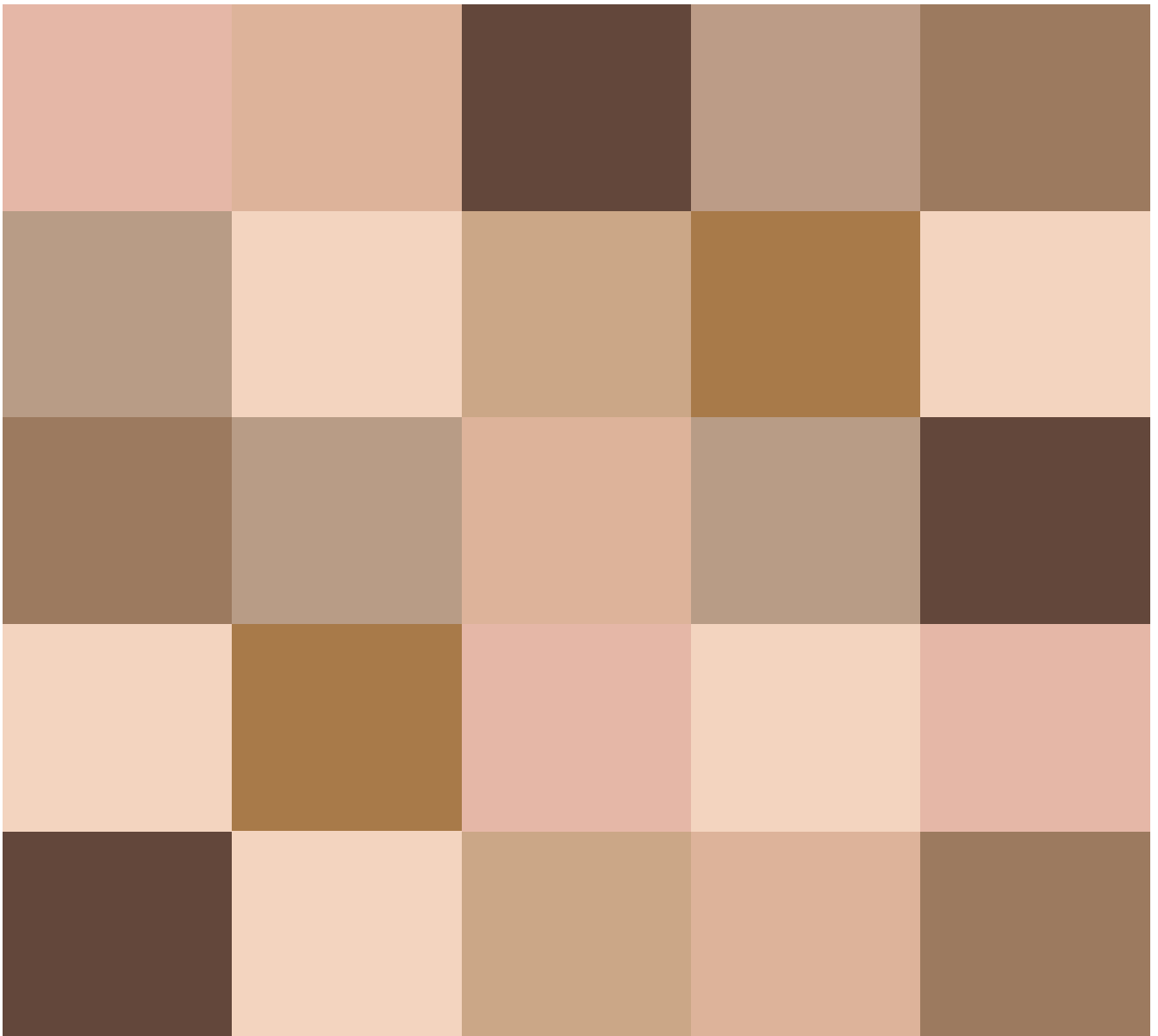

Diversity & Inclusion

2017 ANNUAL REPORT





Davis Wright Tremaine LLP is a national, full-service business and litigation law firm representing clients located in the United States and around the world.

The firm was founded on a simple guiding principle:

to provide clients with high-value legal services customized to their particular needs. Today the firm has grown to include more than 550 attorneys and nine offices, covering a wide range of practice and industry areas.



DAVIS WRIGHT TREMAINE

“Innovative Law Firm of the Year”
BY ILTA FOR SECOND CONSECUTIVE YEAR

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Dear Clients & Friends,

Every day, we see confirmation that diversity and inclusion have become essential to the success of every institution in our society. Our goal is to make diversity and inclusion part of the fabric that defines our law firm. We still have work to do, but we are making terrific progress.

This past year, we took on new leadership roles at the national, regional, and local levels. In particular, we made great strides in helping women lawyers advance their careers and in developing the talents of lawyers of color.

We continue to refine our strategies for recruiting, hiring, and retaining the best diverse lawyers in the country. It's not enough to just hire diverse lawyers. We are putting structures and support systems in place to ensure that all attorneys, including diverse attorneys, are acknowledged, included, and valued as part of any team they are working on. We also are sharing our experiences with others in hopes of making broader impacts within the legal community. In the process, we are raising the visibility and reputation of our firm as a national leader in diversity and inclusion.

Businesses, including law firms, are getting better at understanding the tangible benefits of having a diverse workforce. We are no different. By enhancing our efforts to engage and embrace diversity within our firm, we become more accomplished in every facet of our work and provide better service to our clients.

An inclusive law firm is an innovative law firm, and we are committed to being both. We appreciate your continued support in these important efforts.

Sincerely,

Jeff and Portia

Right Page:

Jeffrey P. Gray, Managing Partner and
Portia R. Moore, Partner, Chair, D&I Committee



Leading the Way

Our commitment to diversity and inclusion is shown with our diverse workforce and begins with leadership.

50%

of the executive management committee is diverse*

72%

of the attorney evaluation committee is diverse*

54%

of practice group chairs are diverse*

50%

of our U.S. partners-in-charge are diverse*

*Diverse includes women, minorities, and LGBT in the U.S.



DWT's "Project W" Promoting Business Success for Women

"We need more women who are running companies, who will put women on their boards and make sure women in their workforces get paid equally for equal work."

— Lynn Loacker



PROJECT W

HELPING WOMEN SUCCEED

Davis Wright Tremaine's internal commitment to supporting and promoting women continues to deliver strong results. As noted elsewhere in this report, DWT has been nationally recognized for its achievements in advancing women to leadership and providing workplace policies that support the success of our women lawyers.

Even so, in the world of Big Law the bar is set relatively low for these accomplishments. The legal industry is among those that have not yet accelerated the advancement of women in proportion to their numbers. Frustrated by this situation, one of our firm's successful women leaders, New York partner-in-charge Lynn Loacker, determined that a strategic way to address the problem would be to help foster greater success for women in the business world at large.

"We need more women who are running companies," she says, "who will put women on their boards and make sure women in their workforces get paid equally for equal work. Maybe they'll also be inclined to hire more women as their professional

service providers." With that vision, Lynn has helped spearhead the launch of Project W, a dynamic, multifaceted campaign on the part of Davis Wright Tremaine to help women advance their careers, launch successful companies, and achieve parity in the workplace.

With its center of gravity in New York and ongoing expansion to other cities, Project W encompasses a wide variety of efforts across industries as well as multiple partnerships with smart, innovative organizations.

"Among its many benefits," says Lynn, "Project W is providing leadership opportunities and exposure for many outstanding women lawyers at our firm."

Here is just some of what Project W has been up to:



WOMEN ENTREPRENEURS BOOT CAMP (WEB)

WEB provides business, legal, and practical guidance to help women entrepreneurs succeed. Launched in April 2016 with an inaugural class of 30 diverse, women-led companies, the daylong boot camp delivered clear, usable advice from a highly regarded faculty—nearly all of them women. Topics covered included: how to best present your value proposition; building a team, from founders to management structure; and demystifying fundraising. Participants included creative entrepreneurs from such diverse industries as fashion, tech, life sciences, and more.

The sole male presenter at the event, Jake Dunlap of sales consulting firm Skaled, was so impressed by what he experienced at WEB that he published an article about the event in the widely read online magazine VentureBeat. He observed that the women at WEB showed a “sense of societal purpose” to their ventures and “an authentic desire to help, share, and be honest about one another’s businesses” that stood in contrast to the “normal ‘boys’ club’ startup events.”

Lynn couldn’t agree more. “As I’ve gotten into these startup and tech communities, I’ve seen that women really want to help other women. I was so surprised when I first starting going to meetups and the women would ask: ‘What can I do for you? How can I help you?’ I never got asked that by a man at a networking event.”

Several of the initial WEB participants have gone on to successfully present at startup incubators and showcases. Two of the companies, both in the life sciences arena, have received seed funding and credit their WEB experience with helping them reach that milestone.

The popularity of the boot camp and the expressed desire of participants for a deeper dive into specific, critical issues, led to the creation of an ongoing series of bimonthly WEB workshops that take advantage of DWT lawyers’ expertise on subjects such as choosing the right entity for your business, dissecting a term sheet, and using trademark and copyright law to protect your brand. These sessions, which are open to all entrepreneurs, regardless of gender, have attracted more than one hundred attendees. When the workshops are over, course materials are posted online for all to use. At the May 2017 conclusion of the series, 16 DWT lawyers—most of them associates and counsel—will have presented at these workshops.





WiN discussion with Kathryn Kolbert and Nathalie Molina Niño



WOMEN IN NONPROFIT (WiN) NETWORK

It's well-known that women excel in the nonprofit sector. To help further their progress, and to provide a forum for women to connect, share ideas, and develop relationships, DWT launched the Women in Nonprofit (WiN) network. The network leverages the contacts and expertise of the firm's highly regarded tax-exempt organizations practice, many of whose members are women—including J.J. Leitner, who is leading the WiN effort in New York.

Two events drew women from across the nonprofit spectrum to our New York office during 2016. One was a "Fireside Chat" with Kathryn Kolbert, director of the Athena Center for Leadership Studies at Barnard College and a pre-eminent public interest lawyer specializing in women's reproductive rights who argued the landmark case *Planned Parenthood v. Casey* before the U.S. Supreme Court, and Nathalie Molina Niño, co-founder of the Entrepreneurs@Athena program, which provides resources and advocacy for women entrepreneurs.

A second event focused on STEM education for girls. It featured two tireless STEM advocates: Jessica Lawrence Quinn, CEO of NY Tech Alliance, a nonprofit organization supporting New York's tech community, and Joanna Geraghty, president of the JetBlue Foundation, which supports aviation-related education and community outreach with a focus on STEM education, particularly for girls and underserved populations.

The programs have been so well-received that DWT expanded its WiN gatherings to Washington, D.C. Spearheaded by Courtney Stout (who has since left the firm), with assistance from Lisa Zycherman and Alison Schary, WiN launched in Washington with an event in February 2017 attended by nearly 70 guests and featuring a conversation between Courtney and Patty Mullahy Fugere, co-founder and executive director of the Washington Legal Clinic for the Homeless.

HELPING BRING FINTECH WOMEN TOGETHER

Considering the well-chronicled struggles that the tech and financial services industries have had with gender and diversity, it is perhaps surprising to note that women can be widely found in key positions in the FinTech industry. Those women now have a place to gather and exchange insights, thanks to the **FemTech Leaders** community. Driven by two lawyers in DWT's consumer financial services practice, Allison May and Julia Dempewolf, in collaboration with FinTech executive Ghela Boskovich, the FemTechLeaders meetup group convened at our New York office in January 2016. We've hosted multiple meetups since and drawn scores of enthusiastic participants.

"I don't think the importance of these kinds of events can be overstated," wrote Allison, in a blog post about the meetup on FemTechLeaders.com. "While I'm well aware of the sobering statistics around the number of women in financial services and technology, I confess I sometimes find those numbers hard to believe. I've had the privilege of working with countless women as colleagues and clients, and inevitably they bring to the table precisely the kind of thinking this new and evolving space calls for—they are questioners, disruptors, problem solvers. If I were of the mind to make sweeping generalizations about gender, I might say that such outsider thinking is natural for women. And so seems to be the impulse to seek and build community."

EXPANDING THE COALITION OF WOMEN'S INITIATIVES IN LAW

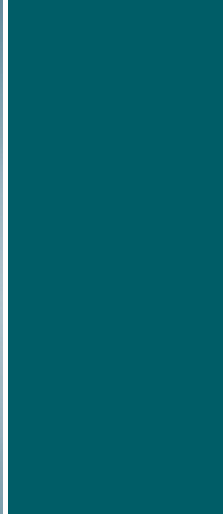
The Coalition of Women's Initiatives in Law is a nonprofit membership association bringing together women's initiatives in law firms and companies of all sizes. The coalition was founded by a group of Chicago-area law firms nearly a decade ago and last year, with leadership from Laura Sack, a partner in our Employment Services Group, the coalition expanded to New York. As part of the launch of the new chapter, DWT's New York office hosted an event in May called "Pick Me: Critical Self-Promotion Skills That Won't Offend."



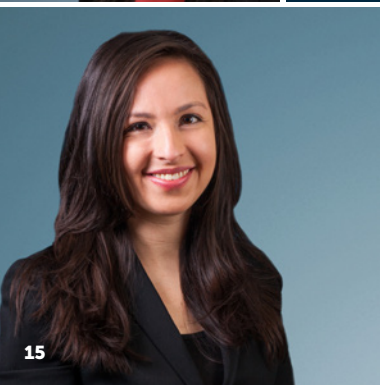
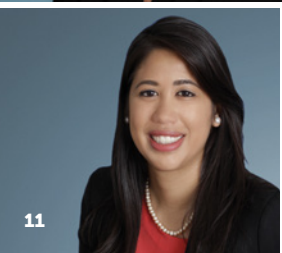
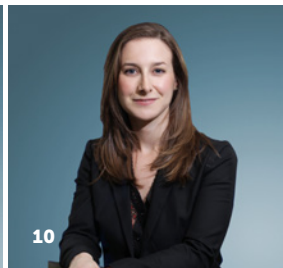
Fireside chat and discussion with Ramona Ortega



Springboard Enterprises Dolphin Tank® program



PROJECT W LEADERS



Project W has partnered with numerous other organizations to create important opportunities for women, including:

- **Springboard Enterprises.** DWT played host in September to a Dolphin Tank organized by this well-known accelerator for women-led, technology-oriented businesses. DWT associate Christina Chan served on the panel and six women-owned companies presented. Dolphin Tanks provide entrepreneurs with experience making a two-minute pitch and connect them with experienced people who provide helpful feedback and connections. Later in 2016, Springboard held a Dolphin Tank at Microsoft's corporate headquarters, which drew existing Springboard companies from around the country who had or could have some strategic connection with Microsoft. On behalf of DWT, Bonnie MacNaughton, Heather Wight-Axling and Christina Chan hosted a happy hour where these entrepreneurs networked with Microsoft decision-makers, DWT lawyers, and others in an informal setting. Under the leadership of Lisa Zycherman, DWT hosted another Springboard Dolphin Tank at our D.C. office in May 2017. Erica Wilson, Rebecca Cross, and Nicole Giuntoli will be bringing a Dolphin Tank to our San Francisco office in July and Heather Wight-Axling and Christina Chan will host a Seattle Dolphin Tank later in the year.
- **New York Fashion Tech Lab.** For several years DWT has had a relationship with this incubator, which supports women-led, early- and growth-stage fashion-focused technology companies. DWT partner Roxanne Elings, who serves many fashion companies in her intellectual property practice, helps coordinate an annual event in which DWT lawyers offer tips to the current class of entrepreneurs on a host of critical legal and business issues.

Left Page: 1. Erica Wilson 2. J.J. Leitner 3. Allison May 4. Bonnie MacNaughton 5. Roxanne Elings 6. Jisoo Kim 7. Christina Chan 8. Heather Wight-Axling 9. Laura Sack 10. Lisa Zycherman 11. Nicole Giuntoli 12. Christina Kim 13. Rebecca Cross 14. Lynn Loacker 15. Julia Dempewolf

- **SheWorx.** DWT has partnered with this highly regarded global community of women entrepreneurs to host a number of breakfast roundtables and two investor summits—one in New York and one in San Francisco. Many of our women lawyers, including Jisoo Kim, Christina Kim, Christina Chan, Jaya Kasibhatla, Judy Deng, Rebecca Cross, and Nicole Giuntoli, have represented DWT at these events.
- **New York Civil Liberties Union.** In March 2016, DWT was pleased to host a panel discussion on “The State of Women’s Equality in New York,” organized by the New York branch of the ACLU. The firm has also sponsored ongoing focus group discussions meant to set NYCLU’s strategic direction on women’s rights issues.



Collaboration with SheWorx





Leading an Innovation Transformation

“Having a broad base of diversity on the team helps us make sure we aren’t myopic in our approach.”

– Jay Hull



Jay Hull | Chief Innovation Partner



Lawton Penn | Head of DWT De Novo

Four years ago, DWT launched a new innovation and consulting team to improve the firm’s internal processes and find better ways to serve clients.

What began as an experiment grew into an R&D lab and is now a core part of the firm’s long-term strategy. DWT De Novo, as the group is called, has helped the firm become more efficient and responsive. The team has also partnered with multiple clients to rapidly prototype new solutions that help resolve legal counsel’s most persistent challenges.

Two partners, Jay Hull and Lawton Penn, lead the team. Jay is focused primarily on embedding innovative service-delivery techniques into the firm’s everyday practice; Lawton focuses primarily on engaging with clients to develop solutions tailored to their evolving needs.

“To me, it’s really fun to look for better ways to do things,” says Jay. “Just to say: ‘I wonder if we really need that step?’ With technology, alternative staffing, and process improvement, we’re making our operations faster, smarter, and less expensive. The goal is to bring a fresh and unconventional eye to how we work—which is what diversity is all about.”

Lawton says DWT De Novo was founded on the principle that legal excellence is essential, but not enough.

She explains: “You can provide the right legal answer only to find that you have not actually solved the client’s problem. A legal solution is typically only one step along the way to a business solution. And to achieve that, you need to bring people other than lawyers to the table and leverage a far greater set of tools.”

In other words, diverse skill sets and perspectives are central to the De Novo mission. So it’s no surprise that De Novo’s highly effective team is also majority diverse.

Diverse DWT De Novo team members include:

Michael Callier, an attorney and legal process strategist, who focuses on complex systems and performance enhancement.

Ginni Chen, formerly a litigator and business development specialist for a legal tech startup, who specializes in alternative legal staffing.

Mia Daughenbaugh, a legal solutions analyst, who provides project management.

Denise Farr, the firm's director of Practice Support and e-Discovery Solutions, who finds myriad ways to leverage technology for clients.

Gerald Glover, a graduate of Suffolk University Law School's legal technology and innovation program and formerly a business analyst at contract management software provider Exari.

Vedika Mehera, a legal solutions architect, who provides program management and data analysis for De Novo clients.

Jeff Sabado, the firm's director of Technology Solutions, who was recognized as 2016 "IT Professional of the Year" by the International Legal Technology Association.

Amani Smathers, a lawyer and legal solutions architect, who was an early participant in the ReInvent Law program at Michigan State University College of Law.

Kimberly Sully, the firm's director of Information Services, who has a strong focus on the interface of technology with people.

"We try to practice the principles of design thinking, or 'user-centered design,' in our De Novo work," says Jay. "One of the key practices of design thinking is to get input from several perspectives on a problem. Seeing the challenges from diverse perspectives helps identify potential solutions. Having a broad base of diversity on the team helps us make sure we aren't myopic in our approach."

The value of De Novo's projects has been borne out through expanded client relationships and major new engagements.

De Novo's success has also been widely recognized by the industry. The International Legal Technology Association, citing the "great business value and transformational impact" of De Novo projects, named Davis Wright Tremaine "Innovative Law Firm of the Year" each of the past two years—an unprecedented accomplishment. The Financial Times also named the firm a 2016 "Standout" in its highly regarded Innovative Lawyers Awards.

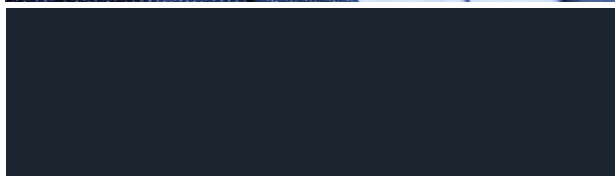
The De Novo team is helping lead a transformation that is touching every part of Davis Wright Tremaine.

"I've long thought, 'Surely there's a more modern, tech-savvy way of delivering legal services,' and with De Novo, we're getting a chance to help recreate the way the legal profession supports business," says Lawton "We're not afraid to question the traditional answers and to pose a whole other set of questions," says Jay. "Law firms have been operating the same way for too long and we're thrilled to be out front in propelling the industry's transformation."

Right Page: 1. Vedika Mehera 2. Denise Farr 3. Gerald Glover
4. Amani Smathers 5. Lawton Penn 6. Jeff Sabado 7. Michael Callier
8. Ginni Chen 9. Kimberly Sully 10. Mia Daughenbaugh



INNOVATION LEADERS



Firmwide Recognition



ONE OF JUST SIX

MEETING THE BENCHMARK

RECOGNIZED FOR EXCEPTIONAL SUCCESS IN PROMOTING WOMEN TO POSITIONS OF LEADERSHIP

For the sixth consecutive year, Davis Wright Tremaine was awarded Gold certification by the Women in Law Empowerment Forum (WILEF), recognizing the significant number of women in top leadership positions at the firm. DWT was one of only six firms nationwide to meet all six of the WILEF Gold Certification benchmarks in 2016.

RANKED BY LAW360

FOR FEMALE REPRESENTATION

NAMED ONE OF THE COUNTRY'S 100 BEST LAW FIRMS FOR WOMEN

In its second annual rankings, the legal news website Law360 published a list of the 100 best U.S. law firms for women. The list was based on each firm's total number of women attorneys as well as the representation of women at the partner and nonpartner levels. DWT was ranked at No. 80, which is comparable to the firm's overall Law360 ranking for total number of attorneys.

ONE OF THE TOP 50

FOR THE THIRD YEAR

NAMED ONE OF THE COUNTRY'S 50 BEST LAW FIRMS FOR WOMEN FOR THIRD YEAR

In recognition of the firm's high numbers of women in leadership positions, family-friendly policies, and success in retaining and promoting women lawyers, Davis Wright Tremaine LLP has been named one of the country's 50 Best Law Firms for Women by Working Mother magazine and Flex-Time Lawyers. This is the firm's third consecutive year on the list. Working Mother and Flex-Time Lawyers co-founded the Best Law Firms for Women initiative in 2007. The annual list recognizes firms that lead the industry in supporting women's business development and career advancement, as well as offering flexible work arrangements, generous parental leave policies, and other important benefits.

A PERFECT SCORE

FROM THE HUMAN RIGHTS CAMPAIGN

NAMED ONE OF THE COUNTRY'S BEST PLACES TO WORK FOR LGBT EQUALITY

For the fourth year in a row, DWT received a perfect score of 100 on the Human Rights Campaign Foundation's annual Corporate Equality Index and was recognized as one of the country's "Best Places to Work for LGBT Equality." The Human Rights Campaign is the nation's largest civil rights organization dedicated to LGBT issues, and it annually researches and rates large U.S. employers on their policies and practices pertinent to LGBT employees. Included in the 40 policies and practices tracked by the Index are: nondiscrimination workplace protections, domestic-partner benefits, transgender-inclusive health care benefits, competency programs, and public engagement with the LGBT community.



Around the Firm

“By financially assisting students of color, the donors of this award have brought us one step closer to equitable representation in the legal workforce. Thank you for this opportunity.”

– Sandra Patlan



HELPING DIVERSE NEW YORK LAW STUDENTS NAVIGATE THEIR CAREER PATH

In 2015, the firm expanded its 1L Diversity Scholarship program beyond the Northwest to include an associate working in the New York office. More than 200 students competed for this single scholarship, submitting applications that included a written statement describing their background and why the scholarship would be personally meaningful. “These young people all had just amazing stories,” says Lynn Loacker, partner-in-charge of the New York office. “Yet we could hire only one. So we kicked it around and thought, ‘What else can we do for these students?’”

That conversation gave birth to a new—and now annual—DWT-hosted reception and panel discussion called “Navigating Your Career Path: A Discussion and Networking Event Focused on Diverse Law Students.” Portia Moore, a partner in our employment services group and chair of the firm’s Diversity & Inclusion Committee, served as moderator for the inaugural event in January 2016.

The students who attended got to network with accomplished attorneys and received firsthand advice on meeting the challenge of excelling as a diverse lawyer in a profession dominated by white males. The distinguished panel included: Deirdre Davis, director of business & legal affairs at Scripps Networks (and former counsel at DWT); Kwaku Andoh, managing director and associate general counsel at JPMorgan Chase; Jose Perez, legal director of LatinoJustice; and Carmelyn Malalis, commissioner and chair of the New York City Commission on Human Rights; as well as DWT associate Danielle Toalton.

At Left: DWT-hosted reception and panel discussion, Navigating Your Career Path: A Discussion and Networking Event Focused on Diverse Law Students.



Chief Justice Madsen (far left) and Justice Gordon McCloud (center) were among the speakers.

HOSTING A DIVERSITY SUMMIT FOR LEGAL EXECUTIVES

Initiative 200, which was passed by the voters of Washington state in 1998, outlawed the use of race in college admissions and also barred state agencies from considering race in hiring. There have been ongoing efforts to repeal the law, so far without success. For its 2016 Legal Executives Diversity Summit, the Washington Initiative for Diversity chose to explore the ramifications of I-200 on law school admissions and develop strategic plans to counter the long-term effects on the legal profession. DWT was a lead sponsor of the event and hosted it at our Seattle office. The event was held in partnership with the law schools at the University of Washington, Seattle University, and Gonzaga University. Speakers included the Honorable Barbara Madsen, chief justice of the Washington State Supreme Court, and fellow justice Sheryl Gordon McCloud.

BRINGING OUR WOMEN LAWYERS TOGETHER IN SAN FRANCISCO

What began informally five years ago as an occasional lunch or happy hour among three San Francisco-based female partners—Allison Davis, Judy Keyes, and Kerry Shea—has evolved into regularly scheduled monthly get-togethers for all of the women lawyers in the office. Socializing remains a big part, but the gatherings also tend to tackle serious stuff. At a recent lunch, the women watched and discussed a series of online lectures from the website LeanIn.org that focused on patterns of workplace gender bias and strategies for navigating them.

The current organizer is Emily Sangi, an associate in our energy and environmental group. She says the purpose of the gatherings is to create a support system for the 18 women lawyers in the San Francisco office, most of whom work in different practice areas. “We are increasing communication across our individual practice groups and forging relationships so future communication among us is easier. The meetings provide an opportunity for associates to learn more about the firm’s administration of the partnership track. They also serve as valuable forums for those of us who participate in DWT diversity programs to report back to the broader group about what we’ve learned.”



Emily Sangi | Associate

BRINGING DWT MINORITY ATTORNEYS TOGETHER

Diverse lawyers, especially junior associates, can sometimes feel isolated within a large law firm. To help overcome this feeling of isolation and promote mentoring, the firm held two “Mix & Mentor” events in Seattle and Los Angeles in 2016, featuring a reception and casual dinner. There was no agenda beyond creating chances for our minority attorneys to become better acquainted—and in some cases, meet for the first time—in a relaxed setting and to create opportunities for them to connect with lawyers at all levels of the firm. The firm’s managing partner, the local partner-in-charge, and many others attended.





Bob Homchick, moderator for AHLA "Convener Sessions"

MODERATING PANEL ON HEALTH CARE COVERAGE FOR TRANSGENDER COMMUNITY

In March 2016, DWT health care partner Bob Homchick moderated a panel discussion on health care coverage and access for the transgender community. It was a timely topic, as federal regulations have been in play that directly affect the legal landscape governing access to and coverage of health care services for the transgender population. The American Health Lawyers Association (AHLA) organized the March 3 panel discussion as one of its "Convener Sessions," which bring together stakeholders and experts from across the health care system to discuss an issue of public import. Homchick has held many roles with AHLA, including serving as chair of the Public Interest Committee and moderator for a number of Conveners. "The goal of a Convener Session is to bring affected stakeholders together in a context that permits the free and open sharing of perspectives and ideas," Homchick said. "It was a lively and fascinating conversation."

JOINING THE LEADERSHIP COUNCIL ON LEGAL DIVERSITY

Boosting diversity in the legal profession requires that those already in positions of leadership be actively committed to the objective. DWT managing partner Jeff Gray recognizes his obligation and is investing his time and energies to meeting it.

This past year he joined the Leadership Council on Legal Diversity (LCLD), putting him at the table with some of the country's most influential corporate chief legal officers and law firm managing partners—all of whom are working together to create a truly diverse legal profession. Brad Smith, president and chief legal officer of Microsoft, is the immediate past chair of the LCLD board.

"I felt like we needed to elevate our voice in this important national conversation," Jeff explains. "Already, I have come away so impressed at the level of dialogue that occurs at LCLD. We talk honestly and boldly about the challenges before us, and discuss strategies for turning those challenges into creative solutions. Our focus is on action and results."

One of LCLD's flagship initiatives is the Fellows program, which provides yearlong training to mid-career attorneys from diverse backgrounds who demonstrate high leadership potential. The program puts the Fellows in direct contact with LCLD members and their circles of influence. In November, DWT co-hosted a Leadership Lunch in Seattle for about a dozen of these Fellows, featuring Jeff and his wife, Salle Yoo, general counsel of Uber Technologies, as guest speakers. They offered an intimate, interactive mentoring session, recounting their career experiences and describing how diversity values manifest within their organizations.

DWT is also participating in LCLD's Pathfinder program, which is designed to develop the networks, careers, and leadership skills of early-career professionals who are considered rising stars. Mark Johnson, an associate in our business and corporate finance practice in Seattle, was selected for the opportunity and is taking part in events this year.



Mark Johnson | Associate





Professor Jerry Kang | Photo Credit: Christelle Nahas

PROVIDING IMPLICIT BIAS AWARENESS TRAINING TO FIRM LEADERSHIP

Without our realizing it, important decisions we make every day can be influenced by racial, ethnic, and gender biases. Even stereotypes and attitudes we consider abhorrent can wield power over our better judgment. Recognizing the perilous consequences that unconscious biases can produce in the workplace, DWT brought together the members of the executive committee, practice group chairs, partners-in-charge, and other firm leaders for a three-hour training on issues of implicit bias.

DWT managing partner Jeff Gray introduced the session, which was led by Professor Jerry Kang, vice chancellor for equity, diversion and inclusion at UCLA. An expert in the the nexus between implicit bias and the law, Kang's knowledge has informed a nationwide campaign to ensure racial and ethnic fairness in state courts. Professor Kang advised that the best tool for countering implicit biases in the workplace is simply knowing where they lurk. He said unconscious biases can affect how a law firm recruits, hires, mentors, assesses performance, allocates work, and provides promotions—in other words, every important milestone within a lawyer's career development and opportunity path. The firm plans to extend the training to partners, associates, and staff.

LAUNCHING A NEW SCHOLARSHIP FOR LGBTQ LAW STUDENTS

As part of our continued effort to build a pipeline of diverse lawyers, in April 2016 DWT announced a new partnership with the Equity Foundation of Oregon to offer a \$5,000 scholarship to an incoming LGBTQ law student. In August, the first winner was announced: Kimberly Koops-Wrabek, a public law and policy fellow at the University of Oregon Law School. Koops-Wrabek has spent much of her life seeking to ensure that everyone has a voice and a seat at the table. She worked in government relations for Planned Parenthood Federation of America in Washington, D.C. Prior to that, she spent two and a half years in the office of Congresswoman Suzanne Bonamici of Oregon, where she worked on pay equity and women's health care issues. Her experience also includes raising funds for the Women's Campaign Fund and She Should Run, and working as a union organizer for SEIU. Said Kimberly: "I'm honored and humbled to receive the Davis Wright Tremaine Equity Scholarship. As a young woman from rural Oregon, I've always dreamed of attending law school at the University of Oregon to continue to make Oregon a more equitable place for every individual, regardless of race, gender, or sexual orientation. This scholarship will help make this dream a reality." The Equity Foundation has since become part of the Pride Foundation and the scholarship is continuing under their auspices.



MAKING STRIDES TO SHRINK THE GENDER GAP

DWT's success in attracting, retaining, and advancing women was highlighted by the Puget Sound Business Journal in a special report on "Legal Best Practices." The story noted DWT's revised employment policies that helped provide for better work-life balance and quoted the firm's director of professional development, Martinelle Cole. "What we're all striving for is a workplace that allows the best talent to stay, one that allows people to have control over their careers," Martinelle told the paper. "We want to give you the tools, opportunity, and platform to be advantageous to everyone, so you can bring your best self to work." A sidebar on DWT's results was headlined "Making Strides to Shrink the Gender Gap."



Martinelle Cole

“What we're all striving for is a workplace that allows the best talent to stay, one that allows people to have control over their careers.”

— Martinelle Cole



Gov. Gregoire and Dean Testy (center) with the Gregoire Fellows

PROMOTING DIVERSITY IN THE SEATTLE LEGAL PROFESSION

DWT is pleased to help underwrite the Gregoire Fellows program at the University of Washington School of Law, which aims to promote and enhance diversity at the school and in the Seattle area's legal community. Nine fellows were named to the entering class in the fall of 2016. They are pictured above with former Washington governor Christine Gregoire and UW law school dean Kellye Y. Testy. Fellows who entered with the inaugural class in 2015 each received a paid summer fellowship this past year at one of seven law firms, including DWT, and in the legal department of one of seven major companies participating in the program, including Microsoft, Amazon, and Starbucks. The fellows also continue to receive ongoing mentorship opportunities with Gov. Gregoire as well as financial assistance for bar exam preparation at the end of their studies.

HELPING MINORITY STUDENTS ATTEND LAW SCHOOL

In 2004, DWT endowed the John Davis Diversity Scholarship at the University of Washington School of Law in honor of the 90th birthday of our firm's founder. The scholarship was established to provide financial assistance to first-year students at the school who are members of minority groups. For the 2016-2017 school year, the scholarship was awarded to Sandra Patlan. She hails from Pomona, Calif., and in addition to attending law school, she volunteers as an interpreter for Spanish-speaking clients of the King County Bar Association's Neighborhood Legal Clinics Program.

In a thank-you letter, Sandra said she chose to attend the University of Washington School of Law "because I believe in its mission to be leaders of the common good. As a first-generation American and the first in my family to attend both college and law school, I understand the increased need for a diverse group of legal representatives in the United States. This award means that I am able to pursue my educational and professional goals not only for myself, but for my family as well. By financially assisting students of color, the donors of this award have brought us one step closer to equitable representation in the legal workforce. Thank you for this opportunity."



Sandra Patlan | 1L



Dino Bovell | Associate

SUPPORTING, AND DRAWING SUPPORT FROM, OTHER AFRICAN-AMERICAN LAWYERS IN NEW YORK

When Macon B. Allen passed the Maine bar exam on July 3, 1844, he became the first black man in the U.S. granted a license to practice law. More than 170 years later, African-American men remain greatly underrepresented in the field. About 60 of these lawyers in New York City have formed a group in Allen's honor called 1844. Meeting once a month, and with an annual retreat, they support one another's professional and personal growth while promoting diversity within the profession. Dino Bovell, a third-year associate in our New York office, is one of the group's members.

"It's the most important thing I'm doing with my legal education right now," he says. "I have made strong bonds with people I met three years ago who I now consider my closest friends. That means I can reach out to senior attorneys and get answers to nuanced legal questions simply by calling a friend."

The connections also have proven beneficial in sourcing business. Dino, who practices employment law, steered a copyright infringement case to DWT based on a relationship he had made through 1844. "What better way to enhance my profile as a junior associate than to demonstrate an aptitude in bringing in clients," he says.



Danielle Frappier participating in a panel discussion on "Closing the Divide"

WORKING TO CLOSE THE DIGITAL DIVIDE

Danielle Frappier founded and leads DWT's nationally recognized practice helping clients participate in the Lifeline and E-rate programs, two of the federal government's main initiatives to provide subsidized, affordable communications services to low-income citizens and schools and libraries. She's aware of the many regulatory and other challenges that stand in the way of digital equality, so she was well-equipped to participate in a panel discussion on "Closing the Divide: How High-Tech Platforms Can Bridge Health, Wealth, and Educational Disparities in the 21st Century." She spoke as part of the Multicultural Media, Telecom and Internet Council's 7th Annual Broadband and Social Justice Summit, held in January 2016 in Washington, D.C. MMTTC is the leading national nonprofit organization advocating for diversity, inclusion, and equal opportunity in media and telecom. Our firm is pleased to be a sponsor of the MMTTC Summit.

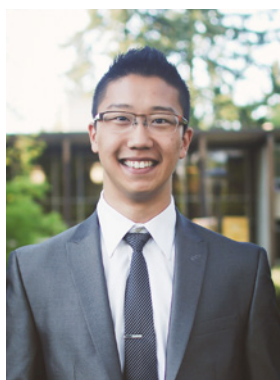
GROWING OUR 1L DIVERSITY SCHOLARS PROGRAM

DWT continues to expand our 1L Diversity Scholars program to additional cities. The program, which first launched in 2002, offers a 10-week summer position, plus \$7,500 for second-year tuition and expenses, to diverse first-year law students who have a record of academic achievement and are committed to civic involvement that promotes diversity. DWT's two largest offices, Seattle and Portland, have hosted the most Diversity Scholars, but we have recently expanded to New York and Los Angeles.

Brent Droze, a student at Seattle University School of Law, joined us in Seattle. He commented:



“Working at DWT as a summer associate was a transformative personal experience. Everyone at the firm, from legal assistants to senior partners, was vested in my development as a law student and future attorney. I thrived in DWT's collegial and collaborative environment.”



Thomas Kim | Arizona State

Thomas Kim, a student at Arizona State University's Sandra Day O'Connor College of Law, joined us in Portland. He said:

“I've had the most fun, rigorous, and rewarding summer here at DWT. From working on a complex litigation case, to having my own pro bono clients, to going jet skiing and exploring the best Portland restaurants and breweries, DWT's summer associate program was everything I had hoped for and some. DWT especially blew me away with the way it actively celebrates diversity, fostering an organic growth of entrepreneurial attorneys who produce innovative legal work and client service.”



Meet the Members of Our Diversity & Inclusion Committee

“Our D&I Committee guides the firm in developing strategies and programs focused on diversifying our ranks of talented attorneys.”

— Sandra Hong



Kristen Bates
ASSOCIATE | Bellevue



Sandra Hong
SENIOR MANAGER OF DIVERSITY
& INCLUSION | Los Angeles



Martinelle Cole
DIRECTOR OF PROFESSIONAL
DEVELOPMENT | Seattle



Everett Jack Jr.
VICE CHAIR,
LITIGATION PRACTICE | Portland



Camilo Echavarria
PARTNER | Los Angeles



Wendy Kearns
CO-CHAIR, TECHNOLOGY,
ADVERTISING, TRADEMARK &
ENTERTAINMENT GROUP | Seattle



G. Roxanne Elings
PARTNER | New York



Jisoo Kim
ASSOCIATE | New York



Jeffrey P. Gray
MANAGING PARTNER | San Francisco



Warren Koons
PARTNER | Bellevue



Portia R. Moore
 PARTNER, CHAIR,
 DIVERSITY & INCLUSION
 COMMITTEE | Seattle



Christopher W. Savage
 CO-CHAIR, COMMUNICATIONS
 PRACTICE | Washington, D.C.



Sanjay M. Nangia
 COUNSEL | San Francisco



Sheehan Sullivan Weiss
 PARTNER | Seattle



Hiroko Peraza
 RECRUITING, DIVERSITY OUTREACH
 RECRUITMENT MANAGER | Portland



Bradley W. Tubbs
 ASSOCIATE | Seattle



Vidhya Prabhakaran
 PARTNER | San Francisco



Giancarlo Urey
 ASSOCIATE | Los Angeles



Bahareh Samanian
 SENIOR MANAGER, ATTORNEY
 RECRUITING INITIATIVES | Seattle



Individual Recognition

“The award also recognizes that DWT has given me the appropriate soapbox to stand on and preach the cause of diversity across the profession.”

– Vidhya Prabhakaran



ZANA BUGAIGHIS HONORED FOR EXCEPTIONAL LGBT LEADERSHIP

DWT’s Seattle office was proud to host the Washington Diversity Council’s inaugural LGBT Roundtable and Awards in June. The event helped participants advance LGBT policies within their organizations and also recognized seven LGBT advocates and leaders, including DWT associate Zana Bugaighis, for their unwavering commitment to equality. Zana led the state of Washington’s LGBT bar association, QLaw, in 2012, partnering with other equality organizations for joint fundraisers and community outreach in the successful campaign to approve same-sex marriage in Washington.



ED DAVIS HONORED BY DRAMATISTS LEGAL DEFENSE FUND

DWT suffered a terrible loss when our New York partner Ed Davis passed away in June 2016. His death was also a terrible loss for his many clients in the media, publishing, entertainment, and other industries, for whom he was a highly prized advocate. One of those clients was a young playwright, David Adjmi, who satirized the iconic television show “Three’s Company” in his play “3C” and was accused of copyright infringement. Representing the playwright pro bono, Ed and a DWT team were able to successfully defend Adjmi from the claim and enable the play to be published and produced—a widely celebrated victory for free expression. As a result of that work, Ed was honored by the Dramatists Legal Defense Fund with its 2016 Defender Award a few months before he passed away.



AMBIKA KUMAR DORAN NAMED ONE OF WASHINGTON STATE’S “MOST POWERFUL AND INFLUENTIAL WOMEN”

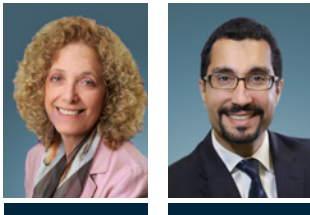
Ambika Kumar Doran, co-chair of our nationally renowned media practice, was honored by the National Diversity Council as one of the “Most Powerful and Influential Women” in Washington state. She and the other honorees, from companies such as Amazon, Avvo, Starbucks, and T-Mobile, were recognized at a breakfast in November.



ROXANNE ELINGS ELECTED TO THE NEW YORK CITY BAR FUND BOARD OF DIRECTORS

Roxanne Elings was elected by the members of the City Bar Fund to serve on its board of directors, joining many pre-eminent lawyers from the leading New York firms and corporations. The City Bar Fund is the 501(c)(3) sister organization of the New York City Bar Association, and houses the City Bar Justice Center, the Cyrus R. Vance Center for International Justice, the Office for Diversity & Inclusion, and the Lawyer Assistance Program.

“As a member of this high-profile board of directors, Roxanne will be involved in setting strategy for the most important initiatives of the New York City Bar,” said our New York partner-in-charge, Lynn Loacker. “These include all the diversity initiatives overseen by the Office for Diversity & Inclusion. Having one of our partners who is deeply committed to diversity in the profession join this important board speaks volumes regarding our firm’s values and priorities.



LAURA HANDMAN AND PETER KARANJIA NAMED “MVPs OF THE YEAR” BY LAW360

Laura Handman and Peter Karanjia, co-chairs of the appellate practice at DWT, were both named to Law360’s list of 2016 “MVPs of the Year.” Handman was one of just five lawyers nationwide on the list for the practice area of Media and Entertainment. Karanjia was one of just three honored for Telecommunications. This was the second year in a row that Karanjia received the recognition. Both lawyers were profiled in feature stories on the widely read legal news site.



BOB HOMCHICK CHOSEN AS A FELLOW OF THE AMERICAN HEALTH LAWYERS ASSOCIATION

Bob Homchick was recognized by the American Health Lawyers Association’s Fellows program for the class of 2016. The program was established to honor AHLA leaders and their “career-long achievements, their contributions and tenure with AHLA, and their continuing service and leadership in the legal profession.” Of the 13,000+ AHLA members, only a small percentage are selected, and fellows include past AHLA presidents, former members of the board of directors, former members of practice group and program planning committees, and other very active members. Bob was on the AHLA board of directors for two terms and has also served as a past chair of the practice group on fraud and abuse, self-referrals, and false claims.



J.J. LEITNER CHOSEN TO PROMOTE DIVERSITY AT THE NATIONAL BAR ASSOCIATION LEVEL

J.J. Leitner, counsel in our tax-exempt organizations practice in New York, was appointed in June to serve on the Diversity and Inclusion Committee of the American Bar Association’s Business Law Section. The mission of the D&I Committee is to lead the section’s efforts to recruit and retain diverse lawyers for active involvement in the work and leadership of the Section. J.J. is also a member of the Business Law Section’s Nonprofit Organizations Committee, and she serves as an advocate for the D&I committee’s initiatives and direction back to that committee as well.



VIDHYA PRABHAKARAN RECOGNIZED WITH MINORITY BAR “UNITY AWARD”

In November, San Francisco partner Vidhya Prabhakaran received a 2016 Unity Award from the Minority Bar Coalition of Northern California. The coalition empowers, encourages, and promotes the interests of minority lawyers and the legal community at large, and the annual Unity Awards recognize attorneys who have been exemplary in supporting that cause. “The ceremony was particularly meaningful for me,” says Vid, who once served as a co-chair of the coalition, “because the award was presented to me by Judge Sunil Kulkarni, who was the first South Asian American state judge appointed in Northern California.”



KELLI SAGER WIDELY RECOGNIZED FOR LEGAL EXCELLENCE

Kelli Sager, a partner in our media and First Amendment practice, is consistently recognized as one of the top professionals in her field. Among the 2016 honors she received:

- Named one of the top IP lawyers in California by the Daily Journal.
- Named one of the top 100 lawyers in California by the Daily Journal.
- Named one of just four “Star Individuals” nationwide in First Amendment Litigation by Chambers USA.
- Honored with the John M. Davis Award, given annually to a Davis Wright Tremaine partner who demonstrates superb knowledge of the law.



ALONZO WICKERS NAMED TO THE HOLLYWOOD REPORTER’S “POWER LIST”

For the sixth consecutive year, Alonzo Wickers, a partner in in our media practice, was named to

The Hollywood Reporter’s annual list of “the top 100 entertainment attorneys in America.”

NEW PARTNERS

- **Rebecca J. Francis** | Litigation | SEA
- **Brian J. Hurh** | Financial Services | WDC
- **Ame Wellman Lewis** | Environmental | PDX
- **Gillian Murphy** | Employment | NY
- **Maya Yamazaki** | Intellectual Property/ Media/Tech | SEA



LAWYERS OF THE YEAR

Best Lawyers named seven DWT women as the top practitioners in their city in their practice area:

- **Pamela Charles** | Tax Law | SEA
- **Laura Handman** | Litigation - First Amendment | NY
- **Barbara Simpson Kraft** | Mergers & Acquisitions Law | ANCH
- **Elizabeth A. McNamara** | Litigation - Intellectual Property | NY
- **Sheila Fox Morrison** | Copyright Law | PDX
- **Rochelle B. Spandorf** | Franchise Law | LA
- **Suzanne K. Toller** | Communications Law | SF

NATIONWIDE LEADERS

Chambers USA recognized six DWT women as among the top practitioners in the country in their practice area:

- **Nancy Felsten** | Advertising: Transactional & Regulatory
- **Laura Handman** | First Amendment Litigation
- **Elizabeth McNamara** | First Amendment Litigation
- **Kelli Sager** | First Amendment Litigation
- **Rochelle Spandorf** | Franchising
- **Linda Steinman** | First Amendment Litigation

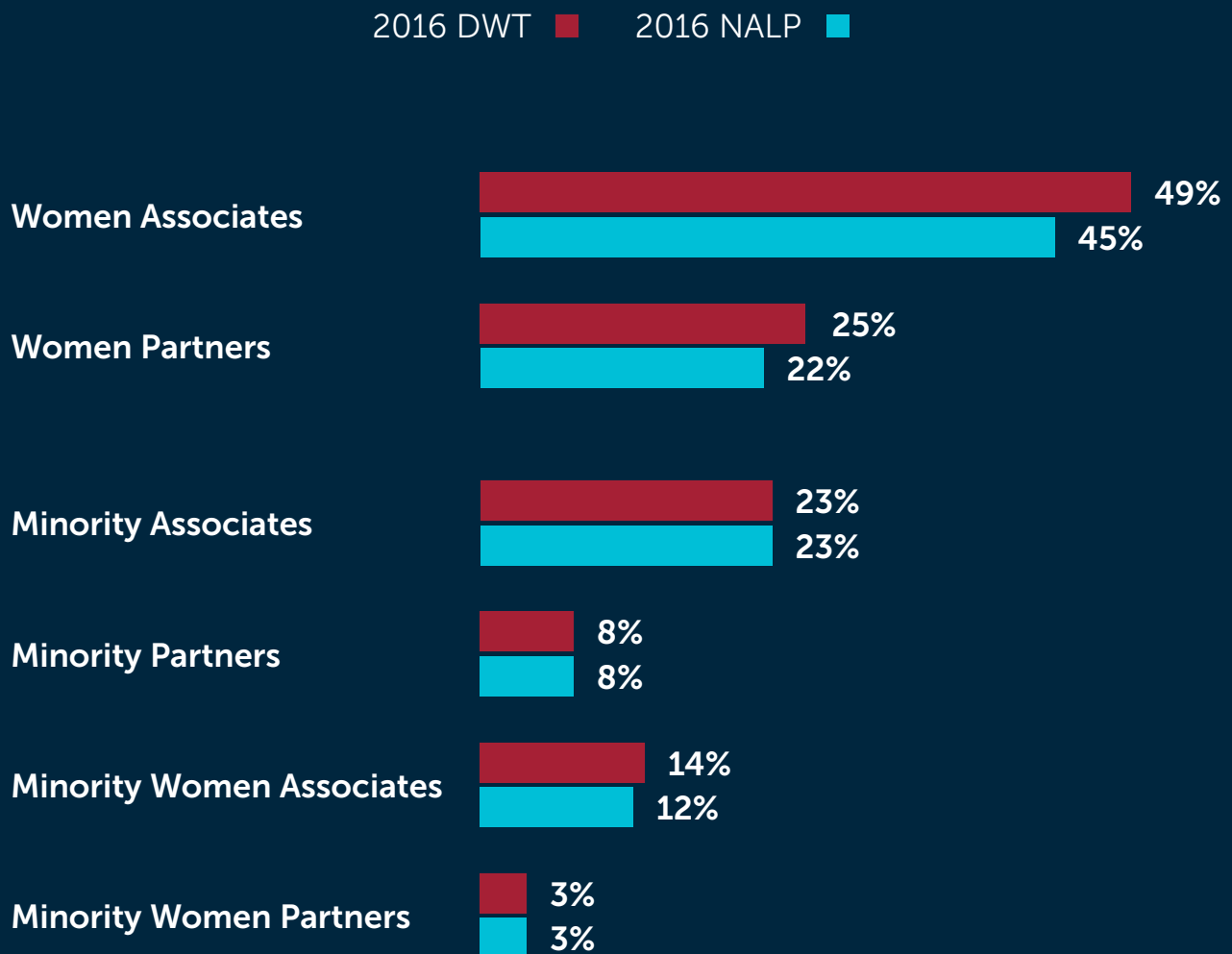
TOP LISTS

Super Lawyers named three DWT women as top legal professionals in their regions:

- **Lisa Marchese** | Top 50 Women Lawyers and Top 100 Lawyers, Washington state
- **Chrys Martin** | Top 25 Women Lawyers, Oregon
- **Kelli Sager** | Top 50 Women Lawyers, Southern California

How We Compare

Our numbers of women and minority attorneys at DWT closely mirror national averages for law firms our size. We are striving to raise the bar and surpass these numbers.



Organizations We Support

ABA Fund for Justice and Education	Jewish Family Services	Oregon Hispanic Bar Association
AIDS Legal Referral Panel	John M. Langston Bar Association	Oregon Minority Lawyers Association
Alaska Native Heritage Center	Just the Beginning – A Pipeline Organization	Oregon Women Lawyers
Alliance for Education	King County Bar Association	Outdoor Industries Women’s Coalition
American Civil Liberties Union	King County Sexual Assault Resource Center	Plymouth Housing
American Constitution Society for Law and Policy	Korean American Bar Association of Washington	Portland Latino Gay Pride
American Immigration Lawyers Association	Lambda Legal	QLaw: The LGBT Bar Association of Washington
Asian American Bar Association of the Greater Bay Area	Latina/o Bar Association of Washington	Rainier Scholars
Asian American Bar Association of Washington	Latino Gay Pride Festival	SHAWL (Support for Harbor Area Women’s Lives)
Asian American Journalists Association	Lawyers’ Campaign for Equal Justice	South Asian Bar Association of Northern California
Asian Bar Association of Washington	Lawyers’ Committee for Civil Rights Under the Law	South Asian Bar Association of Washington
Bar Association of San Francisco Justice & Diversity Center	Leadership Council on Legal Diversity	Southwestern Law Moot Court Program
Basic Rights Oregon	Leadership Tomorrow	Special Olympics of Washington
Bet Tzedek	Legal Foundation of Washington	Tahirih Justice Center
Black Women Lawyers Association	Legal Outreach	Thai American Bar Association
California Bar Foundation	Loren Miller Bar Association	The Institute for Inclusion in the Legal Profession
California Minority Counsel Program	Los Angeles Center for Law and Justice	The Legal Foundation of Washington
Campaign for Equal Justice/LAW FUND	Medical Legal Partnership with Seattle Children’s Hospital	The LGBT Bar Association of Greater New York
CASA Latina	Martin Luther King Celebration, King County Bar Association	The Walter Kaitz Foundation
Center for Children & Youth Justice	Mexican American Bar Association	United Way
Columbia Legal Services	Minority Corporate Counsel Association	University of Washington Office of Minority Affairs & Diversity
Denise Louie Education Center	Mother Attorneys Mentoring Association of Seattle	US-Korea Law Foundation
Densho: The Japanese American Legacy Project	National Asian Pacific American Bar Association	USO NW
DirectWomen	National Association for Urban Debate Leagues	Vietnamese American Bar Association
Eastside Legal Assistance Program	National Association of Women Lawyers	Washington Appleseed
Equity Foundation	National Black Law Students Association	Washington Minority Bar Association
Family Equality Counsel	National Diversity Council	Washington State Initiative for Diversity
Filipino Lawyers of Washington	National LGBT Bar Foundation	Wayfind
Food Lifeline	New York City Bar Foundation	Wellspring Family Services
German American School of Portland	Northwest Immigrant Rights Project	Women in Law Empowerment Forum
GirlVentures	Northwest Indian Bar Association	Youth, Rights and Justice
Hartley House	Northwest Justice Project	
Hispanic National Bar Association	OLIO Diversity Sponsorship, Oregon State Bar	
Housing Hope	Opportunities for Law in Oregon	
Japan-America Society	Oregon Asian Pacific American Bar Association	
Japanese Cultural & Community Center of Washington	Oregon Gay and Lesbian Law Association	



[DWT.COM/DIVERSITY](https://www.dwt.com/diversity)

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San Francisco | Seattle | Shanghai | Washington, D.C.