



DIVERSITY AMONG ASSOCIATES IN 20 OF CALIFORNIA'S LARGEST LAW FIRMS

SECTION 1: AFRICAN AMERICAN ASSOCIATES

The rank and grades in this section are based on a curve. An "A" requires 5% of population parity or better. A "B" requires a minimum of 3.5%. A "C" requires a minimum of 2%. A "D" requires a minimum of 1%.

Rank	Law Firm	Number of Associates	Number of African American Associates	Percentage	Grade
1	Bingham McCutchen LLP	159	11	6.91	A
2	Jones Day	133	6	4.51	B +
3	Orrick Herrington & Sutcliffe LLP	214	9	4.2	B
4	Heller Erhman LLP	194	8	4.12	B
5	Paul Hastings, Janofsky & Walker	808	32	3.96	B
6	Allen Matkins Leck Gamble Mallory & Natsis LLP	106	4	3.77	B
7	Skadden Arps Slate Meagher & Flom LLP	160	6	3.75	B -
8	Pillsbury Winthrop Shaw Pittman LLP	175	6	3.42	C +
9	Sheppard Mullin Richter & Hampton LLP	179	6	3.35	C
10	Morgan Lewis & Bockius LLP	154	5	3.24	C
11	Wilson	314	10	3.18	C

	Sonsinin Goodrich & Rosati				
12	Gordon Rees LLP	100	3	3.0	C
13	O'Melveny & Meyers	742	19	2.56	C
14	Thelen Reid Borwn Raysman & Steiner LLP	122	3	2.45	C
15	Latham & Watkins	477	11	2.3	C -
16	DLA Piper Rudnik	176	4	2.27	C -
17	Morrison & Forester LLP	323	7	2.16	C -
18	Sedewick Detert Moran & Arnold	242	5	2.06	C -
19	Cooley Godward Kronish LLP	203	4	1.97	D +
20	Gibson Dunn & Crutcher LLP	245	4	1.63	D

SECTION 2: LATINO ASSOCIATES

The rank and grades in this section are based on a curve. An "A" requires 80 % of population parity e.g. 27% or better. A "B" requires a minimum of 12%. A "C" requires a minimum of 5%. A "D" requires a minimum of 2%.

Rank	Law Firm	Number of Associates	Number of Latino Associates	Percentage	Grade
1	Allen Matkins Leck Gamble Mallory & Natsis LLP	106	10	9.4	C +
2	Morrison & Forester LLP	323	28	8.66	C
3	Orrick Herrington & Sutcliffe LLP	214	14	6.54	C
4	DLA Piper Rudnik	176	11	6.25	C
5	Morgan Lewis	154	9	5.84	C

	& Bockius LLP				
6	Thelen Reid Borwn Raysman & Steiner LLP	122	7	5.73	C
7	Latham & Watkins	477	24	5.03	C -
8	Sheppard Mullin Richter & Hampton LLP	179	9	5.02	C -
9	Cooley Godward Kronish LLP	203	10	4.92	D +
10	Jones Day	133	6	4.51	D
11	Bingham McCutchen LLP	159	7	4.4	D
12	Wilson Sonsinin Goodrich & Rosati	314	13	4.14	D
13	Heller Erhman LLP	194	8	4.12	D
14	O'Melveny & Meyers	742	33	4.08	D
15	Pillsbury Winthrop Shaw Pittman LLP	175	7	4.0	D
16	Gibson Dunn & Crutcher LLP	245	9	3.67	D
17	Paul Hastings, Janofsky & Walker	808	25	3.09	D
18	Gordon Rees LLP	100	3	3.0	D
19	Sedewick Detert Moran & Arnold	242	7	2.89	D
20	Skadden Arps Slate Meagher & Flom LLP	160	4	2.5	D -

SECTION 3: ASIAN AMERICAN ASSOCIATES

Based on the reported associate data for thirteen of the study's law firms, Asian American associates are the *only* minorities that have achieved representation that mirrors or exceed population parity.

Seven of the study's law firms have not achieved population parity for African Americans, Latinos, Asian Americans and Native Americans. While representation of Asian Americans is higher than that of African Americans, Latinos and Native Americans among these seven firms it does not mirror or exceed population parity.

Rank	Law Firm	Number of Associates	Number of Asian American Associates	Percentage
1	Wilson Sonsinin Goodrich & Rosati	314	85	27.07
2	Skadden Arps Slate Meagher & Flom LLP	160	41	25.62
3	Morgan Lewis & Bockius LLP	154	36	23.37
4	Morrison & Forester LLP	323	69	21.36
5	Latham & Watkins	477	101	21.17
6	Pillsbury Winthrop Shaw Pittman LLP	175	37	21.14
7	Cooley Godward Kronish LLP	203	36	17.73
8	Heller Erhman LLP	194	34	17.52
9	DLA Piper Rudnik	176	28	15.90
10	Orrick Herrington & Sutcliffe LLP	214	32	14.95
11	Bingham McCutchen LLP	159	23	14.46
12	Allen Matkins Leck Gamble Mallory & Natsis LLP	106	15	14.15
13	Gordon Rees	100	13	13.0

	LLP			
14	Gibson Dunn & Crutcher LLP	245	27	11.02
15	Thelen Reid Borwn Raysman & Steiner LLP	122	13	10.65
16	Jones Day	133	13	9.77
17	Paul Hastings, Janofsky & Walker	808	75	9.28
18	Sheppard Mullin Richter & Hampton LLP	179	15	8.37
19	O'Melveny & Meyers	742	62	8.35
20	Sedewick Detert Moran & Arnold	242	20	8.26

SECTION 4: NATIVE AMERICAN ASSOCIATES

Of the twenty laws firms surveyed only six of have Native American associates.

- At Jones Day 1 of 133 associates is Native American.
- At Paul Hastings, Janofsky & Walker 1 of 808 associates is Native American.
- At Sedewick Detert Moran & Arnold 1 of 242 associates is Native American.
- At Cooley Godward Kronish LLP 1 of 242 associates is Native American.
- At Sheppard Mullin Richter & Hampton LLP 2 of 179 associates are Native American.
- At DLA Piper Rudnik 2 of 176 associates are Native American.

SECTION 5: RECOMMENDATIONS

Greenlining recommends that majority-owned law firms remove barriers to the full participation of minorities in the legal profession and that senior partners take the lead in this endeavor.

Greenlining recommends that majority-owned law firms foster a culture that is empowered by differences by creating a top-down diversity training system to build awareness and understanding within the firm.

Greenlining recommends that majority-owned law firms focus on developing a strong pipeline program that starts as early as elementary school; the pipeline program will create initiatives to ensure that young students have the tools and resources they will need to attend law school.

Greenlining recommends that majority-owned law firms create stronger mentoring programs (i.e. partners mentoring and guiding new associates).

Greenlining recommends that majority-owned law firms proportionally promote minority attorneys to partner.

Greenlining recommends that majority-owned law firms create a plan to ensure that all minority attorneys get substantial and significant client visibility, so that they can develop their own book of business.

While Greenlining believes that none of the data relating to majority-owned law firms should be included as part of supplier diversity, we have previously submitted criteria to the California Public Utilities Commission that it might allow for a modification of the present 51% standard for majority-owned law firms, as part of hearing or a separate rulemaking, but only if majority-owned law firms are required to:

1. Establish significant goals and achievements for minorities, both at the associate, equity partner and non-equity partner levels;
2. Develop a specific targeted recruitment programs, that focus on increasing the pipeline of minorities into the legal profession beginning with students in junior high school or above;
3. Give minority attorneys substantial responsibility in utility cases with the intention of preparing them to, if they wish, form minority-owned law firms that can represent the utilities in the future;
4. Develop and commit significant resources to a pro bono program designed to address the needs of underserved communities.