

PAINTING A BRIGHTER FUTURE.

DLA Piper believes that a more diverse and inclusive legal profession means a better future for us all. As a Mansfield Certified Plus firm, DLA Piper is committed to creating pathways for success and achieving diversity in leadership.



DLA Piper LLP (US)

2019 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Americas: Atlanta, GA; Austin, TX; Baltimore (2), MD; Boston, MA; Chicago, IL; Dallas, TX; Houston, TX; Los Angeles (2), CA; Miami, FL; Minneapolis, MN; Atlantic City, NJ; Short Hills, NJ; Albany, NY; New York, NY; Northern Virginia, VA; Silicon Valley, CA; Philadelphia, PA; Phoenix, AZ; Raleigh, NC; Sacramento, CA; San Diego (2), CA; San Francisco, CA; Seattle, WA; Washington, D.C.; Wilmington, DE; Calgary; Edmonton; Montreal; Toronto; Vancouver; Yellowknife; San Juan. Latin America: Buenos Aires; Mexico City; Sao Paulo; Rio de Janeiro, Brazil; Lima, Peru; Bogota, Colombia; Santiago, Chile. Europe: Amsterdam, Netherlands; Antwerp, Belgium; Birmingham, UK; Bratislava, Slovakia; Brussels, Belgium; Antwerp, Belgium; Aarhus, Denmark; Copenhagen, Denmark; Bucharest, Romania; Budapest, Dublin; Hungary; Cologne, Germany; Edinburgh, UK; Frankfurt, Germany; Hamburg, Germany; Kyiv, Ukraine; Leeds; Liverpool; London; Luxembourg, Luxembourg; Madrid; Manchester, UK; Milan, Italy; Moscow, Russia; Munich, Germany; Oslo, Norway; Paris, France; Prague, Czech Republic; Rome, Italy; Sheffield, UK; St. Petersburg, Russia; Vienna, Austria; Warsaw, Poland; Helsinki, Finland; Stockholm, Sweden; Lisbon, Portugal; Zagreb, Croatia. Middle East: Abu Dhabi, UAE; Doha, Qatar; Dubai, UAE; Jeddah, Saudi Arabia; Kuwait City, Kuwait; Manama, Bahrain; Muscat, Oman; Riyadh, Saudi Arabia; Al Khobar, Saudi Arabia; Africa: Casablanca, Morocco; Johannesburg, South Africa; Algiers, Algeria; Luanda, Angola; Gaborone, Botswana; Bujumbura, Burundi; Addis Ababa, Ethiopia; Accra, Ghana; Nairobi, Kenya; Ebéne, Mauritius; Maputo, Mozambique; Windhoek, Namibia; Lagos, Nigeria; Kigali, Rwanda; Dakar, Senegal; Dar es Salam, Tanzania; Mwanza, Tanzania; Zanzibar, Tanzania; Tunis, Tunisia; Kampala, Uganda; Lusaka, Zambia; Harare, Zimbabwe. Asia Pacific (13): Bangkok, Beijing, Hong Kong, Seoul, Shanghai, Singapore, Tokyo, Brisbane, Melbourne, Perth, Sydney, Auckland, Wellington

DIVERSITY LEADERSHIP

Head(s) of Firm: Roger Meltzer and Andrew Darwin, Global Co-Chairmen; Simon Levine and Cameron Jay Rains (Global Co-CEOs); Stasia Kelly (US Managing Partner)

Diversity team leader(s): Fenimore Fisher, Chief Diversity & Inclusion Officer

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2018
Worldwide	4358	4296
U.S. offices only	1520	1503

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

No

ASSOCIATES (2018)

	Men	Women
White/Caucasian	306	150
African-American/Black	17	16
Hispanic/Latinx	7	11
Alaska Native/American Indian	0	0
Asian	45	43
Native Hawaiian/Pacific Islander	0	0
Multiracial	43	25
Openly LGBTQ	13	6
Individuals with Disabilities	3	4
Total	394	320

SUMMER ASSOCIATES (2018)

	Men	Women
White/Caucasian	16	12
African-American/Black	4	3
Hispanic/Latinx	1	2
Alaska Native/American Indian	0	0
Asian	8	10
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	5
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
Total	36	35

EQUITY PARTNERS (2018)

	Men	Women
White/Caucasian	457	123
African-American/Black	13	4
Hispanic/Latinx	10	8
Alaska Native/American Indian	0	0
Asian	26	12
Native Hawaiian/Pacific Islander	0	0
Multiracial	16	2
Openly LGBTQ	5	3
Individuals with Disabilities	3	2
Total	528	153

NON-EQUITY PARTNERS (2018)

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

DLA Piper has a single tiered partnership.

OF COUNSEL (2018)

	Men	Women
White/Caucasian	102	52
African-American/Black	4	3
Hispanic/Latinx	3	2
Alaska Native/American Indian	0	0
Asian	5	8
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	4
Openly LGBTQ	1	0
Individuals with Disabilities	1	0
Total	117	69

NEW HIRES (2018)

	Men	Women
White/Caucasian	95	43
African-American/Black	8	4
Hispanic/Latinx	3	5
Alaska Native/American Indian	0	0
Asian	13	7
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	5
Openly LGBTQ	5	1
Individuals with Disabilities	1	2
Total	127	113

Strategic Plan and Diversity Leadership

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

The Firm's D&I strategy is led by our senior leadership team and is regularly communicated to everyone through numerous channels including State of the Firm addresses. Additionally, national practice group leaders are responsible for the diversity metrics and initiatives to generally improve diversity and inclusion within their respective groups. This information is reported to the Firm's senior management team on a quarterly basis. DLA Piper also holds quarterly D&I committee meetings, resource group meetings, acknowledges and celebrates various commemorative months with firm wide communications and presentations, hosts various D&I events on the local and national level, and has an internal D&I webpage with various resources.

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

Fenimore Fisher, CDIO.

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: 3

Total hours spent on diversity: 6500

Comments: These hours represent time formally tracked by our national committee, local committee, and resource group leaders and members. We believe this is a very conservative estimate as there are an undetermined number of hours that go unrecorded.

Does the committee and/or diversity leader establish and set goals or objectives consistent with management's priorities?

Yes

If yes or partially, please explain.

The Committee and Diversity Leader sets goals and objectives consistent with the Firm's overall D&I strategy directed from our Global Co-Chairman. The goals and objects align with Leadership's commitment to advancing the development and careers of diverse individuals and creating an inclusive culture. The Committee also works directly with Practice Group Leaders to address needs and concerns specific to their group.

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?

Quarterly

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

In 2018, all PGLs launched D&I Action Plans tailored to their groups' unique D&I priorities, needs, and culture, demonstrating how they would focus on goals such as advancement, retention, and equitable utilization of team expertise. The PGLs are responsible for managing their action plans with the same level of attention and discretion they apply to other business-critical, day-to-day operations in their groups and each month they review their group's metrics in relation to their plan implementation with D&I department personnel. Diversity metrics for demographics, recruitment, promotion, and utilization are received and reviewed by Firm leaders on a quarterly basis. At the end of the year, their success in progressing toward their three priority D&I goals is considered in connection with compensation decisions.

In addition to consistently monitoring our diversity statistics, we collect data from exit surveys completed by all departing lawyers and survey all lawyers annually to gain feedback on the Firm's D&I initiatives and their perceived effectiveness.

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	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			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	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	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): Our Lawyers of Color Emerging Leaders Program is aimed at developing junior partners of color into strong business developers and rainmakers, thereby driving firm revenue. This program is designed to increase business acumen, provide opportunities for strategic enhancement of business development skills, allow for a better understanding of leadership within our global firm, and effectively develop, reward, engage, and attract lawyers of color — all of which are priorities of the firm and consistent with the goals and objectives of the Resource Groups of Color.

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		Provide accommodations specific to mothers (e.g., lactation rooms)
X	X		Implement policies to address gender pay equity
			Other (please specify): Cleary Gottlieb has a seniority-based lockstep compensation system. Accordingly, gender pay equity is not an issue.



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.)
	X		Other (please specify): We are a signatory to Mansfield 3.0.



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.

DLA Piper's pipeline development efforts seek to identify, mentor, and develop diverse students who aspire to careers in the law. The Firm contributes to various diversity scholarship programs and encourages active participation through mentoring, speaking engagements, and serving on boards. The Firm has also provided office space and resources to some of its pipeline partners such as the Jackie Robinson Foundation.

A few examples of the Firm's work in this area include:

DLA Piper's Raja Gaddipati Fellows Program, a six-week, paid summer internship that gives diverse, undergraduate students a broad view of what it is like to work in a large law firm and encourages them to begin developing professional networks.

Just the Beginning (JTB)[®] offers free educational pipeline programming for students in middle school, high school, college and law school, with a mission to increase the diversity in the legal profession and inspire underrepresented, underserved, and at-risk students. The Firm actively supports the organization's high school to college pipeline program.



Recruitment - New Associates

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

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

Other private law schools: Boston University, Villanova

Public state law schools: University of Maryland, University of Texas

Law schools of Historically Black Colleges and Universities (HBCUs): Howard University

Diversity job fairs: None

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

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

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

The Law Consortium Career Fair, Southeastern Minority Job Fair, Southern Interview Program



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2018)

	Men	Women
White/Caucasian	20	12
African-American/Black	4	3
Hispanic/Latinx	1	2
Alaska Native/American Indian	0	0
Asian	8	10
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	5
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
Total	36	35

OFFERS MADE* (2018)

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

	Men	Women
White/Caucasian	14	10
African-American/Black	4	1
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	4	8
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	4
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
Total	23	24

OFFERS ACCEPTED* (2018)

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

	Men	Women
White/Caucasian	12	8
African-American/Black	4	1
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	4	8
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	4
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
Total	21	23

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

N/A — There were no 2018 Summer Associates who accepted or declined an offer due to postgrad clerkship/fellowship.

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2018)

	Men	Women
White/Caucasian	45	43
African-American/Black	4	3
Hispanic/Latinx	0	2
Alaska Native/American Indian	0	0
Asian	7	11
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	4
Openly LGBTQ	5	1
Individuals with Disabilities	1	1
Total	57	59

LATERAL OF COUNSEL HIRES (2018)

	Men	Women
White/Caucasian	11	7
African-American/Black	1	1
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	2	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	2
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	16	12

LATERAL PARTNER HIRES* (2018)

* Both equity and non-equity

	Men	Women
White/Caucasian	37	12
African-American/Black	1	1
Hispanic/Latinx	1	2
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	1
Total	41	17

NEW PARTNERS PROMOTED* (2018)

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

	Men	Women
White/Caucasian	13	3
African-American/Black	0	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
Total	13	6

NEW EQUITY PARTNERS* (2018)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	50	15
African-American/Black	1	2
Hispanic/Latinx	1	2
Alaska Native/American Indian	0	0
Asian	1	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	1	0
Individuals with Disabilities	1	1
Total	54	23

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)

The firm is Mansfield Rule Certified Plus.

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 2018

1ST-YEAR ASSOCIATES

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

DLA Piper does not disclose attrition data.

2ND-YEAR ASSOCIATES

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

DLA Piper does not disclose attrition data.

3RD-YEAR ASSOCIATES

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

DLA Piper does not disclose attrition data.

4TH-YEAR ASSOCIATES

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

DLA Piper does not disclose attrition data.

5TH-YEAR ASSOCIATES

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

DLA Piper does not disclose attrition data.

6TH-YEAR ASSOCIATES

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

DLA Piper does not disclose attrition data.

Retention and Professional Development

*ATTORNEYS WHO LEFT THE FIRM IN 2018***7TH-YEAR ASSOCIATES**

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

DLA Piper does not disclose attrition data.

8TH-YEAR PLUS ASSOCIATES

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

DLA Piper does not disclose attrition data.

OF COUNSEL

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

DLA Piper does not disclose attrition data.

NON-EQUITY PARTNERS

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

DLA Piper does not disclose attrition data.

EQUITY PARTNERS

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

DLA Piper does not disclose attrition data.

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:

DLA Piper recognizes that our lawyers have responsibilities and interests outside the firm and that they may need or desire flexibility to better integrate life and work. By supporting flexible work arrangements, we are in a better position to attract and retain talented lawyers who are committed to the profession as well as the firm and its clients. Our lawyers on flexible work schedules enjoy the same opportunities for career success as those on standard schedules, including responsibility for client relationships, leadership and advancement. Flexible work schedules at DLA Piper are individually tailored arrangements designed to accommodate the interests of the lawyer while meeting the needs of the firm and its clients. Generally such arrangements involve a reduction in the total number of hours worked and flexibility as to when and where those hours are worked. Regardless of their tenure with the firm, all lawyers are eligible to propose a flexible work schedule. No constraints are placed on the duration of a schedule and no particular reason is required to justify a request.

Currently, the Firm offers three different types of flexible work schedules: reduced hours arrangements, full-time flexible work arrangement, and ramp-up arrangements.

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?

For associates, a flex time policy may affect the length of time it takes to make partner, depending on the schedule and duration, but it will not impact the lawyers eligibility to make partner.

If already a partner, the attorney retains the same rights and responsibilities as a full time lawyer and is not adversely affected in any way.

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

[No response]

Retention and Professional Development

PART-TIME ATTORNEYS (2018)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	1	9	10	714
Of counsel	4	8	12	187
Non-equity partner	n/a	n/a	n/a	n/a
Equity partner	0	6	6	681

Management Demographic Profile

*FIRMWIDE COMMITTEES 2018***EXECUTIVE/MANAGEMENT COMMITTEE***

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	15	5
African-American/Black	1	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	17	7

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

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

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

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

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	8	6
African-American/Black	1	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
Total	11	6

Note: Associate Evaluation and Compensation Committee

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	7	6
African-American/Black	3	3
Hispanic/Latinx	0	2
Alaska Native/American Indian	0	0
Asian	4	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	2	0
Individuals with Disabilities	0	0
Total	15	14

Note: Local Diversity and Inclusion Chairs and Co-Chairs

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2018)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	36	17	47
Number of such positions held by:			
Minorities	11	4	13
Women	4	2	16
LGBTQ attorneys	0	0	2
Individuals with Disabilities	0	0	0

9 committees do not have chairs; membership is equal. Local Diversity Committees are counted individually; each chair and co-chair is included above.

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? 37

Minorities heading offices: 13; 24-335 attorneys in office. DLA Piper does not disclose names of individual attorneys.

Women heading offices: 4; 19-335 attorneys in office

LGBTQ attorneys heading offices: 0

Individuals with Disabilities heading offices: 0

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: 4. DLA Piper does not disclose names of individual attorneys.

Women heading practices: 2

LGBTQ attorneys heading practices: 0

Individuals with Disabilities heading practices: 0

COMMITTEE LEADERS

Minorities heading committees: 13

Women heading committees: 16

LGBTQ attorneys heading committees: 2

Individuals with Disabilities heading committees: 0



The Firm Says

DLA Piper approaches diversity differently than others in the legal industry. Diversity and inclusion are integral to the Firm's core values: our people, our community, and our clients; and its efforts on these fronts are motivated by the fundamental belief that not only does it make good business sense, it is the right thing to do. The Firm acknowledges that a strategic approach led from the top and integrated into the day-to-day business operations and management metrics is necessary to achieve measureable and sustainable results.

Here are some key differentiators in DLA Piper's approach to diversity and inclusion:

- The efforts are initiated and led from the very top of the global Firm by our senior management team.
- Existing resources at the Firm from various departments, including Diversity and Inclusion, Professional Development, Marketing, and Recruiting are aligned to actively support the implementation of Practice Group Diversity and Inclusion Action Plans.
- Practice group leaders are held accountable for diversity and inclusion results stemming from the implementation of their specific diversity action plans tailored to the priorities, needs, and culture of each practice group.
- Through our partnership with NYU Law School's Center for Diversity, Inclusion, and Belonging, over 90 percent of leaders and more than 1,050 US lawyers have participated in innovative and interactive inclusion training specifically customized for DLA Piper.

The broad engagement of our people on all diversity and inclusion issues is another factor to which we attribute success and is a key element of our overall D&I strategy. Through all of our programs and initiatives, we empower and engage as many people as possible to be leaders, champions, and sponsors of D&I. This includes everyone from members of the Executive and Policy Committees and Firm Leadership, to our staff, and everyone in between. We believe that D&I must be part of the "fabric" of the firm in order for diverse attorneys to realize leadership roles and be represented among the highest-compensated partners.

In addition to this innovative approach, which is intended to leverage the efforts of all professionals at the Firm and measure the sustainability of the results, the Firm also utilizes other tools that are considered best practices in the industry.

In 2017, DLA Piper was one of the first signatories of the Mansfield Rule, a national initiative developed to increase diversity in promotions and hiring at law firms. To be certified under this rule, firms must make good on their commitment to source and consider a candidate pool comprising at least 30 percent women and minorities for leadership and governance roles, equity partner promotions and lateral positions.

Our efforts in this area were so successful that in 2018 we not only sourced and considered the Mansfield-required 30 percent diverse applicant pool, we actually achieved representation of at least 30 percent women and minorities in a large number of our key leadership roles and lateral hires. As a result, we were one of just 27 firms to reach a level beyond certification, becoming "Certified Plus." This achievement is particularly remarkable given that DLA Piper is a single-tier partnership. This achievement represented an increase of 36 percent from 2017's applicant pool. In addition, we have signed on to Mansfield 2.0, which incorporates LGBTQ lawyers into the definition of diversity and also measures diversity within pitch teams.

In 2017, we launched our unique partnership with Kenji Yoshino, the Chief Justice Earl Warren Professor of Constitutional Law at New York University (NYU) and Director of NYU's Center for Diversity, Inclusion and Belonging. In June, Professor Yoshino led 140 senior leaders in a series of unique interactive training workshops. The workshops focused on educating and raising awareness about specific issues related to diversity, inclusion and "covering." (Covering is the phenomenon of downplaying or hiding certain aspects of oneself so as not to appear different.)

The interactive workshops featured a troupe of actors who performed a series of customized vignettes demonstrating D&I challenges related to recruitment, retention, development and promotion at the Firm. Based directly on feedback gathered across DLA Piper in early 2017, the vignettes brought to life specific situations faced by our lawyers. Following each vignette, Professor Yoshino led a discussion on best practices for handling each situation in order for lawyers to thrive and be their authentic selves at work.

In 2018, these workshops were rolled out to every lawyer in the firm. We then took them to the next level, working with Professor Yoshino to create partner training specific to individual practice groups. We introduced new customized scenarios targeting everyday occurrences for practice leaders that have an impact on retention, development and matriculation. At a global partners meeting in the summer of 2018, two practice groups, Corporate and Litigation, made beta-testing training a priority. The intense, two-hour, scenario-based trainings were well received by participants. During the fall we used takeaways from these trainings to continue developing scenarios customized for each practice group, which will be rolled out to partners in 2019.

Our D&I strategy starts at the top, led by the Office of the Chair and approved by the Executive Committee. To ensure it reaches all lawyers, we have moved certain key aspects of implementation and accountability out of our centralized D&I office to our practice group leaders. In 2018, all practice group leaders launched action plans based on their group's unique D&I challenges, demonstrating how they would focus on goals such as advancement, retention and equitable utilization of team expertise.

The practice group leaders are responsible for managing their action plans with the same level of attention and discretion they apply to other business-critical, day-to-day operations in their groups. Each month they review their group's metrics in relation to their plan implementation. At the end of the year, their success in progressing toward their three priority D&I goals is considered in connection with compensation decisions.

Despite the focus on individual practice groups, this effort is highly collaborative. Leaders are actively supported by not only the office of D&I but also by the departments of Human Resources, Professional Development, and Recruiting, among others. The role of professional development provides a good example.

Because the majority of practice groups' action plans include elements focusing on development, DLA Piper's Professional Development department decided to institute some of the actions across all practice groups. This led to several innovations:

- The creation of a practice-specific framework for all associates' path to partnership, indicating the performance standards that are expected in order to progress at each level, from early-career to mid-level to senior associate (and on to partner). These frameworks, developed last year, are being rolled out in 2019. They not only provide clear benchmarks so that all lawyers understand what is needed and expected of them, they also add an important layer of consistency, removing subjectivity from the performance review process.
- In addition to creating the framework, the professional development team also worked to ensure a more consistent approach to communications about development options. As part of this, team members instituted a policy of meeting one-on-one with every new associate and lateral hire to make sure they understand what resources are available to them, and how to make best use of them.
- The team also requested that every practice group review the effectiveness of each of its career advisor pairings (every associate is paired with a partner who serves as career advisor). Based on this, some associates were re-assigned career advisors for a better fit.

The team held three webinars for associates last fall, to introduce the new framework, explain the partner application process, and discuss alternative career opportunities for those not interested in or not suited for eventual partnership.

Finally, as part of centralized procurement, we are now tracking the firm's spend with certified women and minority-owned businesses. The goal is to diversify our supplier network and increase spend with these businesses over time. As we work toward identifying specific benchmarks, we strongly encourage our attorneys to consider and recommend women and minority owned-businesses as the opportunities arise. This initiative is important to us and reinforces our commitment to our clients, our communities, and our people.

