

Davis Wright Tremaine LLP

2019 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Seattle, WA; Bellevue, WA; Los Angeles, CA; San Francisco, CA; New York, NY; Anchorage, AK; Portland, OR; Washington D.C.

DIVERSITY LEADERSHIP

Head(s) of Firm: Jeffrey Gray, Managing Partner

Diversity team leader(s): Lynn Locker, Partner, Diversity & Inclusion Chair

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2018
Worldwide	567	563
U.S. offices only	567	563

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2018)

	Men	Women
White/Caucasian	78	58
African-American/Black	1	5
Hispanic/Latinx	5	7
Alaska Native/American Indian	0	1
Asian	9	15
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	6
Openly LGBTQ	7	3
Individuals with Disabilities	0	2
Total	96	93

SUMMER ASSOCIATES (2018)

	Men	Women
White/Caucasian	1	7
African-American/Black	0	2
Hispanic/Latinx	2	0
Alaska Native/American Indian	1	0
Asian	4	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	10	10

There are two male associates and one female associate who do not identify their race/ethnicity. They are included in the total count.

EQUITY PARTNERS (2018)

	Men	Women
White/Caucasian	113	42
African-American/Black	0	1
Hispanic/Latinx	5	0
Alaska Native/American Indian	0	0
Asian	5	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	0
Openly LGBTQ	6	2
Individuals with Disabilities	0	0
Total	125	47

NON-EQUITY PARTNERS (2018)

	Men	Women
White/Caucasian	77	26
African-American/Black	0	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	2	7
Native Hawaiian/Pacific Islander	1	0
Multiracial	1	1
Openly LGBTQ	3	1
Individuals with Disabilities	1	1
Total	81	35

OF COUNSEL (2018)

	Men	Women
White/Caucasian	28	31
African-American/Black	1	2
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	1
Multiracial	1	1
Openly LGBTQ	2	0
Individuals with Disabilities	0	1
Total	32	38

NEW HIRES (2018)

	Men	Women
White/Caucasian	27	21
African-American/Black	1	4
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	3	4
Native Hawaiian/Pacific Islander	0	1
Multiracial	1	2
Openly LGBTQ	2	1
Individuals with Disabilities	0	0
Total	35	36

Comments or explanations regarding the data provided above: There is one female counsel who does not identify her ethnicity/race. We have included her in the total count.

There are 7 newly hired attorneys who did not identify their ethnicity/race. They are 4 female and 3 male attorneys. We have included their number in the total count.

Strategic Plan and Diversity Leadership

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

Our commitment to diversity is expressly stated in the Davis Wright Tremaine LLP (DWT) mission statement ("Commitment to the recruiting and retaining of excellent attorneys who are as diverse as the clients we serve and the communities in which we live") and is one of seven "Imperatives" in our 2015-2018 Strategic Plan ("We must attract and retain a diverse workforce in order to meet today's standard of excellence."). The commitments and imperatives mentioned in our strategic plan are pivotal to the core values of the firm and are regularly communicated by firm management to all personnel and are prominently located within our online portal. They inform the goals, strategies, and performance and are the subject of regular discussion and communication — often in the context of compensation and promotion — with each DWT lawyer by our Executive Committee, Managing Partner, Diversity & Inclusion Committee, Practice Group Chairs and office Partners-In-Charge. As a result, each lawyer at the firm is involved in the process of achieving and creating our diversity goals.

Additionally, Inclusion is listed as one of DWT's core values and is encouraged and communicated through onboarding training, office newsletters, and core messaging by Practice Group Chairs and Professional Development Partners. D&I firm-wide efforts are reviewed at our bi-annual Diverse Attorney Retreat and All Attorney Retreat, as well as our East Coast/West Coast Meet Ups and Women's Summits. Lastly, it is the firm's expressed expectation that all attorneys will devote time and effort to community service initiatives, including diversity and inclusion initiatives, in addition to client-facing billable hours. Each DWT partner is required to devote 400 non-billable hours each year to "firm investment", and efforts related to diversity county towards that total. As such, efforts in this area are expressly recognized as part of our annual equity and non-equity compensation processes.

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

Camilo Echavarria, Partner, Diversity & Inclusion Chair

Does your law firm currently have a diversity committee?

Yes

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

Yes

If yes, how many attorneys are on the committee, and in 2018, 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: 22

Total hours spent on diversity: 1571

Comments: DWT has internal and external timekeeping codes for tracking attorney participation in D&I related efforts. In 2018, 1571 hours were recorded towards diversity and inclusion related efforts, which is valued at \$913,628.50. Additionally, the firm allocated over \$350,000 towards internal and external Diversity & Inclusion events and sponsorships. This figure does not include our 1L Diversity Scholarships.

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 D&I Chair works with our Diversity Executive Committee (DEC), Office Diversity Ambassadors, and Affinity Group Chairs to set firm-wide D&I goals for the upcoming year. Our Managing Partner, Jeff Gray, sits on DEC and holds the committee accountable to their goals being on consistent with the management's priorities. Additionally, one of our DEC partners, Portia Moore, sits on our Executive Committee, which is the firm's highest committee that also sets the Strategic Plan and Vision for 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?

Both formal and informal as discussed throughout this survey.

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?

Our firm uses various methods to ensure and assess that we are collectively held accountable for the results of our diversity efforts and initiatives. Our assessment is based on our recruitment numbers of our diverse attorneys for both entry and lateral hires, as well as attrition and retention of our diverse attorneys. We utilize exit surveys to see where we had impact and where we have areas of improvement for our diverse attorneys. We also look at our advancement of attorneys in our path to partnership and whether those diverse numbers are increasing over time. We will also look at the number and demographics of our top 10% rainmakers as an annual bench marker. Lastly, we also utilize feedback from our Office Diversity Ambassadors and Diversity Executive Counsel to assess response to our initiatives and whether there are any opportunities to improve or strengthen them.

The result of our collective commitment to D&I has allowed us to increase the number of diverse and women attorneys serving on key committees and in leadership positions. In 2018: • Partnership admission (effective 1/1/2018), 50% of partners elevated to equity partnership (3 out of 6) are diverse • 66% of partners elevated to non-equity/contract partnership (4 out of 6) are diverse • 5 of 12 Executive Committee members are women, including the Chair; 8 of 12 Executive Committee members are diverse (66%) • 8 of 14 Practice Group Chairs are women, 10 of 14 are diverse (71%) • 2 of 8 Partners-in-Charge are women, 4 of 8 are diverse (50%) *Diverse = minority, women, LGBTQ, disability, and veteran

Is your firm minority-owned or women-owned?

No



Law Firm Diversity Initiatives

INITIATIVES FOR ALL DIVERSE ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X	X		Undertake communication from firm management that diversity is a top priority of the firm
X			Formalize diversity plan and committee with action steps and accountability to management
X	X		Conduct firmwide mandatory diversity training for all attorneys and staff annually
X	X		Implement bias interrupters with respect to hiring/assignments/evaluations/compensation reviews/promotions/ etc.
X	X		Focus on strengthening firm's mentoring program
X	X		Conduct internal diversity needs assessment (e.g., culture and environment surveys) and/or retain diversity consultant to examine how firm culture might be more welcoming of minorities
X			Support law firm's internal affinity networks
X			Hire a director of diversity or other full-time professional to implement the firm's diversity program
X	X		Coordinate or work with clients on diversity issues
X	X		Develop/expand relationships with minority bar associations and other legal diversity organizations to offer firm's support of these networks



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR MINORITY ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
	X		Increase the number of minority attorneys at the associate level
	X		Increase the number of minority attorneys at the partnership level
	X		Increase the number of minority attorneys in leadership positions
	X		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	X		Increase the number of women at the partnership level
X	X		Increase the number of women in leadership positions
X	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	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	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	X	Increase the number of attorneys with disabilities at the associate level
	X	X	Increase the number of attorneys with disabilities at the partnership level
	X	X	Increase the number of attorneys with disabilities in leadership positions
	X	X	Focus on strengthening firm's mentoring program for attorneys with disabilities
	X	X	Manage/monitor allocation of work assignments and/or hours billed to ensure attorneys with disabilities have equal access/inclusion on top client matters



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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.

De La Salle high school internship (high school): Each year, we have 4 diverse high school interns from De La Salle High School in our Portland Office. We also offer scholarship to a senior high school student who successfully completes their program with us.

Thurgood Marshall high school internship (high school): The New York office has been participating in the Thurgood Marshall Summer Internship Program for several years. We hosted 1 intern last year at our New York Office.

Road Map Project (high school): In March 2019, our Seattle Office hosted a group of 30 students from Thomas Jefferson high school to eliminate the opportunity and achievement gaps impacting students of color and low-income children in South King County. Students toured our Seattle office and heard from DWT attorney and staff panelists about the many job opportunities offered in law.

Sigma Leadership Conference (high school): In April 2019, our Seattle Office hosted the first Sigma Leadership Conference, aimed at helping 100 students from 3 local high schools in the Greater Seattle area become high-impact, socially-responsible leaders and expose them to business and career-growth opportunities.

Black Ivy (undergraduates): We have hosted a reception and networking event in our New York office for a pre-law organization called Black Ivy in 2017. Since then, Hiroko Peraza, Sr. Manager of Attorney Recruiting & Inclusion, continues to offer mentorship to Black Ivy members.

Tillicum Gathering (undergraduates): We host Multnomah Bar Association's annual event — Tillicum Gathering. At this event, MBA and OSB's LSAT study course diversity scholarship recipients are announced. After, our Portland office invites all diverse scholarship recipients back to the office to meet attorneys, Summer Associates and recruiting professionals to learn more about legal career and student opportunities.

Pride scholarship (undergraduates): We offer \$5,000 scholarship to incoming LGBTQ law student in Oregon



Recruitment - New Associates

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

Ivy League law schools: Yes, including but not limited to Columbia, Berkeley, NYU, Stanford, and Georgetown

Other private law schools: Yes, including but not limited to Willamette and Lewis & Clark

Public state law schools: Yes, including but not limited to University of Washington, Seattle University, University of Oregon

Law schools of Historically Black Colleges and Universities (HBCUs): Yes, we attended the Washington D.C. Diversity Consortium the last three years which include HBCUs

Diversity job fairs: Yes, multiple 1L Diversity receptions at various law schools and the Northwest Minority Job Fair

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

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

In addition to participating in a number of diverse law student job fairs and events throughout the year, we hosted our 4th Annual Diverse Law Student Event in our NYC Office which included networking, a panel discussion, a mock interview, and resume review. We also hosted a LGBTQ networking event in our Los Angeles Office, which hosted networking between LGBTQ+ law students, DWT attorneys, and in-house counsel from across the entertainment field. We plan to roll out similar diversity focused events in multiple cities this year.

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

DWT offers six 1L Diversity Scholarships to first year law students from diverse backgrounds. The scholarship consists of a paid summer associate position and \$10,000 that can be used towards second year tuition and other school expenses. Depending on the needs of the particular office, our 1L Diversity Scholars are invited to return for their 2L summer. Upon completion of law school recipients often return as First-year Associates at our firm.

We participate in the Christine Gregoire Fellowship through the University of Washington School of Law. Through the Gregoire Fellowship students receive paid summer internships with participating law firms and legal departments after their first year of study, and financial assistance for bar exam preparation at the end of their studies. The fellows also have opportunities to participate in a mentorship program with Christine Gregoire, former Washington State Governor.

DWT also works in collaboration with the American Bar Association to provide funding for students to participate in the Judicial Intern Opportunity Program ("JIOP"). JIOP is a full time, six week minimum, summer internship program that is open to first and second year diverse law students who want to do legal research and writing for state of federal judges. This program helps build pipelines to recruit diverse law students into our firm.

In addition, for the past 15 years, DWT has awarded annual John Davis Diversity Endowed Scholarships that provide financial assistance of \$13,000 to first-year minority law students attending the University of Washington School of Law.

DWT has partnered with the Pride Foundation to offer a \$5,000 Pride at DWT Scholarship to an incoming LGBTQ law student in Oregon to promote diversity in the Portland legal community.

Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2018)

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

OFFERS MADE* (2018)

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

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

OFFERS ACCEPTED* (2018)

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

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

NEITHER ACCEPTED NOR DECLINED (2018)

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

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

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2018)

	Men	Women
White/Caucasian	12	12
African-American/Black	0	4
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	2	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	1
Openly LGBTQ	1	1
Individuals with Disabilities	0	0
Total	17	23

There is one male associates and two female associates who joined DWT in 2018 who did not identify their ethnicity/race. We have included them in the total count.

LATERAL OF COUNSEL HIRES (2018)

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

There is one male and one female counsel who joined DWT in 2018 who did not identify their ethnicity/race. We have included them in the total count.

LATERAL PARTNER HIRES* (2018)

* Both equity and non-equity

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

NEW PARTNERS PROMOTED* (2018)

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

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

NEW EQUITY PARTNERS* (2018)

* Whether hired laterally or promoted from within

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

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)

Our firm has recently enrolled in the Mansfield Rule 3.0

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:

The Winford Group; Villasenor & Associates; Swan Legal; US Search Legal; Veritas Legal; Grover Bond; Audrey Golden Associates; VOYLegal; Ryder Smith Legal; North, Berman & Beebe; Better Placement Bureau; Kissinger Legal



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2018

1ST-YEAR ASSOCIATES

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

2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	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	0	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	0	5

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	3
African-American/Black	1	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
Total	1	4

4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	5
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
Total	1	6

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	5	0
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	1	0
Individuals with Disabilities	0	0
Total	5	1

6TH-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	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	1	2

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2018

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	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	1	1

8TH-YEAR PLUS 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	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	3	3

OF COUNSEL

	Men	Women
White/Caucasian	8	3
African-American/Black	0	0
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
Total	11	3

NON-EQUITY PARTNERS

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

EQUITY PARTNERS

	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

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:

In 2018, DWT had 6 partners formally working on a reduced schedule. We support part-time, alternative, and flexible schedules to attract and retain diverse talent. The firm has developed formal policies allowing reduced-hours or flexible work arrangements for all attorneys, regardless of gender, provided that performance expectations are being met.

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?

There is no direct impact on an attorney's ability to make partner. Attorneys who elect a reduced-hours or flexible work schedule are still eligible for partnership so long as other performance benchmarks are met. Sheehan Sullivan Weiss (<https://www.dwt.com/people/SheehanSullivanWeiss/>), serves as a reduced-hours coordinator to ensure that requests for a non-traditional schedule are reviewed consistently and objectively, and to provide additional support attorneys on reduced schedules to insure that they are able to continue to make progress in their individualized career paths.

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

12 current equity partners have worked part time, exclusive of maternity/paternity leave or short-term disability.



Retention and Professional Development

PART-TIME ATTORNEYS (2018)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	2	6	8	195
Of counsel	11	14	25	75
Non-equity partner	0	3	3	123
Equity partner	0	3	3	164



Management Demographic Profile

FIRMWIDE COMMITTEES 2018

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

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

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

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

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	5	3
African-American/Black	1	1
Hispanic/Latinx	1	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	0	0
Total	8	4

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	11	9
African-American/Black	0	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	2	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	1
Individuals with Disabilities	0	0
Total	13	11

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	8	5
African-American/Black	0	3
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	3	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	2	1
Individuals with Disabilities	0	0
Total	12	10

The Diversity & Inclusion Committee includes both the Diversity Executive Council and Office Diversity Ambassadors

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2018)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	8	14	13
Number of such positions held by:			
Minorities	1	2	3
Women	1	8	2
LGBTQ attorneys	1	0	0
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? 8

Minorities heading offices: Camilo Echavarria, Los Angeles (71)

Women heading offices: Lynn Loacker, New York (57)

LGBTQ attorneys heading offices: Charles English, Washington DC (64)

Individuals with Disabilities heading offices: [No response]

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Claude Goetz, Financial Services (27); Vidhya Prabhakaran, Energy (17)

Women heading practices: Ingrid Brydolf, Health Care (29); Danielle Frappier, Communications (27); Barbara Kraft, Real Estate & Land Use (34); Lynn Manopoloulos, Environmental (34); Alexandra Nicholson, MEPTA (103); Sarah Tune, Business & Tax (76); Wendy Kearns, Technology, Privacy, Security (45); Nancy Libin, Technology, Privacy, Security (45)

LGBTQ attorneys heading practices: [No response]

Individuals with Disabilities heading practices: [No response]

COMMITTEE LEADERS

Minorities heading committees: Camilo Echavarria, D&I Committee (22); Claude Goetz, Share Committee (12)

Women heading committees: Lisa Peterson, Associate Evaluation Committee (24); Sarah Tune, Executive Committee (12)

LGBTQ attorneys heading committees: [No response]

Individuals with Disabilities heading committees: [No response]



The Firm Says

Davis Wright Tremaine is committed to increasing the long-term success of diverse attorneys within our firm and the legal profession as a whole. Diversity and Inclusion have become the fabric of our firm. We have three overarching and long-term goals with respect to diversity and inclusion (D&I):

1. Continue to increase the diversity of our attorney ranks, particularly with respect to race/ethnicity, gender, sexual orientation and veteran status (recruiting);
2. Reduce attrition rates of minority, women, and LGBT attorneys (retention); and
3. Support the individual development and long-term success of each diverse attorney at the firm (advancement).

Recruiting

We employ the Mansfield Rule that at least 30% of the candidate pool to be women, minorities or LGBTQ and have recently enrolled in Mansfield Rule 3.0. We use specific techniques to eliminate implicit bias when reviewing resumes and interviewing candidates. As discussed above, we also provide a multitude of scholarships each year to diverse 1Ls in multiple DWT offices. Please see the "Recruitment — New Associates" section.

Retention

We have a Diversity & Inclusion Committee to help ensure that diversity considerations are factored into all of the firm's operations, including hiring, compensation and advancement. The committee has active participation by leaders in each of the firm's offices. The firm's Managing Partner is a member of the committee. All of these leaders and their titles are listed on our website's Diversity page.

We have affinity groups for women, attorneys of color, LGBTQ, veterans, senior lawyers, and flex schedule lawyers that are focused on mentorship, sponsorship and community. We sponsor numerous diversity organizations and have active participation by our lawyers, both to support the organizations' missions and to provide training and development opportunities for the participating lawyers. These organizations include (but aren't limited to): Leadership Council on Legal Diversity, National Association of Women Lawyers, Hispanic National Bar Association, National Asian Pacific American Bar Association, National LGBT Bar Association, National Black Law Students Association, Veterans Association of Washington, Disability Rights Legal Center, and Minority Corporate Counsel Association.

We have an active collection of women's initiatives, gathered under the umbrella of Project W. More information on Project W can be found at <https://www.dwt.com/about/project-w?tab=overview>

We have a Partner Mentor Program which pairs each associate with a more experienced attorney to provide support and guidance in firm integration, achievement of career planning goals and overall success in the practice of law. Our Attorneys of Color and LGBTQ+ affinity groups have supplemented this program with additional mentoring pairings specific to their respective communities.

DWT reviews fair pay practices as part of our firm-wide annual salary and bonus review processes for staff and attorneys. HR reviews salary data by job and pay rate to look for anomalies and to analyze and identify any potential inequities among our female, diverse, and minority populations and, if found, correct any pay discrepancies. We are currently in the process of reviewing and refreshing our practices to ensure they are still meeting the needs of our attorneys and providing equitable opportunities.

Advancement/Succession

DWT implemented the practice of assigning a woman, minority, or openly LGBTQ attorney to co-manage relationships with our key institutional clients alongside more established partners. This provides opportunities for diverse attorneys to observe relationship building and maintenance practices, develop business development techniques, step into leadership roles and share origination credit.

DWT also pioneered a cross-mentoring program with one of our top corporate clients in 2012, which has expanded to include other law firms. By matching diverse firm associates with in-house counsel mentors, the mentorship program sought to improve retention and enhance client service while intentionally positioning up and coming diverse attorneys for visibility and success.

Lastly, we have a Path to Partnership process that ensures that diverse attorneys are being provided fair opportunities to develop their careers and create relationships with key clients. Practice Group Chairs, Partners-in-Charge, and key supervising Partners meet twice a year to discuss work performance and partnership prospects with associates. The D&I Chair or a delegate participates in the meetings with diverse associates, where work assignments, client access, mentoring, and leadership development are discussed.

The practices highlighted above demonstrate our commitment to increasing diversity and inclusion within our firm and the legal field. We believe we all benefit from working and collaborating with a diverse set of colleagues that bring different perspectives to our practices. These efforts have allowed us to continue to attract and retain the best and brightest talent across a spectrum of diverse backgrounds and interests. It makes our firm a better place to work and helps us better serve our clients.

We have been recognized for our diversity work and received the following diversity awards:

Perfect Score, Human Rights Campaign Foundation's Corporate Equality Index, 2013-2018

Gold Standard Certification by the Women in Law Empowerment Forum (WILEF), 2014-2018

Working Mother's Best Law Firms for Women Attorneys, 2014-2018

American Lawyer's Top 100 Firms, Diversity Scorecard, 2011-2014, 2018

National Law Journal's Top 500, Women's Scorecard, 2018

Law 360, Top 10 Best Firms for Minority Attorneys, 2018

Law 360, Best Law Firm for Women and Minorities, 2018

Law 360, Best Law Firm for Female Partners, 2018

South Asian Bar Association, Diversity Champion Award, 2018

Microsoft, Law Firm Diversity Program Top Performer, 2018

T-Mobile, Legal Department Diversity Excellence Award, 2018