



DIVERSITY &
INCLUSION
Duane Morris LLP

ANNUAL REPORT 2015

*ENHANCING THE CORE PROGRAM &
TRANSITIONING TO NEW LEADERSHIP*



DIVERSITY & INCLUSION: A NEW GENERATION OF LEADERSHIP

Shortly after I started at Duane Morris almost 25 years ago, then-Chair of the Trial Practice Group, James J. McCabe, scheduled a series of meetings focused on our mission, outcomes for clients and attracting the best lawyers. In all of those discussions, Jim insisted upon one statement of principle: The lawyers in his practice group, and indeed the Firm, must be collegial.

“Collegiality” is defined by *Webster’s Dictionary* as “the cooperative relationship of colleagues.” Going a step further, we cannot be collegial unless we are inclusive. The diversity and inclusion initiative in my time at Duane Morris has grown and become vibrant because Firm leadership recognizes that inclusion, like collegiality, should be—and is—a part of our culture.

For the first time, our annual Diversity & Inclusion Retreat, held last May, focused on people with disabilities. Chaired by partner Lauren DeBruicker, our Retreat honored the 25th anniversary of the passage of the Americans with Disabilities Act. Fred Maahs, Sr. Director of Community Investment & National Partnerships at Comcast, and Chair of the American Association of People with Disabilities, delivered a keynote address about how this legislation has impacted the more than 54 million Americans with disabilities.

Last spring, we added an Office Inclusion Committee in Chicago, which held programs highlighting the achievements of a retired United States Magistrate Judge who grew up in the Jim Crow-era cotton fields of Mississippi; a comparison of life in Hong Kong with Chicago described by one of our associates; and issues faced by veterans, especially those transitioning into the private sector.

Last year, we continued efforts focusing on the success of every diverse attorney in the Firm. We hit the “refresh” button on our mentoring programs by scheduling group sessions of all mentor members of the Diversity & Inclusion Committee for a greater exchange of coaching tips, and last fall, we engaged mentoring expert Karen Hester, J.D., Executive Director of the Center for Legal Inclusiveness, to provide strategic suggestions for Committee mentors at our in-person fall meeting. Equally important, I met quarterly with the nine practice group leaders in the Firm to review the hours of diverse attorneys, assignment opportunities and overall successful growth within each practice group.

Finally, having long since passed the Duane Morris retirement age for holding management positions, I began having discussions with John Soroko about the Firm’s next Chief Diversity & Inclusion Officer. We wanted someone who would grow the program and provide new opportunities for the 100 diverse attorneys who comprise a part of Duane Morris in the continental United States, as well as everyone in the entire Firm. The search was not easy and took an extended period of time. However, it is my belief that we found the perfect person in Joseph K. West. His reputation as a lawyer and as a national leader in the diversity and inclusion movement is impeccable. I could not be happier and more professionally satisfied than to hand the baton to Joe.

All the best to everyone at Duane Morris,



NOLAN N. ATKINSON, JR.
*Chief Diversity & Inclusion Officer,
2000–2015*

WELCOME LETTER FROM JOSEPH K. WEST

Since joining Duane Morris as a partner in the Trial Practice Group and as Chief Diversity & Inclusion Officer, I have been asked many times about my decision to come aboard. The letter penned by my predecessor Nolan Atkinson provides part of the answer to this question. Under Nolan's thoughtful guidance and with the support of Firm Chairman John Soroko and others in leadership, Duane Morris has created a strong diversity and inclusion infrastructure. For that, the Firm should be proud.

I am honored to have been asked to continue this already thoughtful and creative program, while examining ways in which we can improve our effort and hone our D&I effectiveness, both internally and externally. Internally, we must seek ways to arrest attrition, to provide opportunities for talent development and to create an ecosystem conducive to enhanced retention and sustainable growth opportunities for all of our talent.

Externally, increasing numbers of companies will be holding their outside counsel accountable and will communicate greater expectations around diversity and inclusion. We have both the opening and the obligation to identify and to capitalize on opportunities with existing and potential clients for whom diversity is an integral part of doing business with them.

Of course, this can happen only when we fully commit our collective selves to infusing the culture of Duane Morris with the ideals of diversity, to making inclusion a part of the Firm's DNA and to ensuring that this Firm's commitment to identifying barriers to inclusion and eliminating them is without peer.

Thank you for the opportunity to serve in this capacity, and I look forward to working with you in this effort.



JOSEPH K. WEST
*Chief Diversity & Inclusion Officer
and Partner*



DIVERSITY & INCLUSION LEADERSHIP



The D&I Committee, consisting of 24 members, oversees all Firm D&I programs. The Committee, which meets monthly, reviews new initiatives, makes recommendations for organizational change, plans and hosts the Diversity & Inclusion Retreat, acts as mentors for diverse associates in the Firm and objectively and subjectively measures the Firm's diversity efforts against what other peer law firms are doing.

** New member of the Diversity & Inclusion Committee in 2015*

ATLANTA



William D. Barwick

BOCA RATON



Chuck Shields, Jr.

BOSTON



*Tony Fitzpatrick

CHERRY HILL



Kathy O'Malley

CHICAGO



Neville M. Bilimoria

MIAMI



Lida Rodriguez-Taseff

NEW YORK



Andrew Thomas Hahn



Nanette Heide



Jessica Singh

NEWARK



Eric R. Breslin



PHILADELPHIA



Nolan Atkinson



Ed Biester



Lauren E. DeBruicker



Seth A. Goldberg



Thomas T. Loder



John Nixon



*Thomas G. Servodidio

SAN DIEGO



*Michelle Donovan

SAN FRANCISCO



Terrance Evans

SILICON VALLEY



*Manita Rawat

WASHINGTON



Sheila Slocum Hollis

LIAISONS



Dominica C. Anderson



Kelly D. Eckel



Hallie Garrison



Sandra A. Jeskie



Mairi V. Luce



Amee McKim



Peggy Simoncini Pasquay



DIVERSITY & INCLUSION INITIATIVES



In 2015, members of the D&I Committee took an active role in educating the entire Firm on issues of diversity and inclusion. We describe in the following pages several of the internal initiatives that were the focus of the D&I Committee this past year.

D&I COMMITTEE'S DIVERSITY AND INCLUSION MENTORING AND COACHING PROGRAM

A critical component of the Diversity & Inclusion Committee's internal program has always been its mentoring program, whereby members of the D&I Committee serve as mentors to the Firm's diverse non-partner attorneys. Participation in the program is optional for such attorneys, but the majority of attorneys eligible to participate in the program choose to participate. The D&I Committee's mentoring program is intended to overlay and complement the firmwide general mentoring program through which all of the Firm's associates, and certain of the Firm's special counsel, are mentored by Firm partners. The D&I Committee's mentoring program is viewed as so central to the work of the D&I Committee within the Firm that all regular (non-liaison) members of the D&I Committee are expected to actively serve as mentors in this program.

Partners with mentoring responsibility in this program are responsible for routinely reviewing the amount of work of their mentees; ascertaining how well-integrated their mentees are in their practice groups and offices; and determining the adequacy of their mentees' professional development via discussions with their mentees, assigning attorneys and practice group chairs, along with review of Firm-generated reports that are supplied on a monthly basis to all members of the D&I Committee. Mentors are expected to develop and implement plans to remediate any identified issues that may require the mentors to communicate with assigning attorneys, practice group chairs or office managing partners regarding their mentees' assignments and professional development issues.

In early 2015, a number of revisions were made to the D&I Committee's mentoring program to ensure it is best serving the needs of its constituents to: (1) create a better fit between each non-partner mentee and his or her D&I Committee mentor; (2) better support the work of the D&I Committee mentors through ongoing targeted training; and (3) facilitate ongoing efforts to mentor the Firm's diverse non-partner attorneys by providing for more frequent check-ins with respect to the mentees and giving the mentors a forum in which to support each other and share suggestions for successful mentoring. To those ends, the revisions consisted of the following three main components:

1. Renaming of Program and Reassignment of Mentors and Mentees. The mentoring program was renamed the "D&I Committee's Diversity and Inclusion Mentoring and Coaching Program" and a comprehensive analysis of all mentor and mentee pairings in the program was undertaken to more closely align the mentees with their mentors based on factors, such as: (1) office location, (2) practice area, (3) seniority (of mentee) and (4) special considerations that warrant attention through the program. Despite these changes, it remains an expectation that all non-liaison members of the D&I Committee will serve as a mentor to one or more diverse non-partner attorneys; therefore, following the reassignment process, each D&I Committee member continues to have mentoring responsibilities.

2. Training for Mentors. In order to better support the work of the D&I Committee mentors, training was provided for the mentors at the Firm's Annual Meeting in October. Karen Hester, Executive Director for the Center for Legal Inclusiveness, conducted training that consisted of a 75-minute presentation to the entire D&I Committee and individual coaching sessions provided to select mentors. The goal of the training was to enable the mentors to develop their mentoring skills, particularly in the context of mentoring diverse non-partner attorneys. The intention is for ongoing training to be provided to the D&I Committee around mentoring topics, which will be conducted largely by Duane Morris staff and attorneys with experience in the topics selected for training.

3. Small Group Meetings. To facilitate ongoing efforts to mentor the Firm's diverse non-partner attorneys, the D&I Committee's mentors were divided into three smaller groups, each with an assigned facilitator. The facilitator coordinates meetings, occurring every other month or approximately six times per year, of the mentors in the facilitator's group. During the meetings, each mentor is expected to report on his or her mentee, including issues of challenge or instances of success with respect to the mentoring efforts. Through these meetings, mentors collaborate with each other on mentoring challenges and share ideas for more effective mentoring. The meetings also promote the goal of ensuring that regular contact with mentees is established and maintained.

IMPLICIT BIAS AWARENESS

In March 2015, **Seth Goldberg** and **Nolan Atkinson** presented to the partners of the Trial Practice Group on the topic of implicit bias and how it may influence the allocation of work at law firms. This was the third presentation on this topic to members of the Firm, with the first in October 2014 to the lawyers in the Firm's Employment, Labor, Benefits and Immigration Practice Group, and the second to the partners and associates in the Commercial, Securities and Antitrust Litigation sub-practice group.

Implicit bias, or unconscious bias, can be characterized as the bias in judgment or behavior that automatically results from subconsciously held beliefs. While it occurs in all workplaces, it has particular importance in law firms, where associates are assigned work from partners whose implicit bias might influence how the partners allocate work among the associates. Subconscious beliefs based on experience and stereotypes may dictate whether a partner in a law firm assigns work to a diverse associate or non-diverse associate, or they may influence how a partner perceives the work product of diverse associates versus non-diverse associates.

These presentations are part of the D&I Committee's ongoing effort to raise awareness of the issue for Duane Morris lawyers, and additional similar presentations will be made to other practice groups in 2016. Therefore, lawyers working in law firms should be aware of the influence implicit bias may have on work allocation because correlations exist between the types and amount of assignments given to associates, their ability to demonstrate success and competence, and their job satisfaction and retention.

LOOKING LOCALLY TO IMPROVE DIVERSITY RECRUITMENT AND RETENTION

We continually reinvent the diversity and inclusion initiatives at Duane Morris. We are proud that Duane Morris is a place where lawyers of all backgrounds can flourish and succeed. At the same time, we recognize that there is always room for improvement.

Each month, our Diversity & Inclusion Committee reviews overall metrics on recruitment and retention of diverse lawyers at the Firm. Firmwide numbers show an improving picture: We are pleased that Firmwide data again showed a year-to-year increase in the overall percentage of minority lawyers in 2015 to 12.29 percent, compared to 12.07 in 2014. Maintaining focus on mentoring of individual lawyers, building networks of lawyers supporting the diversity and inclusion goals of the Firm throughout offices and practice groups, and a good grasp from metrics of where we stand in the big picture all have helped us improve diversity recruitment and retention. Sometimes, however, it is useful to ignore the forest and examine the trees.

Collecting and reviewing metrics on diverse lawyers has helped us identify offices and practice groups in the Firm that have succeeded in attracting and retaining strong groups of diverse lawyers. We can learn from those successes. We have also identified offices and practice groups that can and should be doing a better job on that front. Through a subcommittee of our Diversity & Inclusion Committee, we are working on ways to improve recruitment and retention within those offices and practice groups that the metrics tell us could and should be doing more to attract and maintain diverse lawyers.

These efforts have included advocacy within the Firm for hiring more diverse lawyers in summer associate programs for those offices, intervention to make sure that diverse lawyers are in the mix for individual lateral associate hiring as needs arise in various practice groups, and efforts to identify lateral partner candidates for offices in which we would particularly like to see more diverse lawyers. Essentially, we seek to facilitate increased hiring of diverse lawyers in targeted areas across the spectrum of professional hiring at the Firm, particularly in any larger offices and practice groups where we would most like to see more diverse lawyers.



At the same time, we recognize that retention is just as important as recruitment. Therefore, we are paying extra attention to make sure that diverse lawyers recruited into larger offices and practice groups with lower diverse representation than the Firm as a whole have supportive people they can lean on for advice and guidance. Each success builds a critical mass of a strong diverse presence in all offices and practice groups, which is our goal.



DIVERSITY &
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Duane Morris LLP

RETENTION

ENHANCING THE CORE PROGRAM & TRANSITIONING TO NEW LEADERSHIP



INCORPORATION OF PDLG SIX CORE PRACTICES

Duane Morris has been a founding member of the Philadelphia Diversity Law Group (“PDLG”) since its creation in 2002, with Nolan Atkinson being instrumental in its creation. For most of its time, PDLG focused on recruiting diverse candidates for associate positions seeking jobs in the Philadelphia marketplace. However, in 2015, PDLG decided to expand its focus and develop, in addition to recruitment initiatives, strong programs around retention.

In November 2015, PDLG asked each of its member firms and corporate law departments to agree to six principles that are presented in condensed form below. Duane Morris reviewed and agreed to incorporate these core practices into our Firm.

1. Strengthen recruiting programs for lawyers of color and other diverse lawyers by developing creative and effective strategies for increasing the pool of such candidates for positions at law firms and corporate law departments, and by intensifying efforts to recruit diverse candidates successfully at all levels.

2. Ensure that lawyers of color and other diverse lawyers have access to meaningful and challenging assignments, and that all attorneys receive their fair share of significant and visible roles on matters of importance to clients.

3. Maintain fair and unbiased systems for assigning and evaluating legal work that will provide all of a law firm’s or corporate law department’s lawyers with an equal opportunity to develop the skills necessary to provide the best-possible service to clients, and to compete successfully for internal promotions and opportunities in the legal market generally.

4. Develop viable sponsorship programs that will include lawyers of color and other diverse lawyers.

5. Appoint more lawyers of color and other diverse lawyers to leadership and managerial positions at firms and corporate law departments.

6. Ensure that the attorney leader of the corporate law department’s or law firm’s diversity and inclusion efforts has regular access and the opportunity to provide advice to the law firm’s governing committee or, in the case of corporate law departments, to the company’s chief legal officer.

Duane Morris already has programs that focus on each of the six principles. However, we look forward to further development of programs designed to enhance retention. Additionally, we will collaborate with each of our fellow member law firms and corporate law departments in PDLG to strengthen retention initiatives within the Philadelphia legal marketplace.

DIVERSITY & INCLUSION RETREAT

The Firm was proud to host our ninth annual Diversity & Inclusion Retreat for all diverse partners and associates of the Firm, as well as Firm management. Entitled “Putting Knowledge and Learning into Action: Building a Framework for Inclusion,” the Retreat took place on May 1-2, 2015, in Philadelphia.

The Retreat began with the panel “From Ideas to Impact: Progress Born from Past Retreats and the State of the Firm’s D&I Initiative,” which summarized the Firm’s accomplishments to date in the diversity and inclusion space and highlighted some of the key ongoing initiatives. Partners **Seth Goldberg**, **Andrew Hahn** and **Mairi Luce**, along with **Amee McKim**, the Firm’s Director of Legal Recruitment, gave in-depth overviews of initiatives, including work distribution, partner accountability, recruiting and lateral integration. Following that, we invited a panel of diverse attorneys to provide their personal insights with regards to “Bringing Your ‘A Game’: Mobilizing Firm Resources to Make Full Use of Your Talents and Optimize Your Practice.” Associate **Natalie Hrubos** moderated this informational panel and invited each panelist to focus on a different strength. **Miles Plaskett**, a Corporate partner in the Miami office, discussed mobilizing

practice groups to serve your clients' needs. Trial partner **Michael Zullo** outlined some of the accommodations the Firm has available to enhance productivity. Intellectual Property associate **Anjali Moorthy** discussed networking in a crowded market and how to differentiate oneself. **Johann Yi-Der Lin**, an IP patent agent in the San Diego office, discussed his international work and how to maintain and grow overseas relationships.

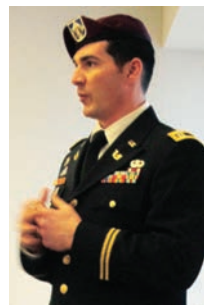
The afternoon segment of the Retreat featured a multi-part program on client development. Kicking off this segment, we asked three superstar partners to provide personal anecdotes and tips on how they have succeeded in developing business. **Cyndie Chang**, Managing Partner of our Los Angeles office, discussed client pitches, specifically the importance of knowing your client and organizing your team in an effective way. **Manita Rawat**, an Intellectual Property partner in our Silicon Valley office, built on Cyndie's comments and addressed "The Do's and Don'ts of Pitching: Diversity Myths and Realities." The panel concluded with tips from **Woody Jameson**, Chair of the Firm's Intellectual Property Practice Group, on the intangibles of pitching business. After the attendees digested all the tips from our panelists, it was time to put knowledge into action. Prior to the Retreat, we paired partners and associates and provided them a mock scenario relevant to their practice area. The associates had time to conduct research and prepare for their pitch, and during a 90-minute period, they had the opportunity to conduct an actual mock pitch and receive feedback from the partners with whom they were paired. This exercise was very well-received, and its interactive nature ensured everyone was engaged and benefitted from the hands-on experience.

Our keynote speaker for the Retreat was Fred Maahs, Chair of the American Association of People with Disabilities. Fred discussed the 25th anniversary of the Americans with Disabilities Act and the landscape ahead. The 2015 Retreat was well-attended and, as always, provided a wealth of information that attendees could incorporate into their everyday routines.

SPOTLIGHT: CHICAGO INCLUSION COMMITTEE

In 2015, the Chicago office formed the Chicago Inclusion Committee. Its primary goals are building an environment where all people, irrespective of position or perceived status, are valued for their distinct contributions; eliminating barriers that may exist by reason of gender, race, ethnicity, sexual orientation, gender identity or expression, religion, job position, medical conditions or disabilities, veteran or family status, or any other factor that makes a person unique; promoting the Firm's goals of diversity and inclusion; and creating strategies for us all to be more collaborative, as well as understanding and respectful of one another.

During 2015, the Committee organized three all-office lunchtime presentations. Chicago associate **Michael Barnicle** gave a presentation on his military experience (including military basics, training, the Iraq war and returning to civilian life), issues faced by veterans and strengths veterans bring to the workplace. Mike's engaging presentation also featured pictures and other items from his service.



Arlander Keys, a retired United States Magistrate Judge for the Northern District of Illinois, shared his story about the extreme racism and adversity he endured growing up in the Jim Crow-era cotton fields of Mississippi, his military service in Vietnam and returning to start his legal career, which he began as a trial attorney before eventually serving as a United States Magistrate Judge for nearly 20 years. The rise of Judge Keys is a remarkable story that impressed and inspired the Chicago office.



Mark A. Bradford, Arlander Keys, David B. Yelin and Matt A. Olins.

Tat-yeung Shiu, an associate in the Chicago office, delivered a presentation during which he discussed his background, growing up in Hong Kong and then traveling to the United States when he was 19 to attend college. Tat shared his perspective on many of the cultural differences between Hong Kong and Chicago. He also arranged for the delivery of dim sum from Chicago's Chinatown so that the Chicago office could experience, firsthand, a small slice of Hong Kong's culture. Tat guided many of those in the audience, who were unfamiliar with dim sum, through their meal, and discussed the diverse regional styles of other Chinese cuisine.



Each of the aforementioned presentations were attended by the majority of people in the Chicago office and were very well-received. Also in 2015, the Committee organized a walking club, which is open to all and meets a couple of times a week for lunchtime walks downtown. It provides another opportunity for people in the office to become better acquainted while also getting some light exercise. The Committee also began plans for 2016 events, which will include more lunchtime speakers, a weekend volunteer event at the Chicago Food Depository and other all-office events intended to bring the office closer together and help people get to know one another better.

PHILADELPHIA INCLUSION CLE PROGRAM ON "AFFIRMATIVE ACTION: AN OPEN DISCUSSION AND RECENT DEVELOPMENTS"

On October 30, the Philadelphia Inclusion Committee sponsored a CLE program for the Trial Practice Group titled "Affirmative Action: An Open Discussion and Recent Developments." The program used the Vashon Lecture delivered by Professor Randall Kennedy at Duane Morris in 2012 as a starting point for an open discussion about affirmative action, its objectives and its legal underpinnings. Professor Kennedy argued that the Supreme Court has upheld affirmative action based on the objective of promoting diversity, even though this goal is, in his view, not the "real" purpose of affirmative action. The group discussed whether Professor Kennedy had undervalued the importance of diversity as an independent goal of affirmative action. Within that context, we discussed the Supreme Court's consideration this term of a challenge to the University of Texas' admissions program. The issue before the Court is whether the program is narrowly tailored to achieve the objective of educational diversity, particularly in light of alternative approaches Texas has adopted that have successfully promoted racial and ethnic diversity in the university's student body.

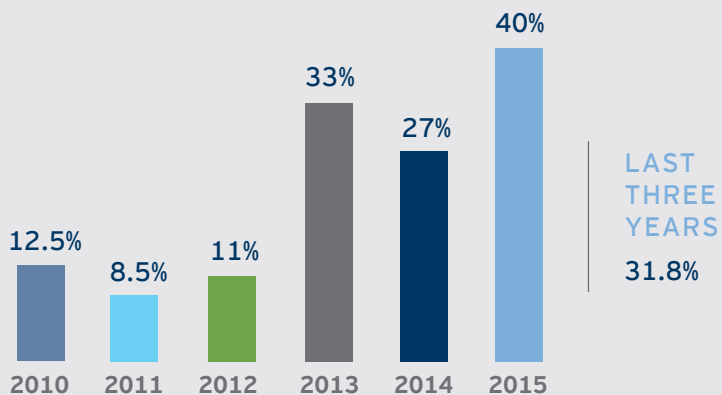
This is the first time that a Trial Practice Group CLE lunch program focused directly on issues relating to diversity and inclusion. Not surprisingly, there was some uncertainty among participants about how to engage with a "hot button" issue in this forum. Nonetheless, the discussion was an important step toward achieving a more open dialogue on issues of diversity and inclusion within our Firm.



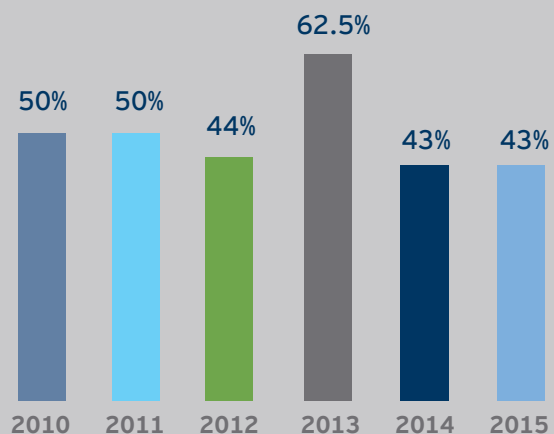
DIVERSITY &
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METRICS

DIVERSE ATTORNEY PROMOTION
TO PARTNERSHIP



FEMALE ATTORNEY PROMOTION
TO PARTNERSHIP



Duane Morris believes that accountability and consistency are the hallmarks of its commitment to realizing a permanent, deeply rooted and self-sustaining diverse culture. Using a matrix of Diversity Scorecard variables, the Firm engages in rigorous self-evaluation each year to confirm we are making consistent and measurable forward progress toward achieving our Diversity & Inclusion Program objectives. To ensure accountability, consistency and growth, the metrics Duane Morris examines are the same each year, including such key comparative variables as the growth in the Firm's proportion of diverse and female attorneys; the comparative rate of their promotion to partner; a comparison of the billable hours of female and diverse attorneys to their male and non-diverse colleagues; and the Firm's success in recruiting and integrating diverse and female lateral partners. The Firm's performance is then measured each year against the prior year to ensure that our focus stays trained on building upon past success and continuing to make consistent progress every year. With each successful year, the Firm strengthens its diverse foundation.

For example, Duane Morris has made steady progress increasing the Firm's proportion of diverse attorneys, from just under 9 percent of our total attorney population in 2009 to the high-water mark of 12.3 percent reached as of year-end 2015. Significantly, **the percentage of diverse attorneys promoted to partner has averaged 20 percent since 2009, and nearly 32 percent of the Firm's partnership promotions in the three-year period ending December 31, 2015.** This promotion rate of diverse attorneys reflects the Diversity & Inclusion Program's longtime strategy of mentorship and attorney retention, and it establishes a track record that diverse attorneys choosing among law firms can trust when charting their career course.

Similarly, Duane Morris has maintained consistent progress with the growth of its female attorney population. The percentage of female attorneys increased only incrementally in 2015, to 30.50 percent at year-end as compared to 30.25 percent in 2014. **Over a five-year period, however, the percentage of female attorneys at Duane Morris has steadily increased from 27 percent in**

2009 to this current 30.5-percent level. This progress, while less dramatic than the increase for diverse attorneys over the same period, reflects the greater progress the Firm made prior to 2009 and also points to the need to continue the Firm's efforts at recruiting and retaining women attorneys. In recognition of this, Duane Morris has focused on another important metric, the promotion of female attorneys to partnership. While the Firm's total percentage of female attorneys reached its high of 30.5 percent in 2015, **women have been promoted to partnership at a rate higher than that of their male colleagues since 2009, accounting for 48 percent of the Firm's new partners during that six-year period.**

This reflects significantly increased levels of leadership and integration of female attorneys in the Firm's culture and likewise contributes to our consistently high rankings among publications measuring the best workplaces for women among all American companies. Duane Morris is one of the Yale Law Women's 2015 Top Ten Family Friendly Firms and is consistently ranked as one of the 50 Best Law Firms for Women by *Working Mother* and *Flex-Time Lawyers*, based on the Firm's family-friendly policies and business development initiatives that retain women and advance them into the leadership pipeline. In addition, for the fifth year in a row, Duane Morris has been cited on the Honor Roll of Legal Organizations Welcoming Women Professionals by the Pennsylvania Bar Association Commission on Women in the Profession. The Firm's mentoring and networking programs for women attorneys also have been cited by *Law360*, *Women 3.0* magazine, *Philadelphia* magazine and others.

Using advanced metrics, and a scorecard that keeps the Firm's attention sharply focused on making consistent year-over-year progress, Duane Morris has moved steadily closer to achieving its goal of creating a fully integrated environment and permanently diverse Firm culture. Duane Morris believes that, though we have progress yet to make, our steady commitment and record of accountability to our diversity and inclusion programs will continue to lengthen the strides we have made—allowing us to be even more successful in attracting and retaining the most talented attorneys to the Firm in the future.



PROMOTING THE FIRM'S REPUTATION



GEORGE BOYER VASHON LECTURE

In 2010, **Nolan N. Atkinson, Jr.**, Duane Morris' former Chief Diversity & Inclusion Officer, and his nephew Paul Thornell petitioned the Pennsylvania Supreme Court, requesting Nolan Atkinson's great-grandfather George B. Vashon to be posthumously admitted to practice law in the Commonwealth of Pennsylvania. Vashon, an African-American, was denied admission to practice law in Allegheny County (Pittsburgh) because of his race. The Pennsylvania Supreme Court unanimously granted the petition. Duane Morris Chairman and Chief Executive Officer **John Soroko** announced that in honor of this monumental event, the Firm would be creating an annual lecture series that would explore issues of justice and fairness.



Duane Morris Chairman John J. Soroko, Wendell Pritchett, Lisa T. Scruggs, Donna Cooper, Judge Wendy Beetlestone, Anthony Hardy Williams and Nolan N. Atkinson.

In April 2015, the sixth annual Vashon Lecture was held in Philadelphia on the topic, "What Do We Mean When We Say Education Is a Civil Right?" Wendell Pritchett, Presidential Professor of Law and Education and former Interim Dean of the University of Pennsylvania Law School, was the guest lecturer. In addition, a panel discussion moderated by Donna Cooper, Executive Director of the Public Citizens for Children and Youth, raised questions and elicited comment on the positions raised by Pritchett. Panelists included the Honorable Wendy Beetlestone, Federal Judge, United States District Court for the Eastern District of Pennsylvania; Anthony Hardy Williams, State Senator, Pennsylvania; and **Lisa Scruggs**, Duane Morris partner.

This event is representative of Duane Morris' commitment to creating a more diverse legal profession through education and supporting community discussion on vital issues throughout the United States.

DUANE MORRIS PARTNERED WITH VERIZON IN THEIR ENGAGE EXCELLENCE PROGRAM

In the fall of 2015, **S. Neil Anderson**, an associate in our Atlanta office, presented a CLE program on data privacy and online security through Verizon's Engage Excellence initiative. Verizon, along with several other *Fortune* 100 companies, instituted this program to help promote the careers of diverse attorneys by creating direct exposure with in-house legal departments, with the stated goal of putting diverse attorneys in positions to win business and lead important matters for Verizon.

Neil shares his thoughts on the value of this experience:

The vast amounts of research and preparation that went into the presentation have proven invaluable as I have now deepened my knowledge base in an area of law that was not the primary focus of my practice. To say that the Verizon Engage Excellence program was more than I bargained for would be an understatement. Engage Excellence is a diversity initiative designed to provide meaningful and sustainable business opportunities for diverse lawyers in majority firms. In addition to Verizon, several other name-brand companies have signed on to this initiative, including Walmart, DuPont and General Mills. Verizon has put its own unique twist on the initiative by designing programming for diverse attorneys to put on CLE presentations in an effort to introduce the company to the next generation of rising diverse attorneys in majority law firms. Considering that the audience would be composed of decision makers from Verizon, Home Depot, Walmart and Cox Communications, just to name a few, preparing for this presentation was no small task. Likewise, the actual presentation was an extraordinary public speaking opportunity and a great exercise in cultivating business and relationships.



Michelle Ifill, Senior Vice President and General Counsel for Verizon Corporate Services, Inc. and Neil Anderson.

Duane Morris partner **Matt Gaudet** was in attendance and shared Neil's enthusiasm. "Duane Morris is truly enriched by its commitment to attracting talented, diverse lawyers, as was evidenced here by having one of our very own talented attorneys showcase what the Firm has to offer in front of some of the most coveted clients in the country," said Matt. "This is a great example of how our commitment to diversity and inclusion benefits everyone at the Firm in so many ways."

FIRM SUPPORTS GLAAD SPIRIT DAY



Duane Morris again turned its website purple on October 16, 2015, in honor of the Gay & Lesbian Alliance Against Defamation's (GLAAD) annual Spirit Day. The Firm website's usual blue turned purple that day

to show support for LGBT youth and signify our stance against bullying.



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HONORS + AWARDS

ENHANCING THE CORE PROGRAM & TRANSITIONING TO NEW LEADERSHIP



CYNDIE CHANG INSTALLED AS PRESIDENT-ELECT OF NAPABA



In November 2015 during the NAPABA Annual Convention held in New Orleans, **Cyndie Chang** was installed as the President-Elect of the National Asian Pacific American Bar Association (NAPABA), which is the national association of Asian Pacific American (APA) attorneys, judges, law professors and law students. NAPABA represents the interests of more than 40,000 attorneys and approximately 70 national, state and local bar associations. Its members include solo practitioners, large firm lawyers, corporate counsel, legal services and nonprofit attorneys, as well as lawyers serving at all levels of government. NAPABA engages in legislative and policy advocacy, promotes APA political leadership and political appointments and builds coalitions within the legal profession and the community at large. NAPABA also serves as a resource for government agencies, members of Congress and public service organizations about APAs in the legal profession, civil rights and diversity in the courts.

PHILLIP CHONG HONORED AS BALTIMORE PRO BONO ATTORNEY OF THE YEAR



Phillip Chong was recognized as the Tahirih Justice Center's Baltimore Pro Bono Attorney of the Year for his compassionate and zealous representation of a domestic violence survivor in her self-petition for lawful permanent residency in the United States under the Violence Against Women Act (VAWA). Phillip received the award in April 2015 as part of Tahirih's Gala.



Scott Marder, Phillip Chong, Rob Hopkins and Robert Ruben, all of the Baltimore office.



PRO BONO HONORS FOR JOLIE-ANNE ANSLEY AND CHRISTOPHER YEH – KETA TAYLOR COLBY AWARD



Partner **Jolie-Anne Ansley**, of the San Francisco office, and associate **Christopher Yeh**, of the Los Angeles office, were selected by the Lawyers' Committee for Civil Rights to receive the Keta Taylor Colby Award, which they were presented on January 28, 2016. The Colby Award recognizes pro bono counsel who have provided outstanding representation to the poor and under-represented through the Second Chance Legal Clinic. Jolie-Anne and Christopher's persistent and zealous advocacy resulted in a release from license hold after a petition to vacate a civil assessment was denied. Their hard work removed a significant barrier to improve a client's life opportunities. Congratulations to Jolie-Anne and Christopher for their extraordinary advocacy on behalf of low-income clients!

**DUANE MORRIS PARTNER MANITA RAWAT
NAMED TO THE LEADERSHIP COUNCIL ON
LEGAL DIVERSITY'S 2015 FELLOWS PROGRAM**



Manita Rawat, a partner in the Silicon Valley office, was chosen as a member of the Leadership Council on Legal Diversity's (LCLD) 2015 class of Fellows. This landmark program identifies, trains and advances the next generation of leaders in the legal profession.

According to LCLD President Robert J. Grey, Jr., the LCLD Fellows Program offers participants "an extraordinarily rich year of relationship-building, virtual and in-person training, peer-group projects and extensive contact with LCLD's top leadership."

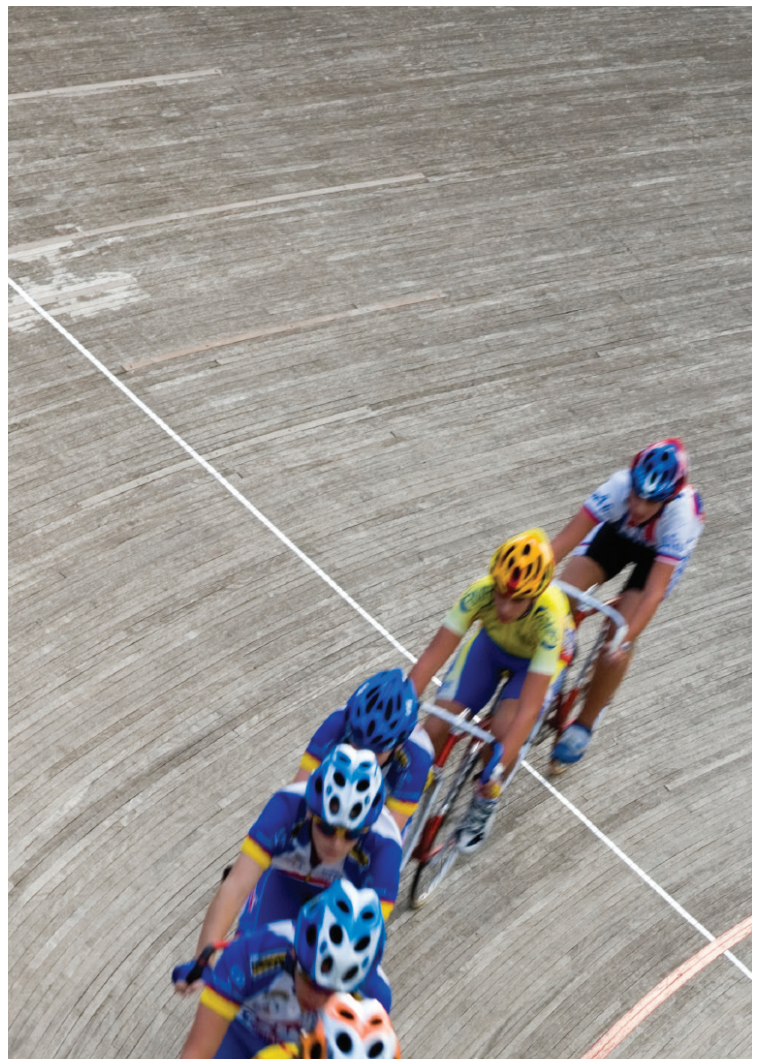
Founded in 2009, LCLD is an organization of more than 220 corporate chief legal officers and law firm managing partners who are personally committed to creating a truly diverse legal profession. The LCLD Fellows Program, which has trained more than 600 mid-career attorneys since 2011, is one of the organization's most important initiatives.

**ATTORNEYS ACROSS AMERICA:
FEATURING CYNDIE CHANG**



From a tiny office in rural Alaska to a skyscraper in Manhattan, from the Sunshine State to the Prairie State, this new series—highlighted on the *Ms. JD* blog—seeks to capture snapshots of successful women attorneys practicing law from sea to shining sea. **Cyndie Chang** is the managing partner of the Los Angeles office of Duane Morris LLP.

Ms. JD is a nonprofit, nonpartisan organization dedicated to the success of aspiring and early career women lawyers. Serving as a unique nexus between the profession and the pipeline of diverse attorneys, Ms. JD's online community provides a forum for dialogue and networking among women lawyers and law students.



For more information, please contact:

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STRATEGIC ALLIANCES

In the pursuit of advancing diversity and inclusion, Duane Morris teamed up with a number of leading organizations throughout the year. These collaborations extend our resources and help to promote diversity and inclusion while evolving our best practices. Listed below are some of our key relationships.



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