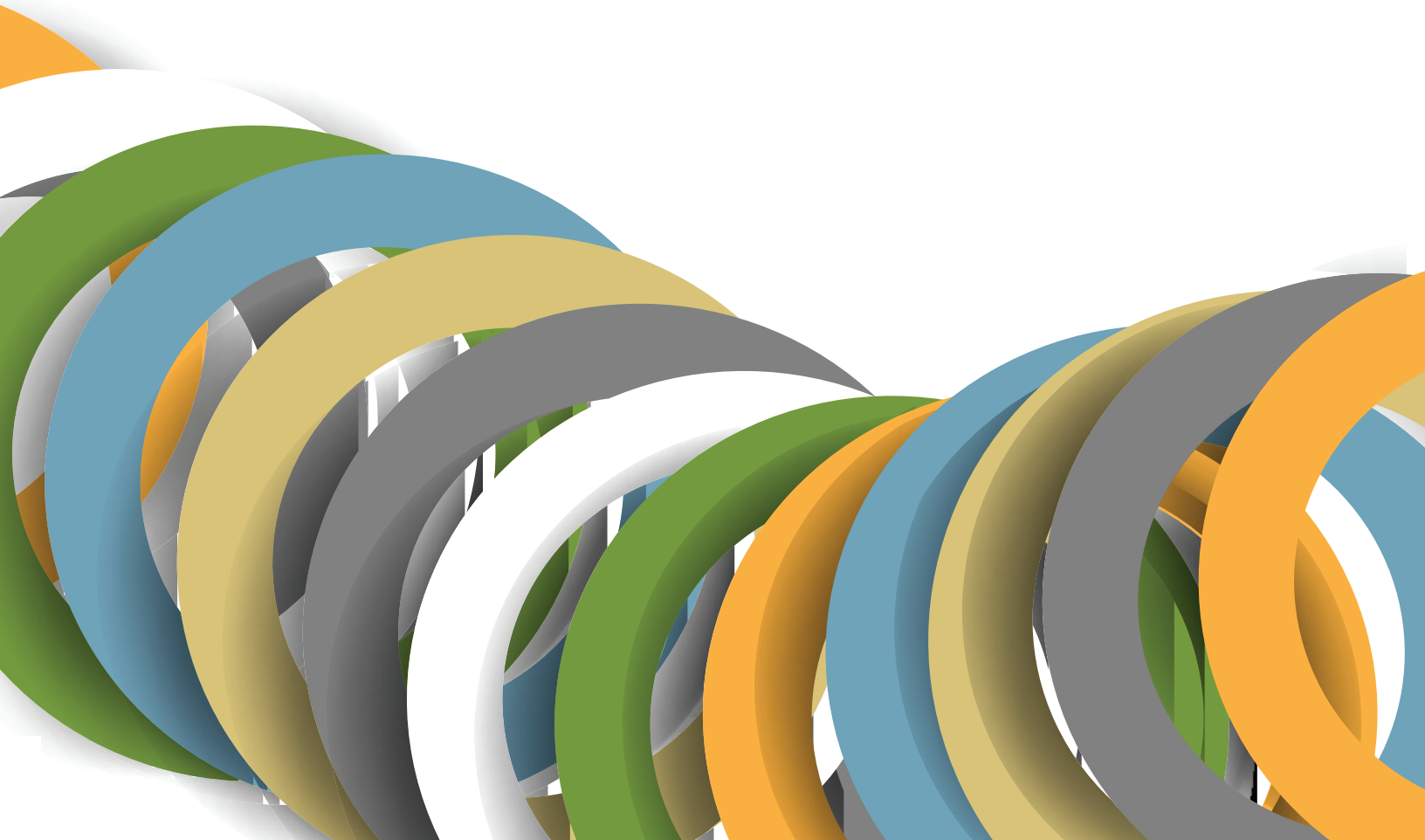




2016

Do Good, Do Well List





Do Good, Do Well List

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Note from the President & CEO



Welcome to our next installment of the Do Good, Do Well List, which examines a survey of firms that are diverse, inclusive and profitable. These firms demonstrate that diversity and inclusion are not mutually exclusive from profitability. In fact, as clients demand more diverse and inclusive teams, it can be impact the business of a law practice in ways that it hasn't before. The firms in our Do Good, Do Well report continue to demonstrate the business case for diversity.

Since 2013, MCCA has examined firms who demonstrate that diversity and inclusion have a positive impact on profitability. Corporate legal departments already understand that diversity works. They now want their law firms to understand and embrace it as well. The following pages illustrate those firms who have heard their clients and are doing good and doing well.

Sincerely,

A handwritten signature in cursive script, appearing to read "Jean Lee".

Jean Lee
President & CEO
Minority Corporate Counsel Association



Do Good, Do Well List

Methodology:

MCCA partnered with Vault Consulting, LLC to conduct the 2016 Do Good, Do Well Survey.

Firms listed were identified through data from the 2016 AM Law 200 “Profits per Partner” (PPP) report and the percentage of racial/ethnic minorities in partnership as reported in the American Lawyer’s 2016 Diversity Scorecard. While there are several options to gauge both the financial and diversity performance of law firms, the variances in data collection between these options made it difficult to measure the performance of different firms in a standardized way. Utilizing the Am Law surveys provided a way to control for data collection inconsistencies because the Am Law reports are internally consistent with each other, and they highlight performance on targets that are comparable across different types of firms.

The 200 firms with the highest PPP statistics per Am Law were identified and then divided into three tiers of diversity performance:

- Tier 1: Firms with 20% or more racial/ethnic minority partners in the partnership
- Tier 2: Firms with 15-19.99% racial/ethnic minority partners in the partnership
- Tier 3: Firms with 10-14.99% racial/ethnic minority partners in the partnership

The average percent of minority partners in large law firms is approximately eight percent. A short open-ended survey on diversity and inclusion efforts was distributed to the list of firms. A few noteworthy responses were selected and are displayed after the Tier 1 – 3 tables.

Questions regarding this report can be directed to Sophia Piliouras, Senior Counsel, Director of Research & Education, via e-mail at Sophia.Piliouras@mcca.com.

Do Good, Do Well List

The MCCA Do Good, Do Well List showcases law firms that are successful in achieving high levels of excellence in both diversity and business. The list demonstrates that success in diversity and profitability are complementary, not competitive.

Tier 1

| Firms | % of Minority Partners | PPP |
|-----------------------------------------|------------------------|-------------|
| White & Case LLP | 22.30% | \$2,020,000 |
| Fragomen, Del Rey, Bernsen & Loewy, LLP | 21.60% | \$1,850,000 |

Tier 2

| Firms | % of Minority Partners | PPP |
|------------------------------------------|------------------------|-------------|
| Wilson Sonsini Goodrich & Rosati | 19.80% | \$2,215,000 |
| Curtis, Mallet-Prevost, Colt & Mosle LLP | 19.60% | \$1,345,000 |
| Irell & Manella LLP | 19.00% | \$3,205,000 |
| Munger, Tolles & Olson LLP | 18.80% | \$1,865,000 |
| Carlton Fields Jordan Burt, P.A. | 18.40% | \$835,000 |
| Lewis Brisbois Bisgaard & Smith LLP | 18.30% | \$860,000 |
| Knobbe Martens Olson & Bear, LLP | 15.80% | \$520,000 |

KEY:

PPP – Profits per Partner

N/A – PPP not available

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Tier 3

| Firms | % of Minority Partners | PPP |
|-----------------------------------------------------|------------------------|-------------|
| Morrison & Foerster LLP | 14.50% | \$1,555,000 |
| Shutts & Bowen LLP | 14.30% | \$740,000 |
| Squire Patton Boggs | 13.90% | \$845,000 |
| Orrick, Herrington & Sutcliffe LLP | 13.50% | \$1,790,000 |
| Gordon Rees Scully Mansukhani, LLP | 13.10% | \$755,000 |
| Milbank, Tweed, Hadley & McCloy LLP | 12.80% | \$2,765,000 |
| Nossaman LLP | 12.60% | \$525,000 |
| Fish & Richardson P.C. | 12.40% | \$1,490,000 |
| Akin Gump Strauss Hauer & Feld LLP | 12.40% | \$1,915,000 |
| Haynes and Boone, LLP | 11.90% | \$905,000 |
| Holland & Knight LLP | 11.90% | \$1,250,000 |
| Chadbourne & Parke LLP | 11.80% | \$1,135,000 |
| Pillsbury Winthrop Shaw Pittman LLP | 11.50% | \$1,185,000 |
| Paul, Weiss, Rifkind, Wharton & Garrison LLP | 11.30% | \$4,085,000 |
| Finnegan, Henderson, Farabow, Garrett & Dunner, LLP | 11.30% | \$1,175,000 |
| Willkie Farr & Gallagher LLP | 11.30% | \$2,605,000 |
| Greenberg Traurig P.A. | 11.30% | \$1,475,000 |
| Allen Matkins Leck Gamble Mallory & Natsis LLP | 11.20% | \$910,000 |
| Schiff Hardin LLP | 11.20% | \$980,000 |
| Jackson Lewis LLP | 11.10% | \$600,000 |
| Cooley LLP | 11.00% | \$1,885,000 |
| Fenwick & West LLP | 10.90% | \$1,620,000 |
| Arnold & Porter LLP | 10.90% | \$1,210,000 |
| Quinn Emanuel Urquhart & Sullivan, LLP | 10.90% | \$4,420,000 |
| Perkins Coie LLP | 10.90% | \$1,100,000 |
| Akerman LLP | 10.90% | \$675,000 |
| Sedgwick LLP | 10.80% | \$685,000 |
| Paul Hastings LLP | 10.70% | \$2,505,000 |
| Hinshaw & Culbertson LLP | 10.70% | \$525,000 |
| Cleary Gottlieb Steen & Hamilton LLP | 10.60% | \$3,080,000 |
| Littler Mendelson P.C. | 10.40% | \$425,000 |
| Covington & Burling LLP | 10.30% | \$1,275,000 |
| Kirkland & Ellis LLP | 10.30% | \$3,605,000 |
| Kasowitz, Benson, Torres & Friedman LLP | 10.30% | \$1,845,000 |
| Manatt, Phelps & Phillips, LLP | 10.20% | \$1,385,000 |
| Kelley Drye & Warren LLP | 10.20% | \$865,000 |
| Patterson Belknap Webb & Tyler LLP | 10.20% | \$1,620,000 |
| Wiley Rein LLP | 10.20% | \$1,110,000 |
| McDermott Will & Emery | 10.10% | \$1,580,000 |
| Jackson Walker LLP | 10.00% | \$905,000 |

LEGEND: PPP - Profits per Partner | %MP - Percentage of Minority Partners



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What have been your key drivers for success in your diversity and inclusion efforts?

The individual attorneys at Greenberg Traurig are committed to nurturing diversity throughout the firm and creating an environment where differences are embraced and utilized creatively. Our approach to diversity mandates a high-level of personal responsibility – a hands-on role – with regard to all facets of our work, including our efforts to recruit, hire, train, mentor, retain, and promote diverse law students and practicing lawyers.

- Greenberg Traurig

Squire Patton Boggs has long recognized diversity and inclusion as a core strength of our global law firm. Among the numerous factors of our diversity and inclusion efforts, leadership support, commitment, and communication initiatives stand out as the key drivers for success. Our diversity committee is enthusiastically supported by leadership and includes partners, principals and associates from various backgrounds, lifestyles and geographic regions. The efforts and results of our diversity and inclusion initiatives firmwide are demonstrated by, and communicated regularly to, our employees and partners.

-Squire Patton Boggs

Our Firm Chair is active and engaged, is a member of the Diversity & Inclusion Committee, and created our Diversity & Inclusion Strategic Council (DISC) to study historical progress, establish metrics, develop related goals, and collaborate with the Diversity & Inclusion Committee and others in the firm to implement them.

-Sheppard, Mullin, Richter & Hampton LP

How do you internally view and communicate about diversity and inclusion that has allowed you to do both well and good?

Schiff Hardin utilizes all internal communications and meetings as opportunities to update staff, associates and partners about ongoing and upcoming Diversity & Inclusion programs. Partner meetings and firmwide gatherings allow for personal delivery of news, while internal communication via the firm's intranet provides updates and training/program reminders. We routinely send announcement memos when firm employees are honored or recognized for their contributions and utilize social media and our website to further promote D&I initiatives and honors.

-Schiff Hardin

Since 2011, the Jackson Walker Diversity Committee has published JW Diversity News, a quarterly newsletter communicating the goals and achievements of JW's diversity efforts. The committee also initiated Jackson Walker's Annual Report on Diversity in 2012, and it continues to be published today. The diversity newsletters and annual reports are distributed internally and externally at events, as well as on our website.

-Jackson Walker

In addition to sharing goals and successes via our semi-annual Diversity Digest newsletter, diversity intranet sites and our biennial Corporate Social Responsibility report, we review our diversity statistics regularly with our Diversity Integration Task Force, Diversity & Inclusion Committee and Recruiting Committee.

-Kirkland & Ellis



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What advice would you give to other firms who are thinking about how to think and talk about diversity and inclusion in ways that focus on doing well and doing good at the same time?

Diversity and inclusion should be incorporated into discussion and action at all levels of the organization, and among all populations. Most importantly, support for diversity and inclusion initiatives starts with the firm's leadership. When the firm's leader and top management are open regarding their support for diversity and inclusion initiatives, and allocate the resources necessary to accomplish those initiatives, the firm will have a strong foundation in place to accomplish its goals.

-Akin Gump Strauss Hauer & Feld LLP

Providing an environment that welcomes and nurtures diversity and inclusion in all areas of operations and management is fundamental. Creating an atmosphere conducive to the promotion of diversity interests empowers others to get involved. We believe that diversity makes us better and recognize that the success of our women and minority lawyers is essential to the success of our firm. By actively recruiting, retaining, and advancing a diverse workforce, we are better equipped to serve our clients and to contribute to making our communities better places. Promoting diversity in the legal profession and supporting events that present a positive face in the community, provide opportunities for our attorneys to collaborate and build networks within the community.

-Jackson Walker

Stay focused. At Greenberg Traurig, we are very focused on making sure that our next generation reflects the diversity of the organization as well as our culture of doing well while doing good. A key component is empowering individuals while providing a structure that facilitates and enhances diversity and philanthropic endeavors, particularly with regard to partnering with clients. We have always been a very diverse organization, not because of any diversity program, but because of our essential values, which incorporate individuals who are about results no matter their background. We encourage all of our lawyers to be open, authentic, and trustworthy. We have always prided ourselves on being a meritocracy.

-Greenberg Traurig

How do you feel your approach to diversity and inclusion has improved your business?

The firm strives to be a leader in diversity and inclusion. We want to be the firm most reflective of, and responsive to, our clients and communities. Pursuit of this goal guides us to recruit and maintain a diverse workforce and to provide an inclusive work environment in which all attorneys and staff have meaningful opportunities to succeed. We believe we are a stronger firm as a result. We also believe our clients receive the highest quality service when their legal teams are drawn from professionals mirroring the diversity of the marketplace.

-Holland & Knight

Diversity in the legal profession ensures that law firms stay innovative and meet - and exceed - client expectations. As our clients continue to focus on diversity and inclusion within their own organizations, they expect that we mirror their efforts. Diversity is really a business imperative at Kirkland or any major law firm that wants to effectively compete in a global marketplace. Research supports that diverse organizations not only have happy clients - they also have better financial performance, stronger market leadership and a more innovative work product. In short, diversity and inclusion improve the bottom line.

-Kirkland & Ellis



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The ability to have diverse teams working on our client matters allows us to meet client demands while providing innovative solutions, combined with excellent client service and great team cohesion. Our initiatives and accomplishments have deepened relationships with clients who share our commitment. We recognize that a diverse workforce is key to being able to serve our clients at the highest level, and this is one of the primary drivers for our diversity and inclusion initiatives.

-Akin Gump Strauss Hauer & Feld LLP

Have any of your new clients communicated to you that your firm received their business, in whole or in part, because of the diversity of the lawyers in your firm or your firm's diversity efforts?

Clients, both new and existing, are increasingly indicating that a demonstrated commitment to diversity is a minimum qualification for retention.

-Jackson Lewis

Yes. We have had experiences where the client contact has shared with us that our efforts toward full inclusion, as well as the diversity of the teams we employed, caused them to view our firm as a leader and led to securing new and/or expanded opportunities. This is critically important as we understand that clients and potential clients have a key role in ensuring that full inclusion remains not just the right thing to do, but good for business as well.

-Greenberg Traurig

Without a doubt, a firm's diversity of lawyers and overall diversity efforts can provide a competitive advantage when seeking to attract and retain certain clients. Not only do some new clients communicate that the firm's commitment to diversity was a factor in receiving their business, but some existing clients communicate that the firm's commitment to diversity is a factor in keeping their business.

-Holland & Knight



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