

--- APPENDICES ---

APPENDIX 1 – ANALYZING FIRM DATA

- The Big Picture
- Interpreting Overall Data
- Interpreting Associate Data
- Interpreting Special Counsel Data
- Interpreting Partner Data
- Interpreting Turnover Data

APPENDIX 2 – DATA TABLES

- Table 1: Representation Data by Level – All Attorneys (March 31, 2009)
- Table 2: Representation Data by Level – Minority Attorneys (March 31, 2009)
- Table 3: Representation Data by Associate Year – All Attorneys (1998– 2008)
- Table 4: Representation Data by Associate Year – Minority Attorneys (1998– 2008)
- Table 5: Hiring Data – All Attorneys (January – December 2008)
- Table 6: Hiring Data – Minority Attorneys (January – December 2008)
- Table 7: Voluntary Turnover Data – All Attorneys (January – March 2009)
- Table 8: Representation Data by Level – All Attorneys (December 31, 2008)
- Table 9: Voluntary Turnover Data – Minority Attorneys (January – March 2009)
- Table 10: Representation Data by Level – Minority Attorneys (December 31, 2008)
- Table 11: Voluntary Turnover Data – All Attorneys (January – December 2008)
- Table 12: Representation Data by Level – All Attorneys (December 31, 2007)
- Table 13: Voluntary Turnover Data – Minority Attorneys (January – December 2008)
- Table 14: Representation Data by Level – Minority Attorneys (December 31, 2007)
- Table 15: Flexibility Data (March 31, 2009)

APPENDIX 1 —ANALYZING FIRM DATA

The Big Picture

To decide on the most effective course of action, firm leadership needs to understand both the current state as well as the trend lines of their diversity metrics. Important questions to answer include:

- What is the firm doing well? How has the diversity make-up of the firm changed through time? How does the firm compare with other legal employers?
- What are the biggest challenges the firm faces? What are the highest priority issues to address?
- What questions remain? What additional data is needed?

The goal in analyzing workforce data is to illuminate the firm's story - what is contributing to and detracting from the firm's efforts to become more diverse? It often helps to construct a visual representation of the firm which includes:

- Depicting the current state—the overall representation by level all the way up to primary leadership roles within the partnership
- Assessing the inflows such as entry level and lateral hires as well as promotion decisions
- Assessing the outflows such as turnover at key levels throughout the hierarchy

Armed with robust data to inform their actions, firms can ensure they are solving the right problems or issues. To what extent is the firm's lack of diversity stemming from challenges in recruiting diverse attorneys to the firm? Does the firm struggle with retaining diverse attorneys in the associate ranks? Among the partnership? Are too few of the diverse attorneys who are in the pre-partner pool being elected to the partnership? What are the most effective means of targeting each of these issues?

Interpreting Overall Data:

- What does the diversity profile of the firm look like in comparison with other law firms regionally, nationally, globally? In comparison to best-in-class employers in other industries and professions?
- What does the diversity profile of the firm look like at key levels (e.g. associates, special counsel, partners, equity partners, leadership roles)?
- How diverse is the firm by practice group? By region or geography?

- Where are the internal best practices? Which locations or practice areas are leading the way and what can be learned from them?
- What groups are having a more difficult time? How can they be better supported in their efforts to create greater diversity?
- What is the overall usage of flexibility? The usage by level? The usage by gender? How do the turnover and promotion rates of attorneys working on a flexible work arrangement compare with those working on a traditional schedule?

Interpreting Associate Data:

- What are the demographics of the firm's feeder schools? Are these schools "diverse" enough?
- Are there demographic differences between those who are given employment offers versus those who accept them? What is the yield rate or are certain groups less likely to accept employment offers than others?
- What have the entering classes looked like over time? What does the summer associate class look like?
- How does the diversity of the remaining associates by class year compare to the composition of the class when first hired?
 - Substantial differences likely indicate elevated turnover rates for particular groups of attorneys.
- How does the diversity of lateral hires compare to the diversity of the talent the firm is losing?
- What types of clients and cases are associates being staffed on? Is there a dearth of women and minority associates on signature clients? In lead roles on client matters?
- What does the picture look like by practice area? Are women and minorities disproportionately being placed in - or selecting - certain practice areas rather than others? Why is that? Is it a matter of legitimate strengths and interests or is it a question of comfort or unconscious bias?

Interpreting Special Counsel Data:

It is essential to understand both the real and perceived role of special counsel in the firm.

- Is the special counsel an alternative to partnership at the firm or an elongated career path with the potential to become a partner at a later time? Are those expectations clear to the attorneys who occupy this position?

- Are particular demographic groups steered into counsel roles rather than being considered for partnership? Do the reasons for becoming a special counsel vary by group?
- To what extent is the special counsel role seen as the only option for working on a flexible schedule?

Interpreting Partner Data:

Often there is the perception that it is only a matter of time before a particular demographic group reaches critical mass in the partnership. To determine if that is true, firms should assess their hiring patterns over time and the percentage of new promotes to partnership.

- Is the pre-partner pipeline leaking or is it clogged? What are the demographics of the pre-partner pool?
 - If the pre-partner pool is quite diverse, but the new class of partners is not, then a firm will need to carefully investigate why women and minorities are not making partner. Is it that diverse attorneys are not adequately prepared? Is there unconscious bias in the system?
 - If women and people of color are leaving before the partner decision, then the firm needs to examine when they are leaving - and why - so as to design an effective retention strategy.
 - If women and minority senior associates are not considered “partnership material”, opportunities to gain adequate exposure, training, mentoring, or feedback can be explored.
- What is the composition of lateral partner hires? How does this compare with new partner promotes? Is this balance changing through time?
- Are women and/or minority attorneys more likely to become partners at the firm through internal promotion or by being hired from the outside?
- Among the partnership, to what degree are women and minority partners likely to be the lead attorney for high-priority firm clients? To receive origination credit for case work which they manage or in which they play an instrumental role? To sit on important firm committees?
- In examining the partnership and firm leadership, firms can explore -- What is the break-down of equity and non-equity partners by demographic group? What is the composition of the executive committee and practice leadership positions? How does this compare to the overall representation of diverse groups within the partnership?

Interpreting Turnover Data:

Examining turnover by level and demographics can reveal where the firm is most vulnerable to potential turnover.

- What is the desired amount of turnover at each level? (While attrition is considered implicit to the law firm model, the turnover rates and pattern of turnover - by practice group or geography for instance - may be different than desired or anticipated.)
- Where are the turnover gaps greatest? By gender? By level? By practice group or geography?
- How can the firm stem the tide of turnover?
 - Interviews, focus groups, and employee survey data are valuable tools to understand turnover drivers and track progress on retention efforts.
 - Confidential exit interviews conducted by a third party are useful to learn the real reason why attorneys have left, including any meaningful differences by demographic group. Furthermore, this data can track where the departed attorneys have gone. Often exit interviews conducted internally do not reveal the underlying reasons behind turnover.
- When is turnover preventable or not (e.g. an attorney leaves because she perceives that she is not receiving adequate development experience versus an attorney leaves the practice of law altogether after having determined that it is not a good career fit)?
 - In certain cases, attorneys are more affected by the “push” from their firms than the “pull” of better opportunities elsewhere.
 - After identifying avoidable turnover and prioritizing the most vulnerable groups, firms can design the most effective retention strategies.

Armed with specific data about the real story at their firm, leadership will be well positioned to target their responses and invest finite time, energy, and resources in efforts that can and will make the difference.

TABLE 1: Representation Data by Level March 2009-- All Attorneys

• **Representation Data, March 2009 -- # Attorneys**

	Assoc	Special Counsel	New Part. Promotes	Partners	Income Partners	Equity Partners	Prac Grp Heads	Mgt Committee	Man Part/ Firm Chair	TOTAL
White Men	5851	1135	134	5093	768	4325	1768	810	84	12079
Minority Men	1508	94	22	293	50	243	72	51	3	1895
White Women	4214	566	58	1027	247	780	276	172	7	5807
Minority Women	1843	85	18	138	38	100	24	15	1	2066
Total Attys	13416	1880	232	6551	1103	5448	2140	1048	95	21847
Women	6057	651	76	1165	285	880	300	187	8	7873
Minorities	3351	179	40	431	88	343	96	66	4	3961

• **Representation Data, March 2009 -- % Attorneys**

	Assoc	Special Counsel	New Part. Promotes	Partners	Income Partners	Equity Partners	Prac Grp Heads	Mgt Committee	Man Part/ Firm Chair	TOTAL
White Men	43.61%	60.37%	57.76%	77.74%	69.63%	79.39%	82.62%	77.29%	88.42%	55.29%
Minority Men	11.24%	5.00%	9.48%	4.47%	4.53%	4.46%	3.36%	4.87%	3.16%	8.67%
White Women	31.41%	30.11%	25.00%	15.68%	22.39%	14.32%	12.90%	16.41%	7.37%	26.58%
Minority Women	13.74%	4.52%	7.76%	2.11%	3.45%	1.84%	1.12%	1.43%	1.05%	9.46%
Total Attys	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Women	45.15%	34.63%	32.76%	17.78%	25.84%	16.15%	14.02%	17.84%	8.42%	36.04%
Minorities	24.98%	9.52%	17.24%	6.58%	7.98%	6.30%	4.49%	6.30%	4.21%	18.13%

TABLE 2: Representation Data by Level March 2009 - Minority Attorneys

• **Representation Data, March 2009 -- # Minority Attorneys**

	Assoc	Special Counsel	New Part. Promotes	Partners	Income Partners	Equity Partners	Prac Grp Heads	Mgt Committee	Man Part/ Firm Chair	TOTAL
Black	621	37	9	94	25	69	17	19	0	752
Hispanic American	621	37	6	121	15	106	38	15	2	779
Indian	15	0	0	4	0	4	0	0	0	19
Asian	1855	95	20	208	43	165	34	21	1	2158
Multi-Racial	224	10	1	12	2	10	8	7	0	246
Minorities	3336	179	36	439	85	354	97	62	3	3954

• **Representation Data, March 2009 -- Minority Attorneys as % of all Attorneys**

	Assoc	Special Counsel	New Part. Promotes	Partners	Income Partners	Equity Partners	Prac Grp Heads	Mgt Committee	Man Part/ Firm Chair	TOTAL
Black	4.63%	1.97%	3.88%	1.43%	2.27%	1.27%	0.79%	1.81%	0.00%	3.44%
Hispanic American	4.63%	1.97%	2.59%	1.85%	1.36%	1.95%	1.78%	1.43%	2.11%	3.57%
Indian	0.11%	0.00%	0.00%	0.06%	0.00%	0.07%	0.00%	0.00%	0.00%	0.09%
Asian	13.83%	5.05%	8.62%	3.18%	3.90%	3.03%	1.59%	2.00%	1.05%	9.88%
Multi-Racial	1.67%	0.53%	0.43%	0.18%	0.18%	0.18%	0.37%	0.67%	0.00%	1.13%
Minorities	24.87%	9.52%	15.52%	6.70%	7.71%	6.50%	4.53%	5.92%	3.16%	18.10%

TABLE 2: Representation Data by Level March 2009 -- Minority Attorneys (cont.)

- **Representation Data, March 2009 -- Minority Attorneys as % of All Minority Attorneys**

	Assoc	Special Counsel	New Part. Promotes	Partners	Income Partners	Equity Partners	Prac Grp Heads	Mgt Committee	Man Part/ Firm Chair	TOTAL
Black	18.62%	20.67%	25.00%	21.41%	29.41%	19.49%	17.53%	30.65%	0.00%	19.02%
Hispanic American	18.62%	20.67%	16.67%	27.56%	17.65%	29.94%	39.18%	24.19%	66.67%	19.70%
Indian	0.45%	0.00%	0.00%	0.91%	0.00%	1.13%	0.00%	0.00%	0.00%	0.48%
Asian	55.61%	53.07%	55.56%	47.38%	50.59%	46.61%	35.05%	33.87%	33.33%	54.58%
Multi-Racial	6.71%	5.59%	2.78%	2.73%	2.35%	2.82%	8.25%	11.29%	0.00%	6.22%
Minorities	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

TABLE 3: Representation Data by Associate Year – All Attorneys (1998 – 2008)

- **Representation Data Associates Only, March 2009 – # Attorneys**

	1998 & earlier	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
White Men	347	141	195	315	409	433	551	740	798	926	1012
Minority Men	61	20	43	68	75	102	108	175	226	309	324
White Women	289	101	130	207	260	317	411	518	611	705	687
Minority Women	48	29	38	68	100	140	157	227	312	358	367
Total Attys	745	291	406	658	844	992	1227	1660	1947	2298	2390
Women	337	130	168	275	360	457	568	745	923	1063	1054
Minorities	109	49	81	136	175	242	265	402	538	667	691

TABLE 3: Representation Data by Associate Year – All Attorneys 1998 – 2008 (cont.)

- **Representation Data Associates Only, March 2009 – % Attorneys**

	1998 & earlier	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
White Men	46.58%	48.45%	48.03%	47.87%	48.46%	43.65%	44.91%	44.58%	40.99%	40.30%	42.34%
Minority Men	8.19%	6.87%	10.59%	10.33%	8.89%	10.28%	8.80%	10.54%	11.61%	13.45%	13.56%
White Women	38.79%	34.71%	32.02%	31.46%	30.81%	31.96%	33.50%	31.20%	31.38%	30.68%	28.74%
Minority Women	6.44%	9.97%	9.36%	10.33%	11.85%	14.11%	12.80%	13.67%	16.02%	15.58%	15.36%
Total Attys	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Women	45.23%	44.67%	41.38%	41.79%	42.65%	46.07%	46.29%	44.88%	47.41%	46.26%	44.10%
Minorities	14.63%	16.84%	19.95%	20.67%	20.73%	24.40%	21.60%	24.22%	27.63%	29.03%	28.91%

TABLE 4: Representation Data by Associate Year – Minority Attorneys 1998 – 2008

- **Representation Data Associates Only, March 2009 -- # Minority Attorneys**

	1998 & earlier	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Black	13	11	16	25	33	36	45	76	103	121	142
Hispanic	33	9	20	26	26	55	43	84	89	123	113
American Indian	2	1	0	0	1	0	0	1	0	6	4
Asian	59	26	39	77	101	138	153	221	309	366	370
Multi-Racial	1	2	4	7	9	14	17	18	38	50	64
Minorities	108	49	79	135	170	243	258	400	539	666	693

- **Representation Data Associates Only, March 2009 -- Minority Attorneys as % of all Attorneys**

	1998 & earlier	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Black	1.74%	3.78%	3.94%	3.80%	3.91%	3.63%	3.67%	4.58%	5.29%	5.27%	5.94%
Hispanic	4.43%	3.09%	4.93%	3.95%	3.08%	5.54%	3.50%	5.06%	4.57%	5.35%	4.73%
American Indian	0.27%	0.34%	0.00%	0.00%	0.12%	0.00%	0.00%	0.06%	0.00%	0.26%	0.17%
Asian	7.92%	8.93%	9.61%	11.70%	11.97%	13.91%	12.47%	13.31%	15.87%	15.93%	15.48%
Multi-Racial	0.13%	0.69%	0.99%	1.06%	1.07%	1.41%	1.39%	1.08%	1.95%	2.18%	2.68%
Minorities	14.50%	16.84%	19.46%	20.52%	20.14%	24.50%	21.03%	24.10%	27.68%	28.98%	29.00%

TABLE 4: Representation Data by Associate Year – Minority Attorneys 1998 – 2008 (cont.)

- **Representation Data Associates Only, March 2009 -- Minority Attorneys as % of All Minority Attorneys**

	1998 & earlier	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Black	12.04%	22.45%	20.25%	18.52%	19.41%	14.81%	17.44%	19.00%	19.11%	18.17%	20.49%
Hispanic American	30.56%	18.37%	25.32%	19.26%	15.29%	22.63%	16.67%	21.00%	16.51%	18.47%	16.31%
Indian	1.85%	2.04%	0.00%	0.00%	0.59%	0.00%	0.00%	0.25%	0.00%	0.90%	0.58%
Asian	54.63%	53.06%	49.37%	57.04%	59.41%	56.79%	59.30%	55.25%	57.33%	54.95%	53.39%
Multi-Racial	0.93%	4.08%	5.06%	5.19%	5.29%	5.76%	6.59%	4.50%	7.05%	7.51%	9.24%
Minorities	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

TABLE 5: Hiring Data – All Attorneys

- **Hiring Data, January – December 2008 -- # Attorneys**

	Associates - Incoming Class of 2008	Lateral Associates	Lateral Special Counsel	Lateral Partners	Total Hires
White men	1097	508	134	275	2014
Minority men	337	126	16	26	505
White women	738	339	59	54	1190
Minority women	391	142	6	9	548
Total hires	2563	1115	215	364	4257
Total women	1129	481	65	63	1738
Total minorities	728	268	22	35	1053

- **Hiring Data, January - December 2008 -- % Attorneys**

	Associates - Incoming Class of 2008	Lateral Associates	Lateral Special Counsel	Lateral Partners	Total Hires
White men	42.80%	45.56%	62.33%	75.55%	47.31%
Minority men	13.15%	11.30%	7.44%	7.14%	11.86%
White women	28.79%	30.40%	27.44%	14.84%	27.95%
Minority women	15.26%	12.74%	2.79%	2.47%	12.87%
Total hires	100.00%	100.00%	100.00%	100.00%	100.00%
Total women	44.05%	43.14%	30.23%	17.31%	40.83%
Total minorities	28.40%	24.04%	10.23%	9.62%	24.74%

TABLE 6: Hiring Data – Minority Attorneys

- **Hiring Data, Calendar Year 2008 -- # Minority Attorneys**

	Associates - Incoming Class of 2008	Lateral Associates	Lateral Special Counsel	Lateral Partners	Total Hires
Black/ African American	147	47	6	1	201
Hispanic	114	41	9	10	174
American Indian/ Alaskan	6	2	0	0	8
Asian/ Pacific Islander	391	171	6	22	590
Multi-racial	79	10	1	2	92
Total minority attorneys	737	271	22	35	1065

- **Hiring Data, Calendar Year 2008 -- Minority Attorneys as % of all Attorneys**

	Associates - Incoming Class of 2008	Lateral Associates	Lateral Special Counsel	Lateral Partners	Total Hires
Black/ African American	5.74%	4.22%	2.79%	0.27%	4.72%
Hispanic	4.45%	3.68%	4.19%	2.75%	4.09%
American Indian/ Alaskan	0.23%	0.18%	0.00%	0.00%	0.19%
Asian/ Pacific Islander	15.26%	15.34%	2.79%	6.04%	13.86%
Multi-racial	3.08%	0.90%	0.47%	0.55%	2.16%
Total minority attorneys	28.76%	24.30%	10.23%	9.62%	25.02%

TABLE 6: Hiring Data – Minority Attorneys (cont.)

- **Hiring Data, Calendar Year 2008 -- Minority Attorneys as % of All Minority Attorneys**

	Associates - Incoming Class of 2008	Lateral Associates	Lateral Special Counsel	Lateral Partners	Total Hires
Black/ African American	19.95%	17.34%	27.27%	2.86%	18.87%
Hispanic	15.47%	15.13%	40.91%	28.57%	16.34%
American Indian/ Alaskan	0.81%	0.74%	0.00%	0.00%	0.75%
Asian/ Pacific Islander	53.05%	63.10%	27.27%	62.86%	55.40%
Multi-racial	10.72%	3.69%	4.55%	5.71%	8.64%
Total minority attorneys	100.00%	100.00%	100.00%	100.00%	100.00%

TABLE 7: Voluntary Turnover Data 1st Quarter 2009 -- All Attorneys

- **Turnover Data, January – March 2009 -- # Attorneys**

	Jr Assoc	Mid Assoc	Sr Assoc	Assoc	Clerks	SC/ Sr Atty	Partners	Total
White men	52	51	69	172	3	44	75	291
Minority men	15	14	19	48	3	2	6	56
White women	34	41	68	143	1	18	16	177
Minority women	20	12	20	52	1	0	0	52
Total attrition	121	118	176	415	8	64	97	576
Total women	54	53	88	195	2	18	16	229
Total minorities	35	26	39	100	4	2	6	108

- **Turnover Data, January - March 2009 -- % Attorneys**

	Jr Assoc	Mid Assoc	Sr Assoc	Assoc	Clerks	SC/ Sr Atty	Partners	Total
White men	42.98%	43.22%	39.20%	41.45%	37.50%	68.75%	77.32%	50.52%
Minority men	12.40%	11.86%	10.80%	11.57%	37.50%	3.13%	6.19%	9.72%
White women	28.10%	34.75%	38.64%	34.46%	12.50%	28.13%	16.49%	30.73%
Minority women	16.53%	10.17%	11.36%	12.53%	12.50%	0.00%	0.00%	9.03%
Total attrition	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Total women	44.63%	44.92%	50.00%	46.99%	25.00%	28.13%	16.49%	39.76%
Total minorities	28.93%	22.03%	22.16%	24.10%	50.00%	3.13%	6.19%	18.75%

TABLE 7: Voluntary Turnover Data 1st Quarter 2009 – All Attorneys (cont.)

- Turnover Rate**, January – March 2009

	Jr Assoc***	Mid Assoc	Sr Assoc	Assoc	SC/ Sr Atty	Partners	Total
White men	2.23%	4.30%	4.27%	3.32%	4.23%	1.58%	2.63%
Minority men	2.27%	5.17%	5.78%	3.66%	2.25%	2.17%	3.19%
White women	1.93%	4.77%	5.59%	3.70%	3.37%	1.69%	3.29%
Minority women	2.16%	3.26%	5.52%	3.11%	0.00%	0.00%	2.74%
Total attrition	2.13%	4.39%	5.00%	3.45%	3.69%	1.59%	2.87%
Total women	2.01%	4.32%	5.57%	3.52%	2.97%	1.50%	3.15%
Total minorities	2.21%	4.07%	5.64%	3.36%	1.24%	1.50%	2.95%
Total men	2.24%	4.46%	4.53%	3.39%	4.08%	1.61%	2.71%
Total white	2.10%	4.49%	4.84%	3.48%	3.94%	1.60%	2.85%

** Turnover rate = #attorneys who voluntarily left during first quarter 2009/ # attorneys as of 12/31/08

***Note : Turnover rate for junior associates includes attrition of clerks

TABLE 8: Representation Data by Level December 2008 -- All Attorneys

- **Representation Data, December 2008 -- # Attorneys**

	Junior Associates	Mid-Level Associates	Senior Associates	Associates	Special Counsel	Partners	Equity Partners	TOTAL
White Men	2469	1187	1615	5271	1039	4755	3871	11065
Minority Men	792	271	329	1392	89	277	222	1758
White Women	1817	860	1217	3894	534	948	709	5376
Minority Women	973	368	362	1703	72	122	84	1897
Total Attys	6051	2686	3523	12260	1734	6102	4886	20096
Women	2790	1228	1579	5597	606	1070	793	7273
Minorities	1765	639	691	3095	161	399	306	3655

- **Representation Data, December 2008 -- % Attorneys**

	Junior Associates	Mid-Level Associates	Senior Associates	Associates	Special Counsel	Partners	Equity Partners	TOTAL
White Men	40.80%	44.19%	45.84%	42.99%	59.92%	77.93%	79.23%	55.06%
Minority Men	13.09%	10.09%	9.34%	11.35%	5.13%	4.54%	4.54%	8.75%
White Women	30.03%	32.02%	34.54%	31.76%	30.80%	15.54%	14.51%	26.75%
Minority Women	16.08%	13.70%	10.28%	13.89%	4.15%	2.00%	1.72%	9.44%
Total Attys	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Women	46.11%	45.72%	44.82%	45.65%	34.95%	17.54%	16.23%	36.19%

Minorities 29.17% 23.79% 19.61% 25.24% 9.28% 6.54% 6.26% **18.19%**
TABLE 9: Voluntary Turnover Data 1st Quarter 2009 – Minority Attorneys

- **Turnover Data, January – March 2009 -- # Minority Attorneys**

	Jr Assoc	Mid Assoc	Sr Assoc	Assoc	Clerks	SC/ Sr Atty	Partners	Total
Black/ African American	8	5	9	22	1	0	2	24
Hispanic	4	6	3	13	1	1	1	15
American Indian/ Alaskan	0	0	1	1	0	0	0	1
Asian/ Pacific Islander	21	15	25	61	1	1	3	65
Multi-racial	2	1	2	5	0	0	0	5
Total minority attorneys	35	27	40	102	3	2	6	110

- **Turnover Data, January - March 2009 -- Minority Attorneys as % of all Attorneys**

	Jr Assoc	Mid Assoc	Sr Assoc	Assoc	Clerks	SC/ Sr Atty	Partners	Total
Black/ African American	6.61%	4.24%	5.11%	5.30%	12.50%	0.00%	2.06%	4.17%
Hispanic	3.31%	5.08%	1.70%	3.13%	12.50%	1.56%	1.03%	2.60%
American Indian/ Alaskan	0.00%	0.00%	11.11%	4.55%	0.00%	#DIV/0!	0.00%	4.17%
Asian/ Pacific Islander	17.36%	12.71%	14.20%	14.70%	12.50%	1.56%	3.09%	11.28%
Multi-racial	1.65%	0.85%	1.14%	1.20%	0.00%	0.00%	0.00%	0.87%
Total minority attorneys	28.93%	22.88%	33.27%	28.88%	37.50%	#DIV/0!	6.19%	23.09%

TABLE 9: Voluntary Turnover Data 1st Quarter 2009 – Minority Attorneys (cont.)

- **Turnover Data, January - March 2009 -- Minority Attorneys as % of All Minority Attorneys**

	Jr Assoc	Mid Assoc	Sr Assoc	Assoc	Clerks	SC/ Sr Atty	Partners	Total
Black/ African American	22.86%	18.52%	22.50%	21.57%	33.33%	0.00%	33.33%	21.82%
Hispanic	11.43%	22.22%	7.50%	12.75%	33.33%	50.00%	16.67%	13.64%
American Indian/ Alaskan	0.00%	0.00%	2.50%	0.98%	0.00%	0.00%	0.00%	0.91%
Asian/ Pacific Islander	60.00%	55.56%	62.50%	59.80%	33.33%	50.00%	50.00%	59.09%
Multi-racial	5.71%	3.70%	5.00%	4.90%	0.00%	0.00%	0.00%	4.55%
Total minority attorneys	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

- **Turnover Rate** , January – March 2009**

	Jr Assoc***	Mid Assoc	Sr Assoc	Assoc	SC/ Sr Atty	Partners	Total
Black/ African American	2.60%	4.50%	6.92%	3.92%	0.00%	2.27%	3.39%
Hispanic	1.60%	5.41%	2.33%	2.54%	2.33%	0.92%	2.13%
American Indian/ Alaskan	0.00%	0.00%	25.00%	6.25%	0.00%	0.00%	4.35%
Asian/ Pacific Islander	2.29%	3.99%	6.46%	3.60%	1.27%	1.65%	3.28%
Multi-racial	1.50%	3.03%	5.56%	2.48%	0.00%	0.00%	2.30%

** Turnover rate = #attorneys who voluntarily left during first quarter 2009/ # attorneys as of 12/31/08

***Note : Turnover rate for junior associates includes attrition of clerks

TABLE 10: Representation Data by Level December 2008 - Minority Attorneys

- **Representation Data, December 2008 -- # Minority Attorneys**

	Jr Assoc	Mid Assoc	Sr Assoc	Assoc	SC/ Sr Atty	Partners	Equity Partners	TOTAL
Black	346	111	130	587	34	88	61	709
Hispanic	312	111	129	552	43	109	92	704
American Indian	9	3	4	16	0	7	7	23
Asian	959	376	387	1722	79	182	140	1983
Multi-Racial	133	33	36	202	5	10	7	217
Minorities	1759	634	686	3079	161	396	307	3636

- **Representation Data, December 2008 -- Minority Attorneys as % of all Attorneys**

	Jr Assoc	Mid Assoc	Sr Assoc	Assoc	SC/ Sr Atty	Partners	Equity Partners	TOTAL
Black	5.72%	4.13%	3.69%	4.79%	1.96%	1.44%	1.25%	3.53%
Hispanic	5.16%	4.13%	3.66%	4.50%	2.48%	1.79%	1.88%	3.50%
American Indian	0.15%	0.11%	0.11%	0.13%	0.00%	0.11%	0.14%	0.11%
Asian	15.85%	14.00%	10.98%	14.05%	4.56%	2.98%	2.87%	9.87%
Multi-Racial	2.20%	1.23%	1.02%	1.65%	0.29%	0.16%	0.14%	1.08%
Minorities	29.07%	23.60%	19.47%	25.11%	9.28%	6.49%	6.28%	18.09%

TABLE 10: Representation Data by Level December 2008 -- Minority Attorneys (cont.)

- **Representation Data, December 2008 -- Minority Attorneys as % of All Minority Attorneys**

	Jr Assoc	Mid Assoc	Sr Assoc	Assoc	Clerks	SC/ Sr Atty	Partners	Equity Partners	TOTAL
Black	19.67%	17.51%	18.95%	19.06%	21.12%	22.22%	19.87%	19.50%	19.67%
Hispanic	17.74%	17.51%	18.80%	17.93%	26.71%	27.53%	29.97%	19.36%	17.74%
American Indian	0.51%	0.47%	0.58%	0.52%	0.00%	1.77%	2.28%	0.63%	0.51%
Asian	54.52%	59.31%	56.41%	55.93%	49.07%	45.96%	45.60%	54.54%	54.52%
Multi-Racial	7.56%	5.21%	5.25%	6.56%	3.11%	2.53%	2.28%	5.97%	7.56%
Minorities	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

TABLE 11: Voluntary Turnover Data 2008 – All Attorneys

- **Turnover Data, January – December 2008 -- # Attorneys**

	Jr Assoc	Mid Assoc	Sr Assoc	Assoc	Clerks	SC/ Sr Atty	Partners	Total
White men	233	243	351	827	47	121	206	1154
Minority men	89	44	70	203	5	16	23	242
White women	184	206	274	664	39	62	47	773
Minority women	98	94	116	308	9	12	7	327
Total attrition	604	587	811	2002	100	211	283	2496
Total women	282	300	390	972	48	74	54	1100
Total minorities	187	138	186	511	14	28	30	569

- **Turnover Data, January – December 2008 -- % Attorneys**

	Jr Assoc	Mid Assoc	Sr Assoc	Assoc	Clerks	SC/ Sr Atty	Partners	Total
White men	38.58%	41.40%	43.28%	41.31%	47.00%	57.35%	72.79%	46.23%
Minority men	14.74%	7.50%	8.63%	10.14%	5.00%	7.58%	8.13%	9.70%
White women	30.46%	35.09%	33.79%	33.17%	39.00%	29.38%	16.61%	30.97%
Minority women	16.23%	16.01%	14.30%	15.38%	9.00%	5.69%	2.47%	13.10%
Total attrition	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Total women	46.69%	51.11%	48.09%	48.55%	48.00%	35.07%	19.08%	44.07%
Total minorities	30.96%	23.51%	22.93%	25.52%	14.00%	13.27%	10.60%	22.80%

TABLE 11: Voluntary Turnover Data 2008 – All Attorneys (cont.)

- Turnover Rate**, January – December 2008

	Jr Assoc***	Mid Assoc	Sr Assoc	Assoc	SC/ Sr Atty	Partners	Total
White men	12.49%	22.13%	21.81%	17.66%	12.64%	4.68%	11.20%
Minority men	13.47%	20.37%	22.15%	16.91%	19.28%	8.88%	15.39%
White women	13.44%	25.03%	22.83%	19.09%	12.60%	5.52%	15.38%
Minority women	12.38%	25.54%	32.40%	19.94%	15.79%	6.54%	18.44%
Total attrition	12.89%	23.43%	23.28%	18.36%	13.12%	5.04%	13.37%
Total women	13.08%	25.19%	25.03%	19.35%	13.03%	5.64%	16.18%
Total minorities	12.87%	23.63%	27.60%	18.62%	17.61%	8.20%	17.01%

** Turnover rate = #attorneys who voluntarily left during calendar year 2008/ # attorneys as of 12/31/07

***Note : Turnover rate for junior associates includes attrition of clerks

TABLE 12: Representation Data by Level December 2007 -- All Attorneys

- **Representation Data, December 2007 -- # Attorneys**

	Junior Associates	Mid-Level Associates	Senior Associates	Associates	Special Counsel	Partners	Equity Partners	TOTAL
White Men	2242	1098	1609	4949	957	4399	3713	10305
Minority Men	698	216	316	1230	83	259	207	1572
White Women	1659	823	1200	3682	492	851	647	5025
Minority Women	864	368	358	1590	76	107	76	1773
Total Attys	5463	2505	3483	11451	1608	5616	4643	18675
Women	2523	1191	1558	5272	568	958	723	6798
Minorities	1562	584	674	2820	159	366	283	3345

- **Representation Data, December 2007 -- % Attorneys**

	Junior Associates	Mid-Level Associates	Senior Associates	Associates	Special Counsel	Partners	Equity Partners	TOTAL
White Men	41.04%	43.83%	46.20%	43.22%	59.51%	78.33%	79.97%	55.18%
Minority Men	12.78%	8.62%	9.07%	10.74%	5.16%	4.61%	4.46%	8.42%
White Women	30.37%	32.85%	34.45%	32.15%	30.60%	15.15%	13.93%	26.91%
Minority Women	15.82%	14.69%	10.28%	13.89%	4.73%	1.91%	1.64%	9.49%
Total Attys	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Women	46.18%	47.54%	44.73%	46.04%	35.32%	17.06%	15.57%	36.40%
Minorities	28.59%	23.31%	19.35%	24.63%	9.89%	6.52%	6.10%	17.91%

TABLE 13: Voluntary Turnover Data 2008 – Minority Attorneys

- **Turnover Data, January – December 2008 -- # Minority Attorneys**

	Jr Assoc	Mid Assoc	Sr Assoc	Assoc	Clerks	SC/ Sr Atty	Partners	Total
Black/ African American	30	29	48	107	2	11	7	125
Hispanic	44	30	39	113	3	7	13	133
American Indian/ Alaskan	2	1	2	5	0	0	1	6
Asian/ Pacific Islander	105	76	94	275	6	11	5	291
Multi-racial	7	2	6	15	1	0	0	15
Total minority attorneys	188	138	189	515	12	29	26	570

- **Turnover Data, January – December 2008 -- Minority Attorneys as % of all Attorneys**

	Jr Assoc	Mid Assoc	Sr Assoc	Assoc	Clerks	SC/ Sr Atty	Partners	Total
Black/ African American	4.97%	4.94%	5.92%	5.34%	2.00%	5.21%	2.47%	5.01%
Hispanic	7.28%	5.11%	4.81%	5.64%	3.00%	3.32%	4.59%	5.33%
American Indian/ Alaskan	6.67%	3.45%	4.17%	4.67%	0.00%	0.00%	14.29%	4.80%
Asian/ Pacific Islander	17.38%	12.95%	11.59%	13.74%	6.00%	5.21%	1.77%	11.66%
Multi-racial	1.16%	0.34%	0.74%	0.75%	1.00%	0.00%	0.00%	0.60%
Total minority attorneys	37.46%	26.79%	27.22%	30.15%	12.00%	13.74%	23.12%	27.40%

TABLE 13: Voluntary Turnover Data 2008 – Minority Attorneys (cont.)

- **Turnover Data, January – December 2008 -- Minority Attorneys as % of All Minority Attorneys**

	Jr Assoc	Mid Assoc	Sr Assoc	Assoc	Clerks	SC/ Sr Atty	Partners	Total
Black/ African American	15.96%	21.01%	25.40%	20.78%	16.67%	37.93%	26.92%	21.93%
Hispanic	23.40%	21.74%	20.63%	21.94%	25.00%	24.14%	50.00%	23.33%
American Indian/ Alaskan	1.06%	0.72%	1.06%	0.97%	0.00%	0.00%	3.85%	1.05%
Asian/ Pacific Islander	55.85%	55.07%	49.74%	53.40%	50.00%	37.93%	19.23%	51.05%
Multi-racial	3.72%	1.45%	3.17%	2.91%	8.33%	0.00%	0.00%	2.63%
Total minority attorneys	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

- **Turnover Rate** , January – December 2008**

	Jr Assoc***	Mid Assoc	Sr Assoc	Assoc	SC/ Sr Atty	Partners	Total
Black/ African American	11.11%	23.77%	33.80%	19.75%	28.95%	7.78%	18.38%
Hispanic	15.31%	31.91%	29.55%	21.76%	16.67%	11.82%	19.42%
American Indian/ Alaskan	33.33%	25.00%	50.00%	35.71%	0.00%	14.29%	27.27%
Asian/ Pacific Islander	12.51%	22.75%	25.27%	17.64%	14.29%	3.36%	16.00%
Multi-racial	11.59%	9.52%	25.00%	14.04%	0.00%	0.00%	11.72%

** Turnover rate = #attorneys who voluntarily left during calendar year 2008/ # attorneys as of 12/31/07

***Note : Turnover rate for junior associates includes attrition of clerks

TABLE 14: Representation Data by Level December 2007 - Minority Attorneys

- **Representation Data, December 2007 -- # Minority Attorneys**

	Jr Assoc	Mid Assoc	Sr Assoc	Assoc	SC/ Sr Atty	Partners	Equity Partners	TOTAL
Black	288	122	142	552	38	90	62	680
Hispanic	307	94	132	533	42	110	91	685
American Indian	6	4	4	14	1	7	5	22
Asian	887	334	372	1593	77	149	120	1819
Multi-Racial	69	21	24	114	3	11	10	128
Minorities	1557	575	674	2806	161	367	288	3334

- **Representation Data, December 2007 -- Minority Attorneys as % of all Attorneys**

	Jr Assoc	Mid Assoc	Sr Assoc	Assoc	SC/ Sr Atty	Partners	Equity Partners	TOTAL
Black	5.27%	4.87%	4.08%	4.82%	2.36%	1.60%	1.34%	3.64%
Hispanic	5.62%	3.75%	3.79%	4.65%	2.61%	1.96%	1.96%	3.67%
American Indian	0.11%	0.16%	0.11%	0.12%	0.06%	0.12%	0.11%	0.12%
Asian	16.24%	13.33%	10.68%	13.91%	4.79%	2.65%	2.58%	9.74%
Multi-Racial	1.26%	0.84%	0.69%	1.00%	0.19%	0.20%	0.22%	0.69%
Minorities	28.50%	22.95%	19.35%	24.50%	10.01%	6.53%	6.20%	17.85%

TABLE 14: Representation Data by Level December 2007 -- Minority Attorneys (cont.)

- **Representation Data, December 2007 -- Minority Attorneys as % of All Minority Attorneys**

	Jr Assoc	Mid Assoc	Sr Assoc	Assoc	SC/ Sr Atty	Partners	Equity Partners	TOTAL
Black	18.50%	21.22%	21.07%	19.67%	23.60%	24.52%	21.53%	20.40%
Hispanic American	19.72%	16.35%	19.58%	19.00%	26.09%	29.97%	31.60%	20.55%
Indian	0.39%	0.70%	0.59%	0.50%	0.62%	1.91%	1.74%	0.66%
Asian	56.97%	58.09%	55.19%	56.77%	47.83%	40.60%	41.67%	54.56%
Multi-Racial	4.43%	3.65%	3.56%	4.06%	1.86%	3.00%	3.47%	3.84%
Minorities	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

TABLE 15: Flexibility Data

	Assoc # on Flex	Assoc Total	Assoc % Flex	SC # on Flex	SC Total	SC % Flex	New Part # on Flex	New Part Total	New Part % Flex
White men	41	5327	0.77%	103	1028	10.02%	0	120	0.00%
Minority men	4	1412	0.28%	6	90	6.67%	0	18	0.00%
White women	404	3774	10.70%	169	506	33.40%	9	53	16.98%
Minority women	73	1711	4.27%	18	80	22.50%	0	13	0.00%
Total attorneys	522	12224	4.27%	296	1704	17.37%	9	204	4.41%
Total women	477	5485	8.70%	187	586	31.91%	9	66	13.64%
Total men	45	6739	0.67%	109	1118	9.75%	0	138	0.00%
Total minorities	77	3123	2.47%	24	170	14.12%	0	31	0.00%
Total white	445	9101	4.89%	272	1534	17.73%	9	173	5.20%

	Partner # on Flex	Partner Total	Partner % Flex	Equity Partner # on Flex	Equity Partner Total	Equity Partner % Flex	Tot Atty # on Flex	Tot Atty	Tot Atty % Flex
White men	76	4239	1.79%	53	3738	1.42%	220	10594	2.08%
Minority men	8	259	3.09%	7	224	3.13%	18	1761	1.02%
White women	92	847	10.86%	64	685	9.34%	665	5127	12.97%
Minority women	14	115	12.17%	13	91	14.29%	105	1906	5.51%
Total attorneys	190	5460	3.48%	137	4738	2.89%	1008	19388	5.20%
Total women	106	962	11.02%	77	776	9.92%	770	7033	10.95%
Total men	84	4498	1.87%	60	3962	1.51%	238	12355	1.93%
Total minorities	22	374	5.88%	20	315	6.35%	123	3667	3.35%
Total white	168	5086	3.30%	117	4423	2.65%	885	15721	5.63%