

Butler Snow, LLP

2017 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Albuquerque, NM; Atlanta, GA; Austin, TX; Baton Rouge, LA; Bethlehem, PA; Birmingham, AL; Boston, MA; Dallas, TX; Denver, CO; Ft. Washington, PA; Greater Jackson, MS; Gulfport, MS; London, England; Macon, GA; Memphis, TN; Montgomery, AL; Nashville, TN; New Orleans, LA; New York, NY; Oxford, MS; Richmond, VA; Singapore; Tallahassee, FL; Washington, DC; Wilmington, NC; Winter Park, FL

DIVERSITY LEADERSHIP

Head(s) of Firm: Donald Clark, Jr., Chairman

Diversity team leader(s): Melvin J. Malone, Chair, Inclusivity Committee

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2016
Firmwide	340	340
U.S. offices only	334	335

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2016)

	Men	Women
White/Caucasian	31	26
African-American/Black	2	7
Hispanic/Latino	n/a	1
Alaska Native/American Indian	n/a	1
Asian	1	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly GLBT	n/a	n/a
Individuals with disabilities	1	1
Total	35	36

SUMMER ASSOCIATES (2016)

	Men	Women
White/Caucasian	6	6
African-American/Black	3	n/a
Hispanic/Latino	1	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 GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	16	6

EQUITY PARTNERS (2016)

	Men	Women
White/Caucasian	108	21
African-American/Black	5	n/a
Hispanic/Latino	n/a	1
Alaska Native/American Indian	n/a	n/a
Asian	1	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	114	22

NON-EQUITY PARTNERS (2016)

	Men	Women
White/Caucasian	43	13
African-American/Black	2	2
Hispanic/Latino	1	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	1
Multiracial	n/a	n/a
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	46	16

OF COUNSEL (2016)

	Men	Women
White/Caucasian	14	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	14	n/a

NEW HIRES (2016)

	Men	Women
White/Caucasian	17	7
African-American/Black	1	3
Hispanic/Latino	1	2
Alaska Native/American Indian	n/a	n/a
Asian	1	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	1
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	1
Total	20	14

Strategic Plan and Diversity Leadership

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

Our leadership employs all available and effective means of internal communications to emphasize the importance of diversity and inclusion to everyone at the Firm. While our leadership takes advantage of the ubiquity and speed of e-mails, it strategically uses internal meetings, including small group meetings, to encourage, monitor and evaluate the overall effectiveness of diversity and inclusion at Butler Snow. In addition to regular meetings of the Department Chairs with their respective Practice Group Leaders, and periodic reports to the Executive Committee by the Chair of the Firm's Inclusivity Committee, the Firm's Strategic Plan, adopted in 2015, requires the Firm's Chair to submit a diversity and inclusion report no less than annually to the full partnership.

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

Melvin Malone, an equity partner and Assistant Practice Group Leader of our Regulatory and Government Relations Practice Group, serves as the Chair of the Firm's Inclusivity Committee. Melvin also serves on the Firm's Equity Committee, which reviews and sets compensation for the partnership. He also served on the Strategic Planning Committee, which developed the 2015 Strategic Plan. As Chair of the Inclusivity Committee, Melvin reports directly to the Firm's Chair and the Executive Committee.

Does your law firm currently have a diversity committee?

Yes

If yes, does the committee's representation include one or more members of the firm's management/executive committee (or equivalent)?

No

If yes, how many attorneys are on the committee, and in 2016, 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: 13

Total hours spent on diversity: [No response]

Comments: Pursuant to the Firm's Strategic Plan, the Firm's Chair and the Executive Committee modified the Firm's committee structure and established the Inclusivity Committee, which replaced the Diversity Committee effective July 1, 2016. The Diversity Committee was operative and active until June 30, 2016. The Inclusivity Committee met monthly as a full committee throughout 2016. During this same period, small teams of Inclusivity Committee members worked on various follow-up assignments and projects. The Chair of the Inclusivity Committee also worked with Firm leadership on various items developed by the Inclusivity Committee. We did not track the collective numbers of hours invested by the Inclusivity Committee.

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?

Annually

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

The Firm's Strategic Plan establishes a number of demarcations to monitor and evaluate the Firm's overall progress in diversity and inclusion. Among other things, the Executive Committee is required to review periodic formal, written diversity and inclusion status reports, including recommendations for enhancing the Firm's diversity and inclusion efforts. Progress reports and recommendations on improvements are submitted by the Department Chairs, Practice Group Leaders and the Recruiting, Inclusivity, Lateral Hires and Strategic Growth and Associates committees.

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	X		Formalize diversity plan and committee with action steps and accountability to management
X		X	Conduct firmwide diversity training for all attorneys and staff
	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	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	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	X		Increase the number of women at the associate level
	X		Increase the number of women at the partnership level
	X		Increase the number of women in leadership positions
	X		Focus on strengthening firm's mentoring program for women
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure women have equal access/inclusion to top client matters



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR OPENLY GLBT ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
			Offer same-sex domestic partners the same benefits available to married individuals
			Increase the number of GLBT attorneys at the associate level
			Increase the number of GLBT attorneys at the partnership level
			Increase the number of GLBT attorneys in leadership positions
X			Ensure that EEO and non-discrimination policies specifically address gender identity
			Other (please specify): The Firm's diversity and inclusivity efforts are aimed at all diverse attorneys. The Firm offers the same benefits to all married individuals.



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR ATTORNEYS WITH DISABILITIES

Already Completed	Currently Addressing	Not a Current Priority	
			Increase the number of attorneys with disabilities at the associate level
			Increase the number of attorneys with disabilities at the partnership level
			Increase the number of attorneys with disabilities in leadership positions
X			Ensure that EEO and non-discrimination policies specifically address individuals with disabilities
			Other (please specify): The Firm's diversity and inclusivity efforts are aimed at all diverse attorneys, including attorneys with disabilities.



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 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 schools: n/a

Other private schools: Vanderbilt University, MS College School of Law, Cumberland School of Law, Tulane University, Belmont University, Washington & Lee University, Emory University, Loyola University

Public state schools: University of Mississippi; University of Alabama; University of North Carolina; University of Georgia; University of Virginia; University of Memphis; University of Tennessee

Historically Black Colleges and Universities (HBCUs): Howard University

Diversity job fairs: Southeastern Minority Job Fair (SEMJF); Nashville Bar Association Diversity 1L Job Fair; Southern Region of the Black Law Students Association Job Fair (SRBLSA)

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?

We recruit law school students who have completed their first year of law school for our summer intern program.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2016)

	Men	Women
White/Caucasian	3	5
African-American/Black	1	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	4	5

OFFERS MADE* (2016)

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

	Men	Women
White/Caucasian	3	4
African-American/Black	1	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	4	4

OFFERS ACCEPTED* (2016)

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

	Men	Women
White/Caucasian	1	4
African-American/Black	1	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	2	4

NEITHER ACCEPTED NOR DECLINED (2016)

* Summer associates who neither accepted nor declined an offer of full-time employment because of postgraduate clerkship/fellowship

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	0	0

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2016)

	Men	Women
White/Caucasian	5	1
African-American/Black	n/a	n/a
Hispanic/Latino	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	1	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	6	1

LATERAL OF COUNSEL HIRES (2016)

	Men	Women
White/Caucasian	3	6
African-American/Black	n/a	n/a
Hispanic/Latino	n/a	1
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 GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	3	7

These are "Sr. Counsel" and "Counsel" attorneys in our Firm.

LATERAL PARTNER HIRES* (2016)

* Both equity and non-equity

	Men	Women
White/Caucasian	9	1
African-American/Black	n/a	2
Hispanic/Latino	1	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 GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	10	3

NEW PARTNERS PROMOTED* (2016)

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

	Men	Women
White/Caucasian	n/a	2
African-American/Black	1	1
Hispanic/Latino	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 GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	1	3

NEW EQUITY PARTNERS* (2016)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	8	4
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	8	4

Recruitment - Lateral Associates and Partners

What activities does the firm undertake to attract diverse attorneys?

- Partner programs with women, minority, gay/lesbian 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
- Other (please specify)

Do you use executive recruiting/search firms to seek to identify new diversity hires (partners or associates)?

No

If yes, are any of these executive recruiting/search firms women and/or minority-owned?

Not applicable

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:

Not applicable



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2016

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	1
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	0	1

2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	1
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	1	1

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	1
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	1	1

4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	1
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	0	1

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	0	0

6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	0	0

Retention and Professional Development

*ATTORNEYS WHO LEFT THE FIRM IN 2016***7TH-YEAR ASSOCIATES**

	Men	Women
White/Caucasian	1	0
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	1	0

8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	0	0

OF COUNSEL

	Men	Women
White/Caucasian	5	3
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	5	3

NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	0	0

These are "Sr. Counsel" and "Counsel" attorneys in our Firm.

EQUITY PARTNERS

	Men	Women
White/Caucasian	2	0
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	2	0

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, gay/lesbian attorneys, or individuals with disabilities)
- Increase/review compensation relative to competition
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity and greater inclusion of non-white 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 non-white attorneys (i.e., 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's decision to work part-time will not preclude such associate's consideration for partnership. A partner who decides to work part-time is ineligible for equity partnership.

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

None.



Retention and Professional Development

PART-TIME ATTORNEYS (2016)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	1	1	71
Of counsel	10	9	19	57
Non-equity partner	2	4	6	52
Equity partner	0	0	0	147

"Of Counsel" attorneys in our firm are considered Sr. Counsel and Counsel attorneys.



Management Demographic Profile

FIRMWIDE COMMITTEES 2016

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	7	1
African-American/Black	1	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	8	1

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	11	5
African-American/Black	1	1
Hispanic/Latino	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 GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	12	6

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	8	2
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	8	2

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	11	3
African-American/Black	1	n/a
Hispanic/Latino	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	1	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	13	3

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	8	3
African-American/Black	2	1
Hispanic/Latino	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 GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	10	4

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2016)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	1	20	21
Number of such positions held by:			
Minorities	n/a	1	1
Women	n/a	4	5
GLBT attorneys	n/a	n/a	n/a
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? 24

Minorities heading offices: n/a

Women heading offices: n/a

GLBT attorneys heading offices: n/a

Individuals with disabilities heading offices: n/a

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Melvin J. Malone, Assistant PGL, Regulatory & Government Relations (16)

Women heading practices: Alyson Jones, Pharma, Medical Device & Healthcare Litigation (50); Kara Shea, Labor & Employment (13); Julie Lampley, Healthcare, Regulatory & Transactions (20); Paula Daniel, Vice-Chair of Business Department (182)

GLBT attorneys heading practices: [No response]

Individuals with disabilities heading practices: [No response]

COMMITTEE LEADERS

Minorities heading committees: Melvin J. Malone, Inclusivity Committee (13)

Women heading committees: Beth Sims, Futures Committee (8); Julie Lampley, Client Services Standards Committee (7); Angie McEwen, Vice-Chair, Associate Review Committee (15); Lesly Murray, Art & Decorations Committee (7); Elizabeth Clark, Vice-Chair, Associate Recruiting Committee (19)

GLBT attorneys heading committees: [No response]

Individuals with disabilities heading committees: [No response]



The Firm Says

Butler Snow is strongly committed to diversity in the workplace. We are fully persuaded that the range of perspectives and experiences of our firm-wide roster of diverse attorneys allows Butler Snow to serve its clients with the excellence they deserve and expect. An open, inclusive work environment inspires more creative thinking and solutions. Diversity benefits our firm, our profession, our clients, our communities and society at large. In addition to hiring, developing and advancing on the basis of ability, we aspire to build a team at all levels of the firm that reflects the composition of the communities in which we practice. Butler Snow's actions underscore that commitment. We promote outreach through professional associations, mentoring, recruiting, sponsorships, internal training, and networking. By dedicating ourselves to diversity, we field a stronger legal team and ensure that clients will continue to receive a high standard of professionalism, service and value.

