

Quarles & Brady LLP

2018 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Chicago, IL; Indianapolis, IN; Madison, WI; Milwaukee, WI; Naples, FL; Phoenix, AZ; Scottsdale, AZ; Tampa, FL; Tucson, AZ; Washington, D.C.

DIVERSITY LEADERSHIP

Head(s) of Firm: Kimberly Johnson, Firm Chair

Diversity team leader(s): Kimberly Johnson, Firm Chair, Diversity & Inclusion Committee Co-Chair; George Marek, Partner, Diversity & Inclusion Committee Co-Chair; Darlene Austin, Director, Diversity, Employee Relations & Corporate Social Responsibility

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2017
Firmwide	473	480
U.S. offices only	473	480

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2017)

	Men	Women
White/Caucasian	67	65
African-American/Black	1	6
Hispanic/Latino	4	3
Alaska Native/American Indian	0	0
Asian	5	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	3
Openly LGBTQ	5	2
Individuals with disabilities	0	0
Total	79	80

SUMMER ASSOCIATES (2017)

	Men	Women
White/Caucasian	11	8
African-American/Black	1	1
Hispanic/Latino	0	1
Alaska Native/American Indian	0	0
Asian	1	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	2
Openly LGBTQ	2	0
Individuals with disabilities	0	0
Total	15	15

EQUITY PARTNERS (2017)

	Men	Women
White/Caucasian	100	29
African-American/Black	1	0
Hispanic/Latino	2	0
Alaska Native/American Indian	0	0
Asian	3	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	1
Openly LGBTQ	3	0
Individuals with disabilities	0	0
Total	108	30

NON-EQUITY PARTNERS (2017)

	Men	Women
White/Caucasian	73	57
African-American/Black	3	0
Hispanic/Latino	3	2
Alaska Native/American Indian	0	1
Asian	0	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	3
Openly LGBTQ	0	1
Individuals with disabilities	0	0
Total	80	66

OF COUNSEL (2017)

	Men	Women
White/Caucasian	15	15
African-American/Black	0	1
Hispanic/Latino	1	1
Alaska Native/American Indian	0	0
Asian	1	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with disabilities	0	0
Total	17	20

NEW HIRES (2017)

	Men	Women
White/Caucasian	22	22
African-American/Black	0	1
Hispanic/Latino	2	4
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	1	2
Individuals with disabilities	0	0
Total	26	29

Strategic Plan and Diversity Leadership

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

Quarles & Brady has a Firm-wide Diversity & Inclusion Initiative that implements the goals expressed in our Strategic Plan. The Chair of the Firm, Diversity & Inclusion Committee Chair, and Director of Diversity & Inclusion report on progress frequently at management, partner, associate, and staff meetings. We sponsor diversity events, including internal and external training programs, employee resource group meetings, and cultural, religious, and ethnic celebrations, frequently throughout the year and in each office. We are currently providing mandatory, firm-wide unconscious bias training for all attorneys and staff. Many events are held at lunch time and broadcast to all firm offices to encourage participation. Diversity events as well as changes in Firm policies and procedures resulting from our Diversity & Inclusion Initiative are typically announced by Firm-wide email, as are our daily diversity educational pieces. Our diversity initiatives and awards are featured on our general website and on our careers website. We also use our intranet and newsletters to keep the goals of our Diversity & Inclusion Initiative in front of the members of the Firm. The link between diversity and the Firm's business success has been communicated regularly to our partners as well as to all firm personnel. Presentations by Firm leaders, consultants, and clients at various all-Firm meetings have featured discussion of evolving client and Firm objectives on diversity performance. In addition, the Director of Diversity meets quarterly with Client Service Team leaders and Practice Group leaders to discuss diversity issues.

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

Kimberly Johnson, Firm Chair, Diversity & Inclusion Committee Co-Chair. George Marek, Partner, Diversity & Inclusion Committee Co-Chair. Darlene Austin, Director of Diversity & Inclusion, Employee Relations & Corporate Social Responsibility

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)?

Yes

If yes, how many attorneys are on the committee, and in 2017, 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: 19

Total hours spent on diversity: 1000

Comments: This time reflects work by subcommittees of larger Diversity & Inclusion Committee including the development of formal written Diversity policies presented to and approved by the Executive 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 recruiting efforts, including written policies regarding recruiting of diverse and female summer associates and attorneys.

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?

Performance and Compensation Evaluations

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 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			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	X		Increase the number of minority attorneys at the associate level
X	X		Increase the number of minority attorneys at the partnership level
X	X		Increase the number of minority attorneys in leadership positions
X	X		Focus on strengthening firm's mentoring program for minority attorneys
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure minority attorneys have equal access/inclusion on top client matters
X			Other (please specify): Monitor practice groups and client service teams to ensure diverse attorneys have equal access/inclusion. Business development efforts specific to diverse attorneys. Firm-wide diverse attorney retreat. Regular (quarterly) meetings of various business resource groups for diverse attorneys. We sponsor attendance at minority bar association events.



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Institute a formal part-time policy that addresses partnership prospects
X	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	X		Manage/monitor allocation of work assignments and/or hours billed to ensure women have equal access/inclusion to top client matters
X	X		Other (please specify): Monitor practice groups and client service teams to ensure that women have equal access/inclusion. Sponsor Women's Forums events in all offices. Business development efforts specific to women attorneys.



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	X		Increase the number of LGBTQ attorneys at the associate level
X	X		Increase the number of LGBTQ attorneys at the partnership level
X	X		Increase the number of LGBTQ attorneys in leadership positions
X			Ensure that EEO and non-discrimination policies specifically address gender identity
X			Other (please specify): Monitor practice groups and client service teams to ensure that LGBT attorneys have equal access/inclusion. Business development specific to LGBT attorneys. LGBT business resource group. Offer salary gross-up benefit for same sex couples.



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR ATTORNEYS WITH DISABILITIES

Already Completed	Currently Addressing	Not a Current Priority	
	X		Increase the number of attorneys with disabilities at the associate level
	X		Increase the number of attorneys with disabilities at the partnership level
	X		Increase the number of attorneys with disabilities in leadership positions
X			Ensure that EEO and non-discrimination policies specifically address individuals with disabilities
X			Other (please specify): Monitor practice groups and client service teams to ensure that attorneys with disabilities have equal access/inclusion. Business development specific to attorneys with disabilities. Sponsor participation in programs specific to 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.

Quarles & Brady has a rich history of community service, embraced by our civic-minded lawyers and staff. Through our Quarles Cares community involvement efforts we have focused on education and hunger issues in the inner cities of each of our communities. For this reason, we have a sustained track record of working with students to encourage them to stay in school, graduate, go on to college, and consider a career in the legal profession. We visit schools, hire academic year and summer interns, sponsor mock trials, participate in Street Law, and reach out to students in many different ways in each of our cities. We also host Bring Your Child to Work Days at our various offices, which include programming highlighting possibilities in legal careers.



Recruitment - New Associates

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

Ivy League schools: Harvard

Other private schools: Chicago-Kent Law, DePaul University, Georgetown University, Georgetown Washington University, Loyola University-Chicago, Marquette University, Northwestern University, University of Notre Dame, Stetson University, Washington University in St. Louis

Public state schools: Arizona State University, Indiana University-Maurer, Indiana University-McKinney, University of Arizona, University of California-Berkeley, University of Florida, University of Illinois, University of Iowa, University of Michigan, University of Minnesota, University of Wisconsin

Historically Black Colleges and Universities (HBCUs): N/A

Diversity job fairs: Cook County Job Fair, Indiana Diversity Job Fair, Lavender Law Job Fair, Hispanic National Bar Assn. Career 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)

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

- ASU "Meet the Employer Event": The firm hosted a group of interested 1Ls in a meet and greet.
- ASU/University of Arizona 1L Diversity Event: Event hosted at one of our diverse partner's house and all diverse ASU 1L students are invited and all of our firm's diverse attorneys are invited to attend and socialize. This annual event is part of our local recruiting committee's efforts to identify potential candidates.
- Indiana University-Bloomington Walk Around: 1L students visit our office, hear from our recruiting committee and go on an office tour.
- Northwestern Law School "Meet the Employer" Reception: One attorney serves as ambassador for the firm. This annual event offers a great opportunity for first-year law students to learn about employers who recruit on-campus prior to students bidding on on-campus interviews in the fall.
- University of Illinois "First Look" Networking Reception: 2 attorneys served as ambassadors for the firm. It was a good opportunity to market the firm and get some name recognition among the University's 1L's.
- University of Illinois 1L Professionalism Day: 1L students visit our office, listen to and speak with a panel, and also participate in an office tour.
- University of Minnesota 1L students meet Milwaukee attorneys and have an informational walk-around day at the office.
- University of Wisconsin Law School 1L Reception: This event is hosted in our Madison office for 1L students, it is an opportunity for 1L's to meet some of our attorneys and learn about the firm in a more casual setting.
- Home for the Holidays Reception: 1L students from top 100 law schools invited to a reception in Milwaukee.
- OCI: On-campus interviewing at ASU and University of Arizona for 1L summer associate positions in Phoenix office.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2017)

	Men	Women
White/Caucasian	10	7
African-American/Black	0	1
Hispanic/Latino	0	1
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	1	0
Individuals with disabilities	0	0
Total	11	12

OFFERS MADE* (2017)

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

	Men	Women
White/Caucasian	9	7
African-American/Black	0	1
Hispanic/Latino	0	1
Alaska Native/American Indian	0	0
Asian	0	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	0
Individuals with disabilities	0	0
Total	9	12

OFFERS ACCEPTED* (2017)

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

	Men	Women
White/Caucasian	7	5
African-American/Black	0	1
Hispanic/Latino	0	1
Alaska Native/American Indian	0	0
Asian	0	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	0
Individuals with disabilities	0	0
Total	7	10

NEITHER ACCEPTED NOR DECLINED (2017)

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

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

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2017)

	Men	Women
White/Caucasian	8	6
African-American/Black	0	1
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	1
Individuals with disabilities	0	0
Total	8	7

LATERAL OF COUNSEL HIRES (2017)

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

LATERAL PARTNER HIRES* (2017)

* Both equity and non-equity

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

NEW PARTNERS PROMOTED* (2017)

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

	Men	Women
White/Caucasian	7	7
African-American/Black	0	0
Hispanic/Latino	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	8	7

NEW EQUITY PARTNERS* (2017)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	2	2
African-American/Black	0	0
Hispanic/Latino	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	2

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
- 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:

McCormack Schreiber Legal Search



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2017

1ST-YEAR ASSOCIATES

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

3RD-YEAR ASSOCIATES

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

4TH-YEAR ASSOCIATES

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

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	2
African-American/Black	0	0
Hispanic/Latino	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	0	3

6TH-YEAR ASSOCIATES

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

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2017

7TH-YEAR ASSOCIATES

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

8TH-YEAR PLUS ASSOCIATES

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

OF COUNSEL

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

NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	6	9
African-American/Black	0	0
Hispanic/Latino	0	2
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	1
Individuals with disabilities	0	0
Total	6	11

EQUITY PARTNERS

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

Retention and Professional Development

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

- Develop and/or support internal employee affinity groups (e.g., networks within the firm for minorities, women, LGBTQ attorneys, or individuals with disabilities)
- Increase/review compensation relative to competition
- 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, our partnership agreement allows for reduced hour attorneys to be considered and established as partners, including equity partners.

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

5



Retention and Professional Development

PART-TIME ATTORNEYS (2017)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	8	8	159
Of counsel	4	9	13	37
Non-equity partner	3	19	22	146
Equity partner	0	2	2	138



Management Demographic Profile

FIRMWIDE COMMITTEES 2017

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	5	2
African-American/Black	0	0
Hispanic/Latino	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	7	2

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

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

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	5	2
African-American/Black	0	0
Hispanic/Latino	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	7	2

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

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

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	7	6
African-American/Black	1	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	1
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	2
Openly LGBTQ	2	0
Individuals with disabilities	0	0
Total	9	10

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2017)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	10	11	7
Number of such positions held by:			
Minorities	0	1	0
Women	5	3	3
LGBTQ attorneys	0	0	1
Individuals with disabilities	0	0	0

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

U.S. OFFICE HEADS

How many offices does your firm have in the United States? 10

Minorities heading offices: N/A

Women heading offices: Lucy Dollens, Indianapolis (24); Ave Bie, Madison (44); Katherine Perhach, Milwaukee (144); Nicole Stanton, Phoenix (93); Kelli Edson, Tampa (21)

LGBTQ attorneys heading offices: N/A

Individuals with disabilities heading offices: N/A

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Edward Salanga, Commercial Litigation (98)

Women heading practices: Amy Cotton Peterson, Health Law (41); Rebecca Speckhard, Public Finance (10)

LGBTQ attorneys heading practices: N/A

Individuals with disabilities heading practices: N/A

COMMITTEE LEADERS

Minorities heading committees: Michael Aldana, Legal Personnel Committee (5)

Women heading committees: Kimberly Johnson, Executive Committee (9); Kimberly Johnson, Billing Committee (7); Kimberly Johnson, Diversity & Inclusion Committee (19); Nancy Peterson, Associate Policy Committee (27); Elizabeth Orelup, Legal Opinions Committee (5)

LGBTQ attorneys heading committees: George Marek, Diversity & Inclusion Committee (19)

Individuals with disabilities heading committees: N/A



The Firm Says

Quarles & Brady is led by Chairwoman Kimberly Johnson, who is one of a handful of women leading AmLaw 200 firms. Her predecessor, John Daniels, Jr., was the only African American to head an AmLaw 200 firm. At Quarles & Brady, diversity of thought matters. Our Executive Committee of 9 includes two women and two diverse attorneys. Currently, five of our offices have female managing partners, two of our national practice groups are headed by women attorneys and one is headed by a male minority attorney. The Diversity & Inclusion Committee includes minority and majority associates and partners, Executive Committee members, the Recruiting Committee Chair, the Chief Human Resources Officer and the Director of Diversity as well as other key staff decision makers. The Committee creates and implements a diversity business plan that is fully integrated into the Firm's core business strategy.

Some 2017 recognitions:

- * Quarles & Brady received for the seventh year straight, the "Gold Standard Certification" award from the Women in Law Empowerment Forum (WILEF).
- * Quarles & Brady was listed as one of the 50 Best Law Firms for Women by Working Mother & Flex-Time Lawyers
- * Quarles & Brady was named a Best Law Firm for Female Attorneys.
- * Quarles & Brady received a 100% score on Human Rights Campaign - Corporate Equality Index.
- * Quarles & Brady was named a Top Law Firm by Equality Illinois.
- * Quarles & Brady's Phoenix Office was awarded the YWCA of Metropolitan Phoenix Women's Empowerment Award.
- * Quarles & Brady's Milwaukee Office received the 2017 Diversity in Business Award from the Wisconsin Law Journal.
- * Many of our firm offices have received "Best Places to Work" Awards including, Phoenix, Tucson and Milwaukee.

The firm is a signatory to the ABA Commission on Mental and Physical Disabilities Law Pledge for Change. We are a member of the Leadership Council on Legal Diversity and Diversity & Flexibility Alliance, and participate with other leading diversity organizations. Attorneys from the firm are actively involved in a variety of national and local minority bar organizations, including the National Bar Association, the Hispanic National Bar Association, and the National LGBT Bar Association, among others. We regularly sponsor diverse attorneys to be Fellows in the Leadership Council on Legal Diversity fellows program as well as its Pathfinder program. Attorneys at Quarles & Brady actively support one another in many ways including business resource groups for diverse and female attorneys. In addition to minority-specific business resource groups, we initiated an all-diverse attorney resource group. Some examples include: our LGBT group serves as informal mentors; opens doors to community involvement; and creates business opportunities for its members and the firm. The Women's Forum provides business and career development programs; organizes peer mentoring circles; and engages clients in a variety of activities. Our diverse attorneys meet regularly to ensure inclusion in key business strategies, reinforce their sense of community, discuss issues of importance to them, and collaborate on client development opportunities. The Diversity & Inclusion Committee holds biennial firm-wide diverse attorney retreats.

The firm boasts an award winning mentoring program that provides individual mentoring for new hires for their first two years, and an opportunity to stay in the program indefinitely. A unique second layer of mentoring is provided to all diverse attorneys through our diversity liaison program; the diversity liaison relationship endures through each lawyer's tenure as an associate. Liaisons act as sounding boards; ensure exposure to a wide range of lawyers, clients and work; and advise on partnership criteria. The Diversity & Inclusion Committee monitors associate hours monthly to ensure a level playing field for all. The Diversity Director and Chair of the Diversity & Inclusion Committee also meet regularly with Practice Group Chairs and leaders of the major client service teams to promote the inclusion of women and diverse attorneys. In 2017 the Diversity & Inclusion Committee and Executive Committee collaborated to develop and implement formal written policies regarding the recruitment, retention and promotion of diverse and women attorneys. The Committee also monitors attrition statistics and works with the Executive Committee to devise programs and policies to reduce attrition of minorities and women. Each office has a Diversity & Inclusion Council comprised of staff and attorneys; the Councils develop informal educational programming open to everyone in the office. The Firm has a long-standing diverse supplier program.

Quarles & Brady is proud to extend domestic partner benefits to all employees. Our policy offers a salary gross-up benefit for same-sex couples. To encourage attorneys to plan long-term careers with Quarles, we also offer flexible and part-time schedules, paid maternity leave for 12 weeks and paternity leave for 6 weeks, and extended unpaid leave for up to six months. Leave may also be used to "ease back in" by working a reduced schedule with a gradual return to work to help balance work and family.