



EACH OF US. ALL TOGETHER.

DIVERSITY & INCLUSION REPORT

ThompsonKnight

TABLE OF CONTENTS:

Building Trust	05
Assessing Our Culture	07
Inclusive Highlights	09
Affinity & Beyond	11
Expanding Together	17
Each Of Us Has A Voice	21

At Thompson & Knight, we believe in the extraordinary power of each of us – all together.

We value diverse perspectives, independent thought, individuality, and the amazing differences that enlighten and uplift us all.

We also believe in all together: the collective spirit that occurs when we connect, collaborate, and unite around a shared sense of purpose and values.

MAKING A DIFFERENCE TOGETHER

SINCE 1887, THOMPSON & KNIGHT HAS HELPED SHAPE THE LEGAL AND BUSINESS COMMUNITIES OF TEXAS AND THE SOUTHWEST. WE'VE ACCOMPLISHED THAT THROUGH GROUNDBREAKING LITIGATION AND TRANSACTIONS, LEADERSHIP, INTEGRITY, AND DEDICATED PROFESSIONALS.

MAKING A DIFFERENCE BEGINS WITH EMBRACING DIFFERENCES; RECOGNIZING THE UNIQUE EXCEPTIONALISM IN EVERY EMPLOYEE; CREATING A CULTURE THAT WELCOMES, RESPECTS, AND DRAWS UPON A WIDE RANGE OF BACKGROUNDS, PERSPECTIVES, AND EXPERTISE; AND BUILDING A TEAM THAT REFLECTS THE RICH DIVERSITY OF THE CLIENTS AND COMMUNITIES WE SERVE.



“

We are proud of our progress and excited by the prospects ahead. We have more work to do. And we are inspired by our team and by the trust and values we share – together.”

Mark M. Sloan, *Managing Partner*

Building Trust

We understand the vital currency of trust – trust with our clients, our community, and our exceptional team of attorneys. We believe that trust begins with respecting the individual and expands exponentially when we converge. That is the premise of this, our debut Diversity & Inclusion Report: *Each of Us. All Together.*

And while this is our first formal report, it is just the latest reflection of our longstanding efforts to create a culture of trust, respect, diversity, and inclusion.

We recognize too that the work of building trust and creating a diverse and inclusive work environment is ongoing – a constant of our corporate compass – and therefore difficult to convey in a single snapshot of time. But we are committed to transparency and sharing our progress, challenges, and vision for the future.

We've made great strides of late: 48% of our 2020 Summer Associate class are women and 35% are racially or ethnically diverse. More than half of our Associates are gender and/or ethnically diverse. I am especially proud that our 2020 Management Committee reflects 50% gender diversity and 50% of the new partnership class in both 2019 and 2020 were women.

We are investing in racial diversity and workplace equity through our 1L Diversity Fellowship Program for law students of diverse backgrounds. The initiative

offers real-world work experience, industry networking, and on-the-job mentoring designed to enhance opportunities for students throughout law school and in their future careers. It also offers financial benefits that include paid summer positions and stipends to help defray the costs associated with educational expenses.

We are proud of where we stand today and proud to stand alongside our talented team. Our attorneys understand the importance of individual action – in the workplace and in the communities we serve. That focus on individual accountability not only lifts our diversity and inclusion efforts from conceptual to concrete, it also elevates and enlightens us as an organization.

Thompson & Knight's commitment to diversity and inclusion runs deep. It is central to our culture, our character, and our service to others. It is who we are, how we treat others, and where we're headed.

We are proud of our progress and excited by the prospects ahead. We have more work to do. And we are inspired by our team and the trust and values we share.

Thank you,



Mark M. Sloan, *Managing Partner*

INTENTIONALLY INCLUSIVE

WE ARE RESOLUTE IN OUR COMMITMENT TO DIVERSITY AND INCLUSION.

WE PLAN FOR DIVERSITY AND INCLUSION, WE VALUE DIVERSITY AND

INCLUSION, WE MEASURE OUR PERFORMANCE, AND WE STRIVE TO DO

BETTER EVERY DAY. WE ARE INTENTIONAL. WE ARE INCLUSIVE.

TK

Assessing Our Culture

Building and bolstering an inclusive culture begins with reviewing an organization's foundation, finding any cracks, and recognizing and utilizing strengths.

In 2019, Thompson & Knight engaged Dr. Arin Reeves, President of Nextions Consulting and a leading researcher, author, and renowned diversity and inclusion advisor, to help us get a baseline reading and create a clear path forward toward our inclusion goals.

Dr. Reeves conducted a comprehensive, confidential cultural assessment in 2019, reaching out to attorneys in our offices to gain a sense of how they are experiencing our Firm and to identify ways we might improve the experience.

The cultural assessment findings were positive and thought-provoking. We learned that Thompson & Knight has one of the most collegial environments Dr. Reeves has ever surveyed. We also learned that we must work not only to maintain that collegial environment, but also to ensure that everyone in the Firm's community experiences that environment fully. We will use the assessment findings as we move forward in our efforts to create inclusive opportunities throughout the Firm and to ensure that all our attorneys feel engaged, valued, and on a path to professional and personal fulfillment.

We moved on to phase two of our work with Dr. Reeves in 2020, the development of a diversity and inclusion action plan. As we implement the plan, we will continually evaluate and reassess to ensure we stay on course.

3

The cultural assessment included three key components:

- A Structural Assessment that provided a detailed review of the Firm's formal and informal internal protocols, policies, and procedures. Dr. Reeves also conducted structural interviews with members of our management team to gain additional insight into what drives success at Thompson & Knight.
- A Quantitative Assessment that included an online survey of all attorneys and achieved an impressive 94% participation rate.
- A Qualitative Assessment in which Dr. Reeves conducted individual, in-depth interviews with more than 30 randomly selected attorneys. The interviews were aimed at delving more deeply into attorney perspectives.



Working together with our diverse colleagues and allies across all TK offices, we will continue the progress toward an equitable and inclusive workplace that reflects our clients and communities.

We have ambitious goals and are eager to listen, learn, and promote positive change in this space.”

Vivian M. Arias, Diversity & Inclusion Committee Chair

**DIVERSITY & INCLUSION
COMMITTEE MEMBERS**

Vivian M. Arias,
Chair

Adrienne E. Dominguez

Nichole Dotson-
Olajuwon

Timothy E. Hudson

Michael H. Jo

David C. Lawrence

Kelby Luther

Meghan McCaig

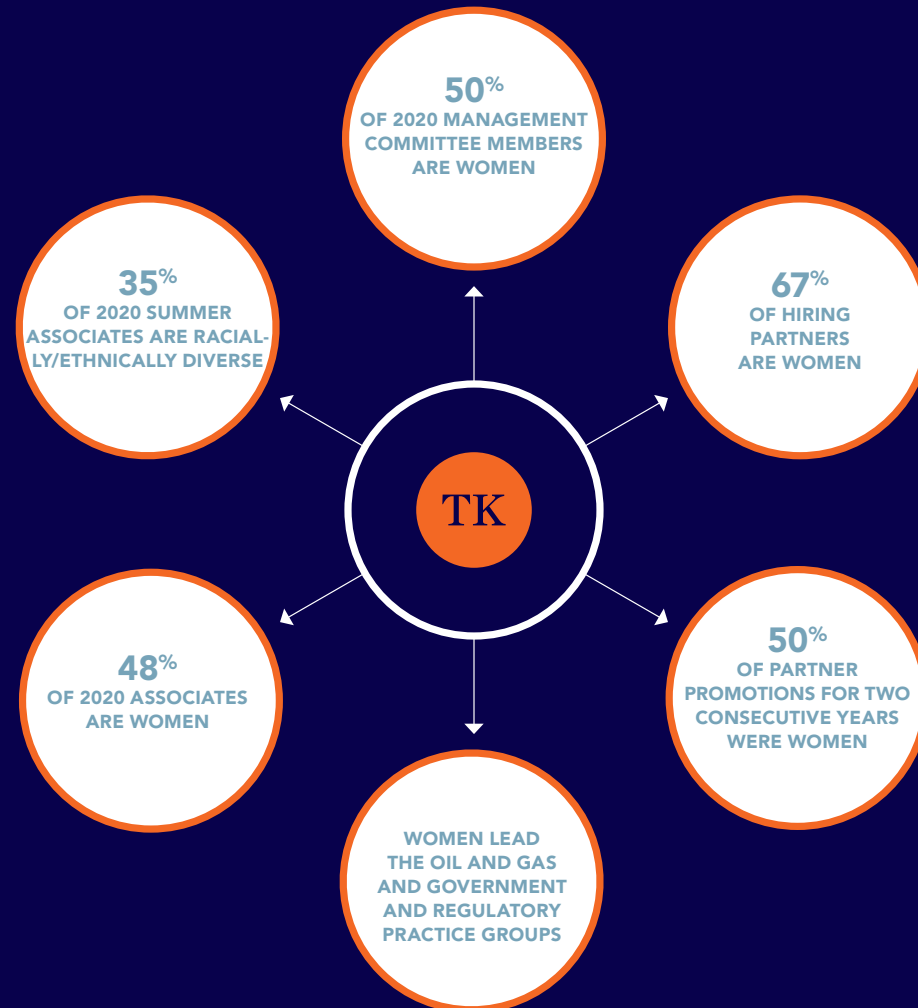
Elizabeth A. Scharz

Megan H. Schmid

Mark M. Sloan

INCLUSIVE HIGHLIGHTS

Thompson & Knight's commitment to a diverse and inclusive work culture is about progress, continual improvement, and the constant quest to recruit and retain professionals who bring a breadth of background and perspective to our clients.



Championing Social Justice

Our Firm believes that we must celebrate – and defend – diversity, inclusion, and justice for all. Within the Firm we’re assessing our culture, initiating important conversations about race, and gaining a deeper understanding of implicit bias and barriers. We’re also engaging with our communities as we strive together to undo structural inequities and ensure equitable access, opportunities, and advancement for all.

We are proud to align ourselves with the Law Firm Antiracism Alliance (LFAA), a coalition of more than 125 law firms working collaboratively to address systemic racism. The LFAA strives to leverage the resources of the private bar in partnership with legal services organizations to amplify the voices of communities and individuals oppressed by racism, to better use the law to seek change that benefits communities of color, and to promote racial equity in the law.



“Thompson & Knight is committed to making our communities better, stronger, more equitable, and just. We do that through the practice of law, spirited community engagement and leadership, support of social justice causes, and continually assessing and elevating our own performance. We cannot be standard-bearers of justice without holding ourselves to the highest standards of fairness and integrity.”

Christopher L. Chauvin, Pro Bono Committee Chair

Affinity & Beyond

Through formal and informal affinity groups, Thompson & Knight attorneys with common interests and goals come together to share and receive guidance, support, coaching, and camaraderie.

But the benefits of our affinity groups extend beyond enrichment. Since their formation, the formal affinity groups, the Women's Initiative Committee, LGBTK (our Lesbian, Gay, Bisexual, Transgender, and Queer affinity group), the Firm's Black Lawyer Affinity Council, and the Working Parents Affinity Group, have enhanced morale, strengthened our culture, helped develop leaders and mentors throughout the organization, and provided valuable insight and ideas.

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We are fortunate to have had dedicated mentors and sponsors who have provided us with opportunities to learn, grow, and lead.

As Co-Chairs of the Firm's Women's Initiative Committee, our goal is to continue promoting the retention and advancement of women attorneys by providing expanded professional and business development opportunities.”



Lee Meyercord and Melissa Davis, *Women's Initiative Committee Co-Chairs*

The Women's Initiative Committee

We help female attorneys develop mentoring relationships, leadership skills, and career opportunities - all aimed at supporting their advancement and promotion. In particular, the Women's Initiative Committee focuses on the integration of female attorneys, networking, and ongoing professional development.

OUR WOMEN LEADING, LEARNING, AND CONNECTING



*Sixth Annual Afternoon Tea
St. Regis Houston*



*Floral Arranging Class
Alice's Table, Virtual*

WOMEN'S INITIATIVE COMMITTEE

- | | |
|--------------------------------|-------------------------|
| Lee Meyercord, <i>Co-Chair</i> | Kelby Luther |
| Melissa Davis, <i>Co-Chair</i> | Jessica B. Magee |
| Vivian M. Arias | Meghan McCaig |
| Nichole Dotson-Olajuwon | Michelle Vincent Parker |
| Sarah H. Frazier | Ashley T. K. Phillips |

WOMEN'S INITIATIVE SPONSOR BOARD

- | | |
|-----------------------------|----------------------|
| Mark M. Sloan, <i>Chair</i> | Elizabeth A. Schartz |
| Cassandra G. Mott | |

LGBTK

LGBTK is our Firm’s Lesbian, Gay, Bisexual, Transgender, and Queer affinity group, launched to create and continue an open and supportive working environment in which everyone is respected and included, regardless of sexual orientation or gender identity/expression.

LGBTK has three primary goals: to increase the visibility of queer communities at the Firm and in the legal community; to advocate for hiring, retention, benefits, and human resource policies that will make us more attractive to queer and queer-friendly attorneys and clients; and to work with allies to develop lasting, productive relationships with other state and local affinity groups.

PROUDLY CELEBRATING THE LGBTQ+ COMMUNITY

OUR ATTORNEYS ARE ACTIVELY INVOLVED IN THESE LGBTQ+ ORGANIZATIONS:

- Austin LGBT Bar Association
- Dallas LGBT Bar Association
- Houston Bar Association’s LGBTQ+ Committee
- Human Rights Campaign
- LGBT Resource Center of Dallas
- National LGBT Bar Association’s Lavender Law Conference and Career Fair
- Stonewall Law Association of Greater Houston



Our Firm Celebrates PRIDE at home with Pride Party Packs



*22nd Annual Human Rights Campaign Gala
Marriott Marquis, Houston*



2020 AIDS Walk Houston

Black Lawyer Affinity Council

Our Firm's Black Lawyer Affinity Council (TKBLAC) provides support, networking, and leadership opportunities for the Firm's African American/Black attorneys and assists us in attracting, developing, engaging, and retaining diverse team members, and in maintaining an inclusive, respectful, and engaged work environment.

TKBLAC CELEBRATES AFRICAN AMERICAN HERITAGE



TK BLAC hosted a Black History Month presentation featuring Dr. Michael Sorrell, president of Paul Quinn College



What does Black History Month mean to you?

"I spent most of my childhood moving among vastly different cultural spaces, ranging from the vibrant immigrant community that welcomed my family to Queens, to the suburb where I grew up in North Texas. Growing up at the intersection of various identities—Nigerian, Black, American, Texan—has expanded my global empathy for the various challenges that members of the Black diaspora face. But it has made me immensely proud of our global accomplishments as well; in fact, February 2021 saw the appointment of Ngozi Okonjo-Iweala, a Nigerian woman, as the first African Director-General of the World Trade Organization. For me, Black History Month will always serve as a reminder of the resilience, innovation, and leadership that Black people have displayed both in America and abroad."

Yemi Adewuyi, Associate, Thompson & Knight LLP

Working Parents Affinity Group

Our Firm recognizes the demands of working parents and encourages work/life balance and a supportive culture through family-friendly policies, employee benefits, resources, and events. The Working Parents Affinity Group (WPAG) was established to help parents cope with the many unique challenges presented during COVID-19 and has quickly become an active and engaged community of working parents who share experiences, ideas, and helpful 'life hacks.' It is also integral to ensuring that our Firm remains responsive to the needs of working parents and provides an attractive, flexible environment to future parents.



"I have really appreciated the time and effort put into the Thompson & Knight WPAG, by both the Firm and other attorneys, during the COVID-19 pandemic. Staying on top of work while parenting during this time has been a balancing act, especially with my wife continuing her work as a physician's assistant in the emergency room of a local children's hospital. Time spent with others in the WPAG has shown we are not alone in our struggles, and that the firm is committed to supporting us in any way it can."

Nathan W. Stone, Associate



"As a working parent, I appreciate the Firm stepping up its commitment to valuing family priorities during this pandemic. The creation of the WPAG has created an outlet for so many of us who are experiencing the same struggles with working, parenting, and teaching as we navigate this universal pandemic."

This group has certainly minimized the stigma associated with balancing parenting and work obligations. The Firm truly cares about parent burnout and the stress we are experiencing with these new roles and has taken proactive steps to help us balance it all. I am impressed with the support shown from Thompson & Knight for this group."

Jolisa Melton Dobbs, Partner



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At Thompson & Knight, we understand that inclusion is just as important as diversity. We work hard every day to ensure that we maintain our collegial environment and that everyone in the Firm’s community has the opportunity to experience it fully.”

Adrienne E. Dominguez, *Immediate Past Diversity & Inclusion Committee Chair*

THOMPSON & KNIGHT’S RECENT RECOGNITIONS:

- Earned B on Austin Law Firm Diversity Scorecard
- Named one of 100 2019 Top Law Firms for Women by *Women Inc.* magazine
- Received Tipping the Scales Award from Diversity & Flexibility Alliance
- Recently recognized by Leadership Council on Legal Diversity with Compass and Top Performer awards

Expanding Together



David Lawrence,
Firm-wide Hiring Partner



Laura J. Minafee,
Director of Human Resources,
Thompson & Knight Manager
of Cristo Rey and Paul Quinn
programs

Recruitment

At Thompson & Knight, we believe that recruiting the best and the brightest requires a dedicated focus on diversity. Here's a quick hit list of where we're looking and what we're doing to expand our opportunities to meet and recruit diverse talent across the country:

- Sunbelt Minority Recruitment Program, Dallas, TX. We have participated for 15+ years.
- Lavender Law Career Fair (rotates across major U.S. cities). Our Firm was one of the first Texas firms to recruit at LavLaw and has participated for 10+ years.
- Southeastern Minority Job Fair, Atlanta, GA. Our Firm has participated for 5+ years.
- Black Law Students Association (rotates across major Texas cities). We have participated for 5+ years.

Attorney Development

Diversity and development go together at our Firm, and ours is a workplace that enables attorneys to achieve their highest potential through ongoing professional development that includes training, networking, mentoring opportunities, and access to leading learning programs and conferences, including:

- Center for Women in Law's Accelerated Program for first-year female associates
- Leadership Council on Legal Diversity (LCLD) Pathfinders Program for high-potential women and diverse early-career attorneys
- Leadership Council on Legal Diversity Fellows Program for high-potential women and diverse partners
- Texas Minority Counsel Program
- Corporate Counsel Women of Color
- Involvement with numerous bar association diversity groups
- Ongoing diversity and inclusion training throughout the year

Filling the Pipeline and Building Pathways

Our Firm understands that successful attorneys are inspired, mentored, and developed long before law school. So we're doing our part to expose diverse students at various education levels to career opportunities within our Firm and profession. Here's what we're doing:

- Partnering with Cristo Rey Dallas College Prep to allow high school students to experience a law firm environment
- Partnering with HBCU (historically black college or university) Paul Quinn College to provide students with work-study opportunities
- Awarding Barbri Law Preview Scholarships to diverse, first-year law students
- Participating in Leadership Council on Legal Diversity's 1L Scholars Program
- Supporting the Houston Bar Association's 1L Minority Opportunities in Legal Profession Summer Clerkship Program
- Awarding our Diversity Fellowship to first-year law students of diverse backgrounds

DIVERSE STUDENT OUTREACH

Thompson & Knight makes a concerted effort to recruit the best and brightest candidates. Our recent diverse student outreach efforts are delivering results, and we're committed to doing even more to connect with the next generation of legal talent.

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Recruited at four diverse job fairs

8

Supported eight diverse law school affinity groups

10

Awarded 10 law preview scholarships

48%

of 2020 Summer Associates are women

8

Partnered with eight diverse student programs

4

Sponsored four LCLD 1L Scholars

12

Hosted 12 1L/2L women and diversity events

35%

of 2020 Summer Associates are racially/ethnically diverse

MEET THOMPSON & KNIGHT'S 2020 1L DIVERSITY FELLOWS



"I knew I wanted to be a Thompson & Knight Fellow when first introduced to the many unique voices at the Firm that served as examples of just how valued and celebrated my perspective would be. As a woman of color and the child of immigrants, it is easy for my voice to be lost within the legal community, which is why the genuine support of my voice, through programs like LCLD, set Thompson & Knight apart and demonstrated the type of authentic commitment to diversity and development I always dreamt of having in my workplace."

Sina Faizy, SMU Dedman School of Law, 2020 1L Diversity Fellow



"I applied to be a Thompson & Knight Fellow because I believe that diversity begets diversity. The inclusion of diverse talent cultivates diverse inputs, skill sets, clientele, and opportunities. As a 1L LCLD Scholar, I'm granted a shared experience with other diverse, smart, and capable students that may enhance the potential of my own and my colleagues' careers. I am glad to be a part of a firm that supports the LCLD program, privileged to be chosen as a Diversity Fellow, and encouraged by the Firm's growing diversity and inclusion efforts."

Samson Goriola, Duke University School of Law, 2020 1L Diversity Fellow

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Thompson & Knight
has a longstanding
dedication to diversity
and inclusion.”

The progress described in this report represents a renewed and strengthened commitment. With the support of our Firm’s leadership, we make great strides in our efforts to create a more diverse workforce and more inclusive workplace.

We thank each of you for the important role you play. As we review our most recent efforts and accomplishments, we are proud, humbled, and determined to do even more - together.

We look forward to what the future holds for each of us - and all of us. And we appreciate your continued partnership as we work to achieve our shared goals.

– Nichole Dotson-Olajuwon, *Chief Diversity Officer*

Each Of Us Has A Voice

**AT THOMPSON & KNIGHT, WE LISTEN TO THE DIVERSE PERSPECTIVES,
VIEWS, AND VALUES OUR TEAM MEMBERS BRING FORWARD.
AND WE ARE STRONGER FOR IT. THEIR IDEAS AND INPUT
MAKE
US BETTER, BOLDER, AND MORE ATTUNED TO THE CLIENTS
AND COMMUNITIES WE SERVE.**

TK

EACH OF US. ALL TOGETHER.

WWW.TKLAW.COM/DIVERSITY-INCLUSION

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