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2011 Cultural Awareness & Inclusion Scorecard

Section 2 Report:
Firmwide Diversity Efforts
Issued: August 2011



pwc

Standard Report

National Groups X-XIII Combined - Firms (20 members)

Issued: August 2011

Firm: 0000

Total Firm

Confidential

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TABLE OF CONTENTS

<i>Topic</i>	<i>Page</i>
Comparison Group Information	1
Leadership	2 - 3
Diversity Initiatives/Programs	4 - 5
Recruitment Information	6 - 7
Retention and Promotion	
<i>Orientation Phase</i>	8
<i>Post -Orientation Phase</i>	9 - 12
Client Management	13
Self-Identified LGBT Individuals	14
Individuals with a Disability	15 - 16
Guide to Interpreting the Statistics Presented in this Report	Appendix

Comparison Group Information

National Groups X-XIII Combined - Firms

Number of Members in the Group

Your Firm is a Member of the Group

Defined Size Range of Group Members (# of Attorneys)

Maximum

Minimum

Your Firm Size (# of Attorneys)

Average Size of Group Members (# of Attorneys)

Group Information	
	20
	Yes
	No Maximum
	251
	318
	579

** omitted due to insufficient data

2011 CULTURAL AWARENESS & INCLUSION SCORECARD - Section 2

Total Firm

National Groups X-XIII Combined - Firms (20 members)

Leadership (Continued)

For the period 1/1/2010 through 12/31/2010

	Your Firm	# of Responses	% of Group Responding - Yes
1. The firm has a diversity committee	Yes	20	100.0
2. The diversity committee is overseen by:		20	
a. Chairman or Managing Partner			15.0
b. An attorney excluding the Chairman or Managing Partner			60.0
c. Executive management committee			0.0
d. Executive Director			0.0
e. Diversity Administrator			0.0
f. Other	X		25.0
3. The diversity committee is overseen by a woman or a member of a minority group	Yes	20	80.0
4. The firm has an Administrator who is devoted 100% to leading the firm's diversity efforts	No	20	35.0
5. The firm plans to designate a Diversity Administrator in the next year	No	15	40.0
6. The Diversity Administrator is:		7	
a. A non-minority female			14.3
b. A minority female			57.1
c. A non-minority male			0.0
d. A minority male			28.6
e. A self-identified LGBT individual			0.0
f. An attorney with no billable hour requirement			42.9
g. A non-attorney			28.6
h. Other			14.3
7. The year the Diversity Administrator position was created is:		7	
a. 2001 or Prior			0.0
b. 2004 - 2002			0.0
c. 2005 - 2007			28.6
d. 2008			42.9
e. 2009			14.3
f. 2010			14.3
8. The Diversity Administrator reports to:		7	
a. Chairman or Managing Partner			14.3
b. Chair of the diversity committee			14.3
c. Executive management committee			14.3
d. Executive Director			14.3
e. Director of Human Resources, Recruiting or Professional Development			28.6
f. Other			28.6
9. The anticipated change within the diversity function in the next 3 years is:		16	
a. Staying the same or Decreasing	X		31.3
b. Increasing			68.8

2011 CULTURAL AWARENESS & INCLUSION SCORECARD - Section 2

National Groups X-XIII Combined - Firms (20 members)

Leadership (Continued)
For the period 1/1/2010 through 12/31/2010

	Your Firm	Group		
		1st Qile	Median	3rd Qile
10. Percent of diversity committee members who are:				
a. Partners	63.2	76.7	55.2	41.8
b. Non-partner attorneys	26.3	33.1	23.5	9.4
c. Administrative staff	10.5	26.2	15.5	11.5
11. Percent of diversity committee members who are:				
a. Part of executive management	0.0	16.7	10.0	6.3
b. Non-minority women	31.6	38.8	28.1	22.9
c. Minority women	15.8	25.9	16.7	14.2
d. Minority men	15.8	22.8	18.2	11.0
e. Self-identified LGBT members	15.8	11.1	5.8	4.2
12. Average Diversity Administrator Base Salary at 1/1/2011		**	**	**
13 Average Diversity Administrator Bonus awarded for 2010		**	**	**
14. Number of (fte) staff members reporting to the Diversity Administrator	‡	1.0	0.9	0.4

** omitted due to insufficient data
‡ less than 75% population response

2011 CULTURAL AWARENESS & INCLUSION SCORECARD - Section 2

National Groups X-XIII Combined - Firms (20 members)

Diversity Initiatives/Programs
For the period 1/1/2010 through 12/31/2010

	Your Firm	# of Responses	% of Group Responding - Yes
1. The results or progress of the diversity initiatives/program are reviewed:		20	
a. Never			0.0
b. Weekly			5.0
c. Monthly			40.0
d. Quarterly			25.0
e. Semi-annually	X		20.0
f. Annually			10.0
2. The following individuals review the results or progress of the diversity initiatives/program:		20	
a. Diversity committee	X		90.0
b. Executive management	X		100.0
c. All partners			10.0
d. All attorneys			5.0
e. Partners or practice group/office leaders	X		40.0
f. Diversity Administrator			35.0
g. Minorities of the firm			15.0
h. Clients			35.0
i. No one			0.0
j. Other	X		35.0
3. The method(s) of measurement the firm uses to evaluate the effectiveness of the diversity initiatives/program are:		20	
a. Recruitment rate	X		100.0
b. Attrition rate	X		95.0
c. Retention rate	X		100.0
d. Client-retention rates	X		30.0
e. Internal staff surveys			35.0
f. Client-satisfaction surveys			25.0
g. External recognition (e.g., awards)			75.0
h. Discussions with minorities, women and/or LGBT individuals	X		95.0
i. Discussions with diversity committee members	X		90.0
j. Exit interviews	X		90.0
k. Other			20.0

National Groups X-XIII Combined - Firms (20 members)

Diversity Initiatives/Programs (Continued)

For the period 1/1/2010 through 12/31/2010

	Your Firm	# of Responses	% of Group Responding - Yes
4. The following individuals are held accountable for the progress or results achieved under the diversity initiatives/program:		20	
a. Chairman of the diversity committee			70.0
b. All diversity committee members			50.0
c. Only partners on the diversity committee			0.0
d. Partners or practice group leaders			40.0
e. Diversity Administrator			35.0
f. Executive committee			30.0
g. Managing Partners			45.0
h. Director of Human Resources			25.0
i. No one			5.0
j. Other	X		25.0
5. Failure to achieve diversity goals and objectives are addressed by the following:		17	
a. As a component of the firm's compensation review process			23.5
b. Participation in mandatory diversity training, seminars, conferences			29.4
c. Discussion with client(s) as to why the firm did not meet diversity goals and objectives			29.4
d. Change in composition of client teams			35.3
e. Other	X		52.9
6. The firm incorporates into the evaluation and compensation process the following:		19	
a. Hours devoted to internal diversity initiatives/programs	X		52.6
b. Individual diversity efforts			57.9
c. Diversity results			36.8
d. Our firm does not incorporate any diversity efforts			26.3
e. Other			15.8
7. The firm is a signatory to a bar association's statement of commitment to increase diversity	Yes	20	95.0
8. The firm is a member of a national diversity organization (e.g., ALFDP, NAWL, MCCA)	Yes	20	95.0
9. The firm's mission statement and diversity initiatives are communicated to sources outside of your firm by the following:		20	
a. Clients			80.0
b. Website	X		100.0
c. Newsletter, annual report, diversity brochure			55.0
d. Not available to outside sources			0.0
10. The firm's website devotes the following space to the topic of diversity:		20	
a. A paragraph			0.0
b. A dedicated website page/section	X		100.0
c. Firm does not devote website space to diversity			0.0

2011 CULTURAL AWARENESS & INCLUSION SCORECARD - Section 2

National Groups X-XIII Combined - Firms (20 members)

Recruitment Information
For the period 1/1/2010 through 12/31/2010

	Your Firm	# of Responses	% of Group Responding - Yes
1. The firm actively engages in the following external recruiting efforts towards women and minorities:		19	
a. Recruiting at Minority College Initiative Programs (HBCUs, HACUs, TACUs/TCPs and PACUs)			47.4
b. Recruiting at law schools with a high percentage of minority law students			63.2
c. Participation in minority job fairs			89.5
d. Participation in minority bar association events			100.0
e. Participation in job fairs for women			5.3
f. Participation in women bar association events			89.5
g. Pipeline program			
i. Elementary or middle school (up to grade 8)			47.4
ii. High school			78.9
iii. College			68.4
iv. Law school			89.5
h. Summer intern program			
i. High school			47.4
ii. College			42.1
iii. Law school			89.5
i. Scholarships/fellowships for minority law students			68.4
j. Scholarships/fellowships for female law students			10.5
k. Hold reception(s) for minority law students			73.7
l. Hold reception(s) for female law students			26.3
m. Advertise in minority law student and/or bar association publications			73.7
n. Partnership with women-owned or minority law firms			5.3
o. Partnership with external (outside) diverse organizations			84.2
p. Other	X		5.3

National Groups X-XIII Combined - Firms (20 members)

Recruitment Information (Continued)

For the period 1/1/2010 through 12/31/2010

	Your Firm	# of Responses	% of Group Responding - Yes
2. The firm has been <u>most</u> successful in <u>external</u> recruiting efforts towards women and minorities in the following three areas:		19	
a. Recruiting at Minority College Initiative Programs (HBCUs, HACUs, TACUs/TCPs and PACUs)			5.3
b. Recruiting at law schools with a high percentage of minority law students			36.8
c. Participation in minority job fairs			47.4
d. Participation in minority bar association events			31.6
e. Participation in job fairs for women			0.0
f. Participation in women bar association events			0.0
g. Participation on career panels at schools			15.8
h. Pipeline program			10.5
i. Summer intern program			57.9
j. Scholarships/fellowships for minority law students			21.1
k. Scholarships/fellowships for female law students			0.0
l. Hold reception(s) for minority law students			15.8
m. Hold reception(s) for female law students			0.0
n. Advertise in minority law student and/or bar association publications			5.3
o. Partnership with women-owned or minority law firms			0.0
p. Partnership with external (outside) diverse organizations			10.5
q. Other	X		10.5
3. The firm actively engages in the following <u>internal</u> recruiting efforts:		19	
a. Host dinners for minority attorneys			57.9
b. Host dinners for female attorneys	X		68.4
c. Involve the diversity committee in recruiting efforts			78.9
d. Educate interviewers in best practices for interviewing diverse candidates	X		47.4
e. Revise the firm's marketing materials to emphasize the firm's commitment to diversity	X		94.7
f. Utilize executive placement firms that specialize in the placement of minority lawyers	X		68.4
g. Devote a section of the firm's website to diversity	X		100.0
h. Work with clients in recruiting diverse attorneys			21.1
i. Support affinity groups in the firm	X		84.2
j. Other			5.3
4. If the firm provides bonuses to recruits based on gender or minority status, the following individuals are eligible:		20	
a. All minorities			0.0
b. All women			0.0
c. In some cases to minorities			5.0
d. In some cases to women			0.0
e. The firm does not provide any special recruitment bonus based on gender or minority status	X		95.0
5. The firm takes steps specifically directed at recruiting self-identified LGBT attorneys	No	20	65.0
6. The firm takes steps specifically directed at recruiting attorneys with a disability	No	20	5.0

National Groups X-XIII Combined - Firms (20 members)

Retention and Promotion: Orientation Phase

For the period 1/1/2010 through 12/31/2010

	Your Firm	# of Responses	% of Group Responding - Yes	
1. There are specific elements of the firm's orientation program designed to introduce all new attorneys to the firm's culture and values	Yes	20	95.0	
2. The firm provides additional training and support for all new attorneys to help them acculturate to the firm's culture	No	20	80.0	
3. The firm offers diversity training for its new attorneys	No	20	35.0	
4. New attorneys are required to participate in diversity training	No	19	31.6	
5. Women and minority attorneys are assigned a peer mentor to help them acculturate during their first year	Yes	20	85.0	
6. The firm has corporate transition programs for attorneys who have different backgrounds or life experiences than their peers	No	20	0.0	
7. New attorneys are assigned a coach or senior partner to review performance expectations of both parties within the first month after hire	No	20	50.0	
8. New attorneys (within the first year) meet with their coach or senior partner to review expectations:		19		
a. Monthly			5.3	
b. Quarterly			26.3	
c. Semi-annually			26.3	
d. Annually			0.0	
e. No regular or defined time periods	X		42.1	
Group				
	Your Firm	1st Qtle	Median	3rd Qtle
9. The retention rate ¹ for the following groups of individuals:				
a. Attorneys	92.0	90.0	87.1	85.0
b. Women non-minority attorneys	88.0	91.7	87.0	82.5
c. Minority attorneys	91.0	86.5	82.2	78.6
d. Self-identified LGBT individuals	91.0 ‡	100.0	95.0	85.7

¹ Calculated as the number of individuals that were at your firm at 1/1/2010 divided by the number of those individuals still with your firm at 12/31/2010. It does not include any individuals who joined the firm during that time.

** omitted due to insufficient data

‡ less than 75% population response

National Groups X-XIII Combined - Firms (20 members)

Retention and Promotion: Post-Orientation Phase

For the period 1/1/2010 through 12/31/2010

	Your Firm	# of Responses	% of Group Responding - Yes
1. The firm has post-orientation programs for women or diverse attorneys to help them acculturate to the firm's culture	No	20	55.0
2. The firm offers diversity training for all attorneys	No	20	55.0
3. All attorneys are required to participate in diversity training		11	72.7
4. All attorneys are required to participate in diversity training:		10	
a. Once			10.0
b. Annually			20.0
c. Every 2-3 years			30.0
d. Never			10.0
e. Other			30.0
5. Diversity training sessions are divided by level (e.g., partners with partners, associates with associates, staff with staff)		11	27.3
6. The following individuals conduct diversity training for the firm:		11	
a. Consultants			63.6
b. Employees of the firm			81.8
7. Who can attend affinity group meetings at your firm:		19	
a. Only attorneys	X		63.2
b. All employees of the firm			36.8
8. The firm offers the following affinity groups for attorneys who have different backgrounds or life experiences than their peers:		20	
a. Women	X		90.0
b. African American			40.0
c. Hispanic/Latino			35.0
d. Asian/Pacific Islander			45.0
e. Self-identified LGBT individuals	X		60.0
f. One group that includes all of the above groups of individuals			5.0
g. One group that includes all minorities	X		35.0
h. Individuals with a disability			0.0
i. Not applicable			5.0
j. Other	X		15.0

2011 CULTURAL AWARENESS & INCLUSION SCORECARD - Section 2

National Groups X-XIII Combined - Firms (20 members)

Retention and Promotion: Post-Orientation Phase (Continued)

For the period 1/1/2010 through 12/31/2010

	Your Firm	<u># of Responses</u>	<u>% of Group Responding - Yes</u>
9. The firm actively engages in the following retention efforts:		20	
a. Require regular reporting by practice group leaders on efforts to diversify practice group teams			20.0
b. Make firm leaders accountable for meeting diversity goals through the compensation process			15.0
c. Count diversity-related activities towards "billable hour" requirements			15.0
d. Include diversity competence as a component in your upward feedback program			15.0
e. Develop and support internal diversity networks/affinity groups	X		90.0
f. Institute mentoring programs across attorneys' groups based on minority status			60.0
g. Host retreats for women and minority lawyers			60.0
h. Sponsor attorneys who want to attend regional or national diversity conferences	X		100.0
i. Sponsor attorney membership in women and minority bar associations	X		95.0
j. Conduct internal conferences for women and minority lawyers on:			
i. Business development	X		85.0
ii. Leadership development			60.0
iii. Presentation skills			35.0
iv. Billing practices			30.0
v. Work life balance			50.0
vi. Other			10.0
k. Require equal access for diverse attorneys to quality work assignments, formal and informal events, and clients			35.0
l. Require annual (or periodic) reporting by practice leaders on goals and efforts to diversity practice groups			5.0
m. Other			10.0

2011 CULTURAL AWARENESS & INCLUSION SCORECARD - Section 2

National Groups X-XIII Combined - Firms (20 members)

Retention and Promotion: Post-Orientation Phase (Continued)

For the period 1/1/2010 through 12/31/2010

	Your Firm	# of Responses	% of Group Responding - Yes
10. Attorneys who take advantage of the <u>part-time/flex-time</u> policy remain on track for partner consideration	Yes	20	100.0
11. Attorneys who took advantage of the <u>part-time/flex-time</u> policy in the last 3 years were promoted to the following:		14	
a. Equity Partners			35.7
b. Non-Equity Partners	X		92.9
12. The percentage of <i>females</i> using the part time/flex-time policy over the last 3 years has:		20	
a. Decreased			10.0
b. No change			35.0
c. Increased by up to 10%	X		50.0
d. Increased more than 10%			5.0
e. Other			0.0
13. The percentage of <i>males</i> using the part time/flex-time policy over the last 3 years has:		20	
a. Decreased			0.0
b. No change	X		60.0
c. Increased by up to 10%			30.0
d. Increased more than 10%			5.0
e. Other			5.0
14. Attorneys who take advantage of the <u>temporary leave/sabbatical</u> policy remain on track for partner consideration		14	100.0
15. Attorneys who took advantage of the <u>temporary leave/sabbatical</u> policy in the last 3 years were promoted to the following:		7	
a. Equity Partners			14.3
b. Non-Equity Partners			100.0

2011 CULTURAL AWARENESS & INCLUSION SCORECARD - Section 2

Total Firm m

National Groups X-XIII Combined - Firms (20 members)

Retention and Promotion: Post-Orientation Phase (Continued)

For the period 1/1/2010 through 12/31/2010

	Your Firm	# of Responses	% of Group Resp. - Yes	
16. The following are the most common reasons that <u>non-minority women</u> have willingly left the firm:		20		
a. Family/personal reasons			75.0	
b. Culture of firm around inclusion			0.0	
c. Billable hour requirements			30.0	
d. Management			5.0	
e. Evaluations			15.0	
f. Greater opportunities			80.0	
g. Career change			45.0	
h. Other	X		25.0	
17. The following are the most common reasons that <u>minorities</u> have willingly left your firm:		19		
a. Family/personal reasons			52.6	
b. Culture of firm around inclusion			5.3	
c. Billable hour requirements			15.8	
d. Management			5.3	
e. Evaluations			21.1	
f. Greater opportunities			68.4	
g. Career change			52.6	
h. Other	X		26.3	
18. The firm enables attorneys to create customized development plans aligned with competencies	No	20	70.0	
19. The firm has multiple career paths to support individual career choices	Yes	20	80.0	
		Group		
	Your Firm	1st Qtle	Median	3rd Qtle
20. For those <u>non-minority women</u> who left the firm, the approximate percentage of their new employment status is:				
a. Another law firm	44.0	48.5	30.0	0.0
b. In-house counsel	33.0	26.5	20.0	0.0
c. Government	0.0	10.0	0.0	0.0
d. Non-profit sector	11.0	0.0	0.0	0.0
e. Unemployed	11.0	8.0	0.0	0.0
f. Unknown	1.0	71.5	27.0	3.0
21. For those <u>minorities</u> who left the firm, the approximate percentage of their new employment status is:				
a. Another law firm	33.0	42.5	17.5	6.8
b. In-house counsel	0.0	34.0	15.0	0.0
c. Government	0.0	0.0	0.0	0.0
d. Non-profit sector	0.0	2.3	0.0	0.0
e. Unemployed	0.0	1.3	0.0	0.0
f. Unknown	67.0	75.3	35.0	0.0

** omitted due to insufficient data

‡ less than 75% population response

2011 CULTURAL AWARENESS & INCLUSION SCORECARD - Section 2

Total Firm

National Groups X-XIII Combined - Firms (20 members)

Client Management

For the period 1/1/2010 through 12/31/2010

	Your Firm	# of Responses	% of Group Resp. - Yes
1. The request for diversity data from the firm's top 50 clients (by gross revenue) in the past 2 years has:		20	
a. Decreased			5.0
b. Not changed			20.0
c. Increased by up to 25%	X		60.0
d. Increased more than 25%			15.0
e. Other			0.0
2. One or more of your firm's top 50 clients (by gross revenue) have mandated a staffing change to reflect a more diverse team	Yes	19	10.5
3. The following individuals within the firm respond to requests for diversity data:		20	
a. Diversity Administrator			50.0
b. Executive Director			10.0
c. Finance department	X		50.0
d. Human Resources department	X		70.0
e. Recruiting department	X		45.0
f. Practice/Business development department	X		30.0
g. Marketing department	X		65.0
h. Diversity committee	X		35.0
i. Other			20.0
4. The firm has attended diversity conferences sponsored by clients	Yes	20	75.0
5. The firm has retained, or is considering retaining, outside consultants to conduct a cultural assessment of the firm	No	20	25.0

	Your Firm	Group		
		1st Qtle	Median	3rd Qtle
6. The percentage of the firm's clients that have requested diversity information about their client teams	0.6	15.0	10.0	1.0
7. For the clients that request diversity data, the percentage of the firm's US-revenue that this represents	0.1 ‡	20.0	10.0	3.0
8. If the firm lost clients due to the diverse staffing mix on the client team, the potential loss in US-revenue (000's)	‡	\$0	\$0	\$0

** omitted due to insufficient data
‡ less than 75% population response

2011 CULTURAL AWARENESS & INCLUSION SCORECARD - Section 2

Total Firm m

National Groups X-XIII Combined - Firms (20 members)

Self-Identified LGBT Individuals

For the period 1/1/2010 through 12/31/2010

	Your Firm	# of Responses	% of Group Resp. - Yes	
1. The firm's diversity mission statement covers sexual orientation and gender identity/expression	No	20	85.0	
2. The firm currently tracks self-identified LGBT individuals with:		20		
a. Human Resources system(s)			60.0	
b. Employment Satisfaction Survey(s)			0.0	
c. Does not track			25.0	
d. Other	X		20.0	
3. The firm actively engages in the following recruiting efforts directed towards self-identified LGBT individuals:		20		
a. Participation with law school student LGBT associations			50.0	
b. Attendance at LGBT conferences	X		90.0	
c. Advertise in publications directed towards LGBT individuals (e.g., the Advocate)			20.0	
d. None			5.0	
e. Other			30.0	
4. Percentage of the firm's recruiting budget allocated towards LGBT individuals:		20		
a. < 2%			30.0	
b. 2 - 5%			5.0	
c. > 5%			0.0	
d. The firm does not allocate funds towards specific groups of individuals	X		40.0	
e. None			5.0	
f. Other			20.0	
5. Percentage of the firm's diversity initiatives budget allocated towards the inclusion of LGBT individuals:		20		
a. < 5%			25.0	
b. 5 - 10%			20.0	
c. > 10%			15.0	
d. None			0.0	
e. Other	X		40.0	
6. The firm currently participates in the Corporate Equality Index Survey (produced by the Human Rights Campaign)	No	19	68.4	
7. The firm provides domestic partner benefits	Yes	20	100.0	
8. The firm plans to provide transgender inclusive health insurance benefits by 2012	No	19	31.6	
9. The firm grosses up wages for employees who receive health benefits for a domestic partner that does not qualify as a tax dependent to offset the additional imputed income tax	No	20	15.0	
		Group		
	Your Firm	1st Qtle	Median	3rd Qtle
10. The percentage of the following classes include individuals self-identified as LGBT:				
a. Partners	2.5	2.8	2.0	1.0
b. Non-partner attorneys	4.7	2.5	1.3	1.0
c. Non-attorney staff	‡	2.4	1.0	0.4

** omitted due to insufficient data

‡ less than 75% population response

2011 CULTURAL AWARENESS & INCLUSION SCORECARD - Section 2

Total Firm m

National Groups X-XIII Combined - Firms (20 members)

Individuals with a Disability

For the period 1/1/2010 through 12/31/2010

	Your Firm	# of Responses	% of Group Resp. - Yes
1. The firm's diversity mission statement covers individuals with a disability	No	20	85.0
2. The firm currently allows for the tracking of individuals to self-identify as an individual with a disability	No	20	55.0
3. The firm actively engages in the following recruiting efforts directed toward individuals with a disability:		18	
a. Financial support of organizations such as Deafattorneys.org, American Association of Visually Impaired Attorneys, and the National Association of Law Students with Disabilities			5.6
b. Participation at the ABA's National Conference on Employment of Lawyers with Disabilities			0.0
c. Participation at IMPACT: Career Fair for Law Students and Attorneys with Disabilities			0.0
d. Participation in outreach events targeted towards disabled veterans (i.e., wounded warriors)			11.1
e. None	X		83.3
f. Other			11.1
4. Percentage of the firm's recruiting budget allocated toward sourcing individuals with a disability:		19	
a. < 2%			10.5
b. 2 - 5%			0.0
c. > 5%			0.0
d. The firm does not allocate funds towards specific groups of individuals	X		42.1
e. None			26.3
f. Other			21.1
5. The firm has provided the following technology accommodations for individuals with a disability:		19	
a. Provide computers that have larger screens, larger font and/or touch screen capabilities			73.7
b. Voice recognition software	X		36.8
c. Ergonomical keyboards and mice, split keyboards and/or roller ball mice	X		78.9
d. Ear pieces			47.4
e. None			5.3
f. Other			21.1
6. The firm has provided the following accommodations for individuals with a disability:		19	
a. Office furniture (i.e., ergonomic furniture, stand-up desks, desk risers)	X		94.7
b. Parking accommodations			68.4
c. Adjustments to restrooms			47.4
d. Adjustments to work schedules			73.7
e. Automatic doors			36.8
f. None			0.0
g. Other			10.5

** omitted due to insufficient data

‡ less than 75% population response

National Groups X-XIII Combined - Firms (20 members)

Individuals with a Disability (Continued)

For the period 1/1/2010 through 12/31/2010

	Your Firm	Group		
		1st Qtle	Median	3rd Qtle
7. The percentage of the following classes include individuals self-identified as an individual with a disability:				
a. Partners	‡	1.2	0.2	0.0
b. Non-partner attorneys	‡	1.1	1.0	0.4
c. Non-attorney staff	‡	1.4	0.2	0.0

** omitted due to insufficient data
 ‡ less than 75% population response

APPENDIX

Guide to Interpreting the Statistics Presented in this Report

The statistics reported in the PricewaterhouseCoopers 2011 Cultural Awareness & Inclusion Scorecard include quartile and median group information based on the number of members in each comparison group. As such, the PwC Survey results are generated and presented in the Final Reports using Microsoft® Excel worksheet functions.

Median Value

The middle value of a set of numbers arranged in descending order. The median, unlike the mean, is not affected by extreme data values. The median divides the data so that half of all the data items are greater than or equal to the median.

Remarks:

- If a range of numbers contains empty cells, those values are ignored; however, cells with the value zero are included.
- If there is an even number of values in the set, then the median returns the average of the two values in the middle.

Quartile Values

Any of three points that divide an ordered distribution into four parts each containing one-quarter of the values.

One-fourth of the data lies above the first quartile (hence three-quarters below it). Similarly, one-quarter of the data lies below the third quartile (hence three-quarters above it). The first and third quartiles are the medians of the lower half and upper half of the data.

Remarks:

- A quartile is a number or cutoff, and not a range of values. Your Firm may be above or below the first quartile, but not in the first quartile.
- The second quartile is by definition the median.

Example

The Midwest comparison group includes 11 members. The average Diversity Administrator base salary values are sorted in descending order and the median and quartile values are determined as follows:

Firm Value:	Firm Rank:	
\$120,000	1	
115,600	2	
110,350	3	
100,665 ←	4	<i>\$105,508 - Represents the value at the first quartile; 3.5 represents the entry point to the top 25%</i>
92,500	5	
88,600 ←	6	<i>\$88,600 - Represents the value at the median; 6.0 represents the entry point to the top 50%</i>
71,000	7	
62,300	8	
60,750 ←	9	<i>\$61,525 - Represents the value at the third quartile; 8.5 represents the entry point to the bottom 25%</i>
55,000	10	
51,000	11	

Note: If your firm is ranked 12th in the above example, then your firm is NOT a member of the comparison group and falls below all 11 firms included in the group.