

# Patterson Thuentte

## 2018 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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### LOCATIONS

Minneapolis, MN

### DIVERSITY LEADERSHIP

**Head(s) of Firm:** TOM DICKSON, CEO and MANAGING PARTNER; ERIC CHADWICK, CFO; JIM PATTERSON, SHAREHOLDER; BRAD PEDERSEN, SHAREHOLDER; AMY SALMELA, SHAREHOLDER; BRADLEY THORSON, SHAREHOLDER

**Diversity team leader(s):** AMY SALMELA, SHAREHOLDER; CASEY KNISER, PARTNER; STACY LOCSIN, DIRECTOR OF HUMAN RESOURCES

### NUMBER OF ATTORNEYS

#### TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2017
Firmwide	22	21
U.S. offices only	22	21

### Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

#### ASSOCIATES (2017)

	Men	Women
White/Caucasian	4	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
<b>Total</b>	<b>4</b>	<b>0</b>

#### SUMMER ASSOCIATES (2017)

	Men	Women
White/Caucasian	3	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	0	0
Openly LGBTQ	0	0
Individuals with disabilities	0	0
<b>Total</b>	<b>3</b>	<b>2</b>

#### EQUITY PARTNERS (2017)

	Men	Women
White/Caucasian	5	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
<b>Total</b>	<b>5</b>	<b>1</b>

#### NON-EQUITY PARTNERS (2017)

	Men	Women
White/Caucasian	10	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
<b>Total</b>	<b>10</b>	<b>1</b>

#### OF COUNSEL (2017)

	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
<b>Total</b>	<b>0</b>	<b>0</b>

#### NEW HIRES (2017)

	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
<b>Total</b>	<b>1</b>	<b>0</b>

### Strategic Plan and Diversity Leadership

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

The firm's leadership communicates the importance of diversity and inclusion in the following ways:

- 1-Fostering a culture of respect within the firm. This commitment is included in the firm's mission statement, which is highlighted on the first page of our Intranet site: "Our mission is to provide our clients with a full range of the highest quality intellectual property legal services. We strive to accomplish this by delivering consistently superior service, creative approaches and fair prices; by recruiting and retaining highly qualified, motivated and innovative professionals; and by providing a work environment that encourages excellence, creativity, teamwork, dignity and fairness."
- 2-Formalized Recruiting & Diversity Committees led by Partners committed to the Committees' efforts.
- 3-Financially supporting educational opportunities for all lawyers. Examples include CLEs educating on eliminating bias, women's leadership programs and the like.
- 4-Financially supporting internal affinity groups.
- 5-Financially supporting attorney participation in organizations such as Minnesota Women Lawyers and Minnesota Association of Black Lawyers.

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

Tom Dickson, CEO/Managing Partner; Amy Salmela, Partner; Casey Kniser, Partner

#### 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: 3

Total hours spent on diversity: 25

Comments: Meetings, CLEs, reading articles, attending job fairs and other events, interviewing diverse candidates.

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

Yes

#### Has the firm undertaken a formal or informal diversity program or set of initiatives aimed at increasing the diversity of the firm?

Yes

#### If yes, is it formal or informal?

formal

#### How often does the firm's management review the firm's diversity progress/results?

Twice a year

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

The Recruiting Chair and Diversity Chairs are required to discuss efforts and results with firm management a minimum of twice per year - during the annual performance review and prior to the start of recruiting season, when goals and plans are being finalized.

#### 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		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
			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
X			Other (please specify): Manage/monitor allocation of work assignments and/or hours billed to ensure minority attorneys have equal access /inclusion on top client matters.



### 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		Increase the number of women at the associate level
	X		Increase the number of women at the partnership level
	X		Increase the number of women in leadership positions
X			Focus on strengthening firm's mentoring program for women
X			Manage/monitor allocation of work assignments and/or hours billed to ensure women have equal access/inclusion to top client matters
			Other (please specify): Manage/monitor allocation of work assignments and/or hours billed to ensure female attorneys have equal access /inclusion on top client matters.



### 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
			Ensure that EEO and non-discrimination policies specifically address gender identity

#### 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



### 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.

The firm supports programs that encourage young people to explore careers in the sciences. These programs include: Camp Invention, a summer camp for elementary age children where they explore fun engineering-focused educational opportunities - additionally the firm provides scholarships for several children in the local community to attend; The Works Museum, a hands-on engineering museum for children; The Bakken Museum, a museum with interactive exhibits focused on electricity and invention.





### Recruitment - New Associates

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

*Ivy League schools:* No

*Other private schools:* Yes. Mitchell Hamline School of Law, University of St. Thomas School of Law.

*Public state schools:* Yes. University of Minnesota Law School.

*Historically Black Colleges and Universities (HBCUs):* None

*Diversity job fairs:* The firm attends numerous job fairs, most recently attending a job fair hosted by the Minnesota Asian Pacific American Bar Association intending on drawing a diverse student body to the event.

#### 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?

Yes. For the past 5 years the firm has hosted an "IP Career Prep" event for law students interested in a career in IP law. Each attendee has the opportunity to participate in mock interviews with our attorneys. The attorneys provide feedback on the interview and also offer suggestions as to how the students can improve their resumes. This even is designed as a vehicle to introduce students to the firm, understanding the current pool of students following an IP track, and giving something of value to the students. This event takes place in January so that we are reaching out to 1Ls just as they are allowed to begin interacting with potential employers.



### Recruitment - New Associates

#### ALL 2L SUMMER ASSOCIATES (2017)

	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
<b>Total</b>	<b>2</b>	<b>1</b>

#### OFFERS MADE\* (2017)

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

	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
<b>Total</b>	<b>1</b>	<b>0</b>

#### OFFERS ACCEPTED\* (2017)

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

	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
<b>Total</b>	<b>1</b>	<b>0</b>

#### 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	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
<b>Total</b>	<b>0</b>	<b>0</b>

### Recruitment - Lateral Associates and Partners

#### LATERAL ASSOCIATE HIRES (2017)

	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
<b>Total</b>	<b>0</b>	<b>0</b>

#### LATERAL OF COUNSEL HIRES (2017)

	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
<b>Total</b>	<b>0</b>	<b>0</b>

#### LATERAL PARTNER HIRES\* (2017)

\* Both equity and non-equity

	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
<b>Total</b>	<b>0</b>	<b>0</b>

#### NEW PARTNERS PROMOTED\* (2017)

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

	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
<b>Total</b>	<b>0</b>	<b>0</b>

#### NEW EQUITY PARTNERS\* (2017)

\* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	0	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
<b>Total</b>	<b>0</b>	<b>1</b>

### 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)?**

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 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
<b>Total</b>	<b>0</b>	<b>0</b>

##### 2ND-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
<b>Total</b>	<b>0</b>	<b>0</b>

##### 3RD-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
<b>Total</b>	<b>0</b>	<b>0</b>

##### 4TH-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
<b>Total</b>	<b>0</b>	<b>0</b>

##### 5TH-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
<b>Total</b>	<b>0</b>	<b>0</b>

##### 6TH-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
<b>Total</b>	<b>0</b>	<b>0</b>

### Retention and Professional Development

#### ATTORNEYS WHO LEFT THE FIRM IN 2017

##### 7TH-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
<b>Total</b>	<b>0</b>	<b>0</b>

##### 8TH-YEAR PLUS 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
<b>Total</b>	<b>0</b>	<b>0</b>

##### OF COUNSEL

	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
<b>Total</b>	<b>0</b>	<b>0</b>

##### NON-EQUITY PARTNERS

	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
<b>Total</b>	<b>0</b>	<b>0</b>

##### EQUITY PARTNERS

	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
<b>Total</b>	<b>1</b>	<b>0</b>

### 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?

Currently no attorneys are working a part-time schedule. However, in the past, we have had partners who maintained a part-time schedule and it has not affected their partnership track.

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

0



### Retention and Professional Development

PART-TIME ATTORNEYS (2017)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	0	0	4
Of counsel	0	0	0	0
Non-equity partner	0	0	0	11
Equity partner	0	0	0	6





### Management Demographic Profile

#### FIRMWIDE COMMITTEES 2017

##### EXECUTIVE/MANAGEMENT COMMITTEE\*

\* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	5	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
<b>Total</b>	<b>5</b>	<b>1</b>

##### HIRING COMMITTEE\*

\* Attorneys on Hiring Committee or equivalent

	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
<b>Total</b>	<b>2</b>	<b>1</b>

##### PARTNER REVIEW COMMITTEE\*

\* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	5	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
<b>Total</b>	<b>5</b>	<b>1</b>

##### ASSOCIATE REVIEW COMMITTEE\*

\* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	10	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
<b>Total</b>	<b>10</b>	<b>1</b>

##### ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	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
<b>Total</b>	<b>2</b>	<b>1</b>

### Management Demographic Profile

#### OTHER LEADERSHIP ROLES

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

Minorities heading offices: [No response]

Women heading offices: [No response]

LGBTQ attorneys heading offices: [No response]

Individuals with disabilities heading offices: [No response]

#### PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: [No response]

Women heading practices: [No response]

LGBTQ attorneys heading practices: [No response]

Individuals with disabilities heading practices: [No response]

#### COMMITTEE LEADERS

Minorities heading committees: [No response]

Women heading committees: Amy Salmela, Recruiting and Diversity Committee

LGBTQ attorneys heading committees: [No response]

Individuals with disabilities heading committees: [No response]



## The Firm Says

Intellectual property has traditionally been an area of law lacking in diversity. For instance, a study released on April 20, 2015 by Law 360 revealed that among the patent law firms in the study, women make up only 24.27% of total attorneys and 21.56% of partners. A more recent study by Law360 (August 2017) shows that racial and ethnic minorities make up just over 15% of attorneys employed by US law firms in general. Patterson Thuenté IP has and continues to strive to buck the trends when it comes to the diverse makeup of our team of IP attorneys.

Our firm management believes in taking a holistic approach to promoting diversity within the firm. First, we understand that being an IP boutique limits our ability (compared to general practice firms) to attract diverse attorneys, simply because of the unique qualifications necessary (e.g., a science or engineering degree).

An important step forward this year was the election of the firm's first woman into a shareholder role – one of only six shareholder positions in the firm. She is the first female to serve in this capacity in the firm's 27 year history. The firm understands the value of diversity at the Board of Director level and has shown that to be true by placing a woman in a shareholder role, as well as promoting and encouraging diverse attorneys to take on leadership duties and responsibilities.

The firm has worked to ensure our reputation is strong and has ramped up its law student outreach efforts. One example of this is our "IP Career Prep" event where we invite local law students to our offices for interviewing practice and resume review. This gives the students a chance to learn about our culture and meet our attorneys, as well as take away valuable information that will assist them in as they look for employment. Another example is the firm's participation in patent pro bono program, which regularly puts us in contact with law students who share our spirit of community service. The firm is now involved with patent pro bono efforts on an international scale. As our attorneys work to help shape this program, it is likely that interaction with diverse attorneys and law students will take place.

A second element of our approach is to be sure we are retaining diverse team members once they have joined the team. The firm has long maintained an in-house culture that encourages excellence, creativity, teamwork, dignity and fairness. We have found, particularly in recent years, that by creating a work culture that is attractive to diverse attorneys, we inherently attract more diverse attorneys.

Some retention initiatives that have been successful include:

- Developing a pilot program for "satellite offices," which was a direct result of one of our female attorney who moved out of state for family reasons. Over the past six months, she has worked out of the California satellite office, serving her clients as well as developing new business for the firm.
- Offering a unique law clerk mentoring program, which is typically our sole source of new attorneys. All clerks have a mentor; either an associate attorney or a partner. By providing direct communication for feedback and work direction our retention rate is extremely high.
- Promoting internal affinity groups, such as regular women attorney lunches.
- Investing in professional development opportunities that may be uniquely available to specific attorneys, such as women's leadership network programs.
- Supportive of attorneys' participation in groups such as Minnesota Association of Black Lawyers, Minnesota Women Lawyers, as well as technology-specific organizations like Minnesota High Tech Association, Manufacturers Alliance, American Association for the Advancement of Science, Bunker Labs, Association of Computing Machinery, and the Institute for Electrical & Electronics Engineering.
- Encouraging and supporting volunteerism among attorneys and staff, whether it be through charitable activities organized by the firm, patent pro bono work, or other volunteer opportunities.

The firm also strives to give diverse attorneys the opportunity to participate in firm-wide initiatives such as committees, projects involving changes/enhancements to firm technology and business development and marketing efforts. This ensures that diverse perspectives are taken into account for each projects and give attorneys the opportunity to show leadership abilities.

A third element of our approach is to contribute to the pipeline of young people choosing to enter the IP law profession. This effort starts with getting more children interested in the sciences. The firm has and does sponsor organizations that are focused on this effort, such as Camp Invention, and The Bakken Museum.

Patterson Thuenté IP also has an informal international internship program. Partnering with non-US law firms with whom we have long-standing relationships, the firm has welcomed young lawyers and students to spend time interning at the firm. Interns are exposed to many different aspects of our practice (keeping in mind certain restrictions put upon foreign nationals under the deemed export rule) to gain an understanding of US practice, culture and client service standards. In 2008, we welcomed a male law student from Beijing, China who spent six months with the firm. In 2010, the firm hosted a female student from Paris, France for three months. We find that this program is not only beneficial to the interns, but also to our own attorneys who gain insight into the laws and cultures of other countries. The process of communicating and learning from the interns is invaluable as our practice becomes more and more global and attorneys must learn to collaborate with attorneys and clients overseas. The interaction provides a valuable exchange on culture, business and the practice of law.

The firm continues its focus on improving diversity within our ranks, efforts include past and current efforts such as formalizing a Recruiting & Diversity Committee and appointing two partners to champion the efforts of the committee. This not only communicates to the whole firm that diversity is important, but also establishes a system for focusing our efforts and maintaining our culture of inclusion and mutual respect as we continue to grow.