year, recognizing innovative programs and initiatives that drive equality in the workplace for LGBT workers.

Carlton Fields placed 25th on the 2019 American Lawyer Diversity Scorecard, a survey that ranks the top 200 law firms in the U.S. and their diversity initiatives.

Law360's 2019 "Glass Ceiling Report" ranked Carlton Fields sixth in the nation for midsized firms (300 to 599 lawyers). The report lists law firms that have the largest percentage of female equity partners.

In Law360's 2019 "Diversity Snapshot," Carlton Fields ranked second in its tier of 300 to 599 attorney firms for its percentage of minority equity partners.

In the 2020 Vault Guide to the Top 100 Law Firms, Carlton Fields ranked second for "Overall Diversity," second for "Diversity for Racial Minorities," sixth in "Diversity for Women," third in "Diversity for Individuals with Disabilities," and sixth for "Diversity for LGBT Individuals."

