

# Women's Law Luncheon, A DEI Discussion

Wednesday, April 13, 2022

Marquette University Law School

11:30 AM - 2:00 PM

## Agenda

- 11:30 a.m. - 12:20 p.m. | Lunch
- 12:25 - 1:35 p.m. | Opening Remarks, Panel, and Q&A
  - *Opening Remarks:* **Anne Dorn** - Managing Counsel at Direct Supply Inc. and current president of the Association of Corporate Counsel – Wisconsin Chapter Board of Directors
  - *Panel Moderator:* **Andrea Schneider** - Professor at Marquette University, Director for the Institute of Women's Leadership (IWL), and Director for the Law School Dispute Resolution Program
  - *Panelist:* **Natalie Maciolek** - Vice President, General Counsel, and Corporate Secretary at Kohler Co.
  - *Panelist:* **Rhonda Ware** - Director of Strategic Integration at Diversity Lab
  - *Panelist:* **Danielle White** - Assistant General Counsel at Rockwell Automation
- 1:35 - 2 p.m. | Networking

## Materials & Resources

- Speaker Biographies
- Quarles & Brady Diversity Statistics
- Quarles & Brady Firm Overview
- IWL Law Firm Equity Initiative - 2022 Report
- Diversity, Equity and Inclusion Checklist for In-House Leaders

## Opening Remarks



**Anne Dorn** serves as Managing Counsel at Direct Supply Inc., an employee-owned company that specializes in providing equipment, eCommerce, and services to healthcare organizations and the senior living industry. Anne provides primary legal support for the company's technology platforms and innovation teams, leads the company's intellectual property efforts, and is charged with managing the Direct Supply's compliance program.

Anne is the current president of the Association of Corporate Counsel – Wisconsin Chapter Board of Directors. She previously led Direct Supply's Women's Initiative Network (WIN) and was a member of the board of directors for the Milwaukee's Women's Affinity Alliance, Southeast Wisconsin Chapter of the Alzheimer's Association Board of Directors, and Junior League of Milwaukee. Anne was named the Top Corporate Counsel - Best Assistant General Counsel and Woman of Influence (Inspiration) by the Milwaukee Business Journal. She previously worked as an attorney in the Business, Banking and Restructuring Group of von Briesen & Roper and served on the board of the Junior League of Milwaukee.

Anne earned her Juris Doctor from Marquette University Law School, studied at Georgetown University Law Center and graduated from Miami University with a Bachelor of Arts in English. Anne is licensed to practice law in Virginia and Wisconsin.

## Moderator



**Andrea Kupfer Schneider** is a Professor of Law and has taught Dispute Resolution, Negotiation, Ethics, and International Conflict Resolution for 25 years. She is the inaugural director of the Institute for Women's Leadership at Marquette University and also serves as the Director of the nationally ranked Dispute Resolution Program at Marquette University Law School. In July 2022, she will join Cardozo Law School in New York as the director of the Kukin Program for Conflict Resolution. Professor Schneider is the author or co-author of numerous books in the field including leading textbooks on dispute resolution, negotiation, mediation, and dispute resolution in the criminal context. She has also edited

multiple volumes focusing on interdisciplinary approaches to negotiation including *Negotiation Essentials for Lawyers* and *The Negotiator's Desk Reference* both co-edited with Chris Honeyman. She has published articles on negotiation, ethics, pedagogy, gender and international conflict. Professor Schneider was named 2009 Woman of the Year by the *Wisconsin Law Journal* and, in 2016, gave her first TEDx talk entitled *Women Don't Negotiate and Other Similar Nonsense*. She was named the 2017 recipient of the ABA Section of Dispute Resolution Award for Outstanding Scholarly Work. She received her A.B. cum laude from Princeton University and her J.D. cum laude from Harvard Law School.

## Panelists



**Natalie Maciolek** is Vice President – General Counsel and Corporate Secretary at Kohler Co., a global leader in the manufacture of kitchen and bath and power products, and owner and operator of five-star hotels and golf courses.

Natalie joined Kohler Co. in 2013 as Senior Staff Attorney and was named Vice President – General Counsel and Corporate Secretary in 2018.

In this role she has global responsibility for all legal matters of the Company, oversees the internal audit and compliance functions, and serves as Corporate Secretary. She is a member of the Kohler Leadership

Team and works closely with all of Kohler’s businesses, providing strategic and practical advice and identifying proactive solutions to mitigate risk and drive business growth. She is an active leader of Kohler’s diversity and inclusion program, and serves as Executive Sponsor to the BLK Catalyst Business Resource Group.

Prior to joining Kohler, she was a Partner at Quarles & Brady LLP in Milwaukee. Natalie was named Top Corporate Counsel - Rising Star by the Milwaukee Business Journal. She earned her Juris Doctor from the University of Wisconsin Law School and her bachelor’s degree in Government from Georgetown University, where she played for the Women’s Soccer Team. Natalie is married with three children.



**Rhonda M. Ware** serves as the Director of Strategic Integration at Diversity Lab, a company that develops, pilots, and measures innovative initiatives — including the OnRamp Fellowship — to improve diversity, equity, and inclusion in the legal profession. Rhonda provides law firms and legal departments with strategies to facilitate the integration and advancement of lawyers from underrepresented groups. She also provides lawyers reentering the legal profession with resources to position them for long-term success.

Prior to joining Diversity Lab, Rhonda practiced law for several years in Massachusetts and Wisconsin, including serving as a civil litigation attorney with Whyte Hirschboeck Dudek (now Husch Blackwell). She left the practice of law to lead the Alverno College Research Center for Women and Girls. Subsequently, Rhonda started a national life and career coaching company, Rhonda Ware Solutions, through which she has coached over 200 emerging and established female leaders across industries.

Rhonda was named an Influential Black Lawyer by the *Austin Black Business Journal*, a Forty Under 40 and Women of Influence (Behind the Scenes) by the *Milwaukee Business Journal*, and a 14 Under 40 by DePaul University.

Rhonda earned her Juris Doctor, *cum laude*, from Suffolk University Law School and graduated from DePaul University with a Bachelor of Arts in Political Science.



**Danielle White** is Assistant General Counsel at Rockwell Automation, Inc., the world's largest company dedicated to industrial automation and information, serving customers in over 100 countries. At the Company she leads the corporate securities and governance team. Her responsibilities at the Company include, securities law compliance, SEC reporting, corporate governance support for the Company's board, executive compensation compliance, oversight of the Company's global subsidiary governance program, and support for the Company's corporate development transactions, including lead venture investment counsel.

Danielle began as a legal intern in 2010 and gained experience through roles of increasing responsibility with the Company. External to Rockwell, Danielle is active in the community through her service as a volunteer attorney with local legal clinics and service on several non-profit boards, including ACC Wisconsin, Legal Action of Wisconsin, Legal Aid Society of Milwaukee, and Marquette Law School Alumni. Through her board and committee work she strives to create a community where everyone has access to legal counsel as well as a diverse legal community and a community that supports its diversity.

## Firm DEI overview



**41%**  
OF ATTORNEYS  
ARE WOMEN

**70%**  
OF OUR OFFICE MANAGING  
PARTNERS ARE WOMEN  
AND/OR DIVERSE

**33%**  
OF EXECUTIVE COMMITTEE  
MEMBERS ARE WOMEN  
OR DIVERSE

**16%**  
OF ATTORNEYS  
ARE DIVERSE



### PROGRAMS

- Firmwide Committee • Diverse Attorney Business Resource Groups • Office-Based Councils • Diverse Mentor Program
- Formalized policies around the consideration of women and diverse attorneys in hiring, leadership training opportunities, and RFP/pitch inclusion

	<p>NAMED A <b>Best</b> BIGLAW FIRM (300-599 ATTORNEYS) FOR FEMALE ATTORNEYS BY <b>LAW360</b> (2015-2020)</p>	
<p>RECOGNIZED IN <b>WORKING MOTHER</b> MAGAZINE'S "HALL OF FAME" FOR BEING LISTED IN THE BEST LAW FIRMS FOR WOMEN FOR 10 YEARS (2009, 2011, 2013-2020)</p>	<p>RANKED <b>#49</b> </p> <p>ON THE <b>2021 NLJ 500</b> <b>WOMEN'S SCORECARD</b></p>	<p>NAMED AMONG THE <b>50</b> BEST LAW FIRMS FOR WOMEN BY <b>THE NATIONAL ASSOCIATION</b> FOR FEMALE EXECUTIVES AND <b>FLEX-TIME LAWYERS</b> SINCE 2013</p>
<p><b>TEN YEAR</b> <b>CERTIFIED</b> <b>RECIPIENT</b> OF GOLD STANDARD CERTIFICATION BY WOMEN IN LAW EMPOWERMENT FORUM (2011-2020)</p>	<p><b>100%</b> RATING IN 2021 HUMAN RIGHTS CAMPAIGN'S ANNUAL CORPORATE EQUALITY INDEX (2015-2022)</p>	<p>RANKED <b>#10</b> </p> <p>(251-600 ATTORNEYS) ON <b>LAW360's 2020 GLASS CEILING</b> <b>REPORT</b> ON THE REPRESENTATION OF WOMEN IN PRIVATE PRACTICE</p>

## Our Commitment to Diversity & Inclusion

Quarles & Brady not only cultivates the talent of our women and diverse attorneys but also casts light on opportunities for them. We are committed to our attorneys' success and provide them with opportunities ranging from on-the-job training to comprehensive associate development programs, early exposure to clients, and collaborative marketing and client development. We believe our retention and promotion of diverse attorneys is extraordinary. Our commitment to diversity starts at the top and permeates our entire organization through specific formal diversity plans.

Here is a brief sampling of key results of our long-term efforts:

### Leadership

- Our firm Managing Partner, Michael Aldana, is the first Hispanic to serve in this leadership role at our firm.
- Kimberly Leach Johnson, Chair Emeritus, is one of the few women who have ever led a firm of our size and scope.
- Chair Emeritus John W. Daniels, Jr. is one of only a few African-American chairs who have ever led an Am law 200 law firm.
- 7 of our 10 offices are led by women/diverse attorneys.

### Recruiting

- To attract diverse talent, Quarles & Brady recruits at job fairs and law schools with high percentages of diverse law students.
- We sponsor the LEO Fellowship at University of Wisconsin-Madison Law School, providing financial assistance to a law student for three consecutive years and the opportunity to participate as a summer associate in the Quarles & Brady Summer Program.
- We participate in the Diversity Legal Writing Program run by the Maricopa County Bar Association, providing writing internships for diverse students from Arizona State University and University of Arizona.
- We provide scholarships to diverse students attending Arizona State University to participate in the BarBri Law Preview program.
- Our 1L diverse students are offered the opportunity to participate in the Leadership Council on Legal Diversity Scholars Program.

### Retention

We undertake several initiatives to retain diverse attorneys, including:

- Sponsoring diverse attorneys to participate in training initiatives include the Leadership Council on Legal Diversity (LCLD) Pathfinders and Fellows programs, and executive leadership training programs at Northwestern University and Harvard.
- Providing diverse attorneys with the option of a second, diverse mentor who serves as an additional resource from the first day at the firm until they reach partnership.



- Sponsoring internal Business Resource Groups (BRG), including Asian, African American/Black, Hispanic/Latino, Indigenous People, LGBTQ, DEI Allies, and Women's Forum, to assist with professional development, networking, and business development.
- Supporting diverse attorneys' professional development and leadership opportunities by encouraging active involvement in affinity legal bars and associations.
- Creating family-friendly work policies. Our benefits plans include coverage for same or opposite sex domestic partners/spouses. For those who wish to start a family, we offer paid maternity and paternity leave for our attorneys, coupled with flexibility in your return to work schedule.

## Suppliers

- Quarles & Brady is committed to a culture of diversity, equity & inclusion in all aspects of our operations, including in our vendor relationships.
- Our supplier diversity program represents part of our promise to both our clients and ourselves, to provide the greatest level of client service with the help of vendors who share our values.
- Quarles & Brady encourages the development of LGBTQ-, minority-, women-, veteran-, and service-disabled veteran-owned businesses in all of our communities and looks forward to doing business with each of them. We offer a Supplier Policy & Application on our website.

## Mansfield Rule

Quarles & Brady is participating in the Mansfield Rule 5.0 certification process, which is designed to increase the representation of diverse lawyers in law firm leadership. Operated by Diversity Lab, Mansfield Rule certification has helped participating firms over its first four years significantly increase the representation of diverse attorneys in their management committees.

To receive Mansfield Rule 5.0 certification, firms must consider at least 30 percent women, lawyers from underrepresented racial and ethnic groups, lawyers with disabilities and LGBTQ+ lawyers for top leadership roles, senior-level lateral hiring, equity partnership, and participation in client meetings.

## Recent Highlights of Diversity & Inclusion Achievements and Recognitions

- Quarles & Brady was named a "2021 Tipping the Scales" firm by the Diversity & Flexibility Alliance, in recognition of the fact that at least 50% of the firm's recent new partner class are women.
- Each year since 2011, Quarles & Brady has been identified as one of the 42 top law firms qualifying for Gold Standard Certification by the Women in Law Empowerment Forum.
- Quarles & Brady has earned a 100 percent rating each year since 2015 by the Human Rights Campaign Foundation's Annual Corporate Equality Index.
- Quarles & Brady has been annually ranked in the top ten as the "Best BigLaw Firm for Female Attorneys" by Law360 since 2016.
- Quarles & Brady has been named among the "Best Law Firms for Women" by The National Association for Female Executives and Flex-Time Lawyers, every year since 2013.

- Quarles & Brady has been recognized by *Working Mother Magazine* as one of the “Best Law Firms for Women” in collaboration with the *ABA Journal*, since 2010. In addition, Quarles & Brady has earned "Hall of Fame" status for being recognized for 10 years.
- Quarles & Brady has been named to the "Top 100 Law Firms for Women" by *Women Inc. Magazine*.

## About Our Firm

For nearly 130 years, Quarles & Brady LLP has provided quality legal services to a wide range of industries on a national and international stage. We strive to learn our clients’ businesses—to see the horizons through their eyes. We don’t just counsel, but invest in the success of each client, partnering with them to achieve their business goals. This dedication and investment is what sets Quarles & Brady apart: we provide a true partnership, in every sense of the word.

Quarles & Brady is a multidisciplinary AmLaw 200 legal services provider with approximately 475 attorneys practicing at the top of the profession in 10 offices nationwide, located in Chicago, Indianapolis, Madison, Milwaukee, Minneapolis, Naples, Phoenix, Tampa, Tucson, and Washington, D.C. Our national presence allows us to draw upon a group of highly skilled attorneys from all across the country to ensure the right people are working on our clients’ matters. We have extensive experience working with the full industry gamut, from cutting-edge technology to traditional manufacturing. In addition, we have developed an extensive network of relationships with international legal counsel around the world, allowing us to handle important matters effectively for our clients on a global scale.

Our clients include major national and multinational corporations, technology companies, educational and research institutions, municipalities and government agencies, charitable organizations, industry executives, and high-net-worth individuals.

A relationship is an investment, and Quarles & Brady understands the enduring rewards of a solid collaboration. We strive to see your goals and benchmarks through your eyes—and then use our experience and insight to best position you to exceed them. Your challenges are our challenges; your triumphs are our triumphs. With Quarles & Brady, you’re not just a client—you’re a partner. Our attorneys have extensive experience within a wide range of practice areas and industries, including the following:

- |   |  |  |
|---|--|--|
| • Automotive Industry                           | • Estate, Trust & Wealth Preservation    | • Mergers & Acquisitions                   |
| • Banking & Financial Institutions              | • Franchise, Distribution & Direct Sales | • Product Liability                        |
| • Bankruptcy, Restructuring & Creditors’ Rights | • Government Relations                   | • Public Finance                           |
| • Business Law                                  | • Health & Life Sciences                 | • Real Estate                              |
| • Data Privacy & Security                       | • Immigration                            | • Research Institutions & Higher Education |
| • Employee Benefits                             | • Intellectual Property                  | • Sports, Entertainment & Media Industry   |
| • Energy, Environment & Natural Resources       | • International Services                 | • Tax                                      |
|   | • Labor & Employment                     | • Tax-Exempt Organizations                 |
|   | • Litigation & Dispute Resolution        |  |





# LAW FIRM EQUITY INITIATIVE

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**2022 Report**

**ENGAGE. INSPIRE. TRANSFORM.**

## Mission

The mission of the IWL at Marquette University is to advance women's leadership locally and globally through pioneering research, innovative programming, and collaborative engagement.

## Vision

The vision of the IWL is one of intersectional inclusivity and gender equity. As advocates for justice, we will engage, inspire, and transform students, faculty, staff, and community leaders.

As part of our vision of intersectional inclusivity and gender equity, in 2020, IWL launched the Law Firm Gender Equity Initiative. The initiative seeks to understand gender inequity in legal leadership, form relationships with legal professionals, and create and implement a plan to address these inequities.

# THE STUDY

Much like the efforts to track women on boards, this study seeks to make transparent the number of women in leadership in the Milwaukee legal community. We hope to expand this initiative nationwide, demonstrating over time how transparency, candid conversations, and innovative reform can help Milwaukee become a leading city for female attorneys.

This report tracks the progress of women in the Milwaukee legal community. Like last year, this survey was sent to 49 law firms in the Milwaukee area who employ ten (10) or more attorneys, including at least one female attorney. This report reflects data contributions from the 32 law firms that participated, a 65% response rate. Of note this year, all of the top 15 law firms in Milwaukee have responded to the survey.<sup>1</sup> Many of these firms maintain offices located both in and outside Milwaukee; however, the data collection focused solely on the firms' numbers at their Milwaukee office location. The survey asked a variety of questions about demographics at the firms, including progression, rank and leadership roles, and the determination of compensation.

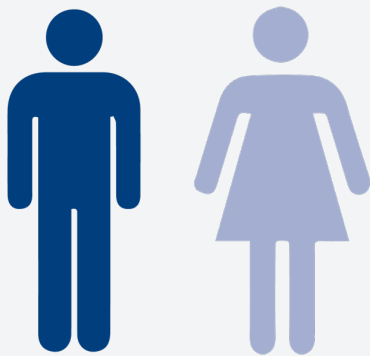
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<sup>1</sup> <https://www.bizjournals.com/milwaukee/subscriber-only/2021/01/22/largest-milwaukee-area-law-firms.html>

# TOTAL REPRESENTATION

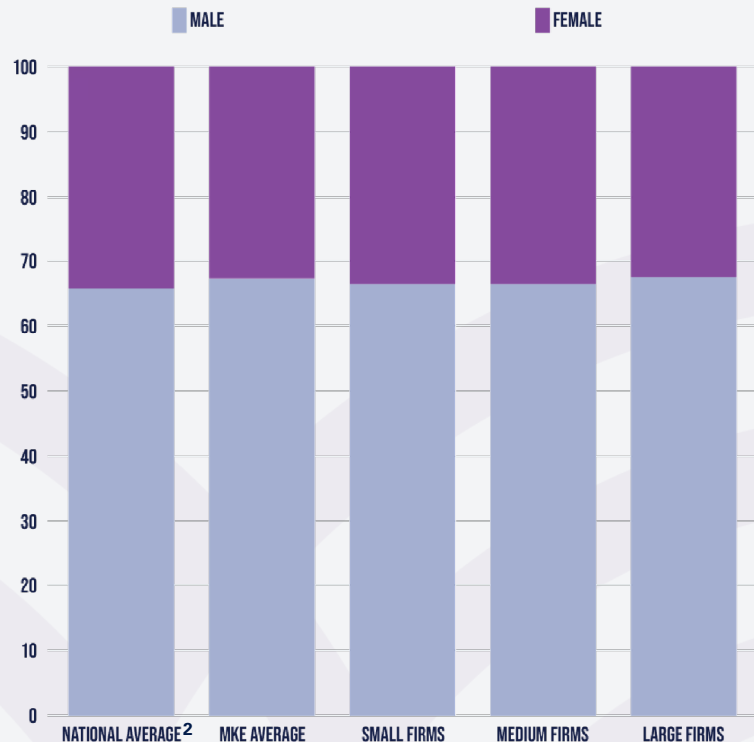
These 32 Milwaukee law firms are comprised of 1,390 attorneys. Based on those firms that provided information, 67.4% of the attorneys are men, while 32.6% are women. For purposes of this study, small firms are those with 1–20 attorneys; medium firms are those with 21–60 attorneys; and large firms are those with 61 or more attorneys.

## Representation Breakdown by Gender



**934 Male Attorneys**

**456 Female Attorneys**



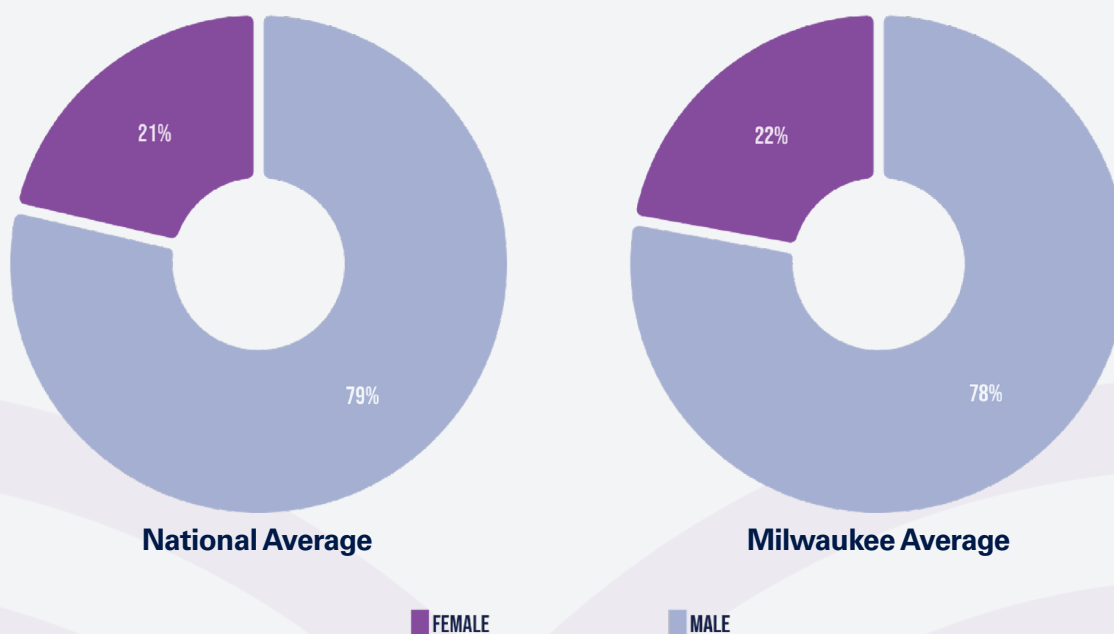
## Average Representation by Gender in Firms

<sup>2</sup> <https://www.nalp.org/uploads/2021NALPReportonDiversity.pdf>

# EQUITY PARTNERS

IWL's finding on the Milwaukee female equity partners mirrors those of the National Association of Women Lawyers (NAWL), which, in its most recent report, found that women comprise 21% of all equity partners in all the law firms.<sup>3</sup> The average percentage of female equity partners in Milwaukee was 21.8%, and this number varied slightly depending on law firm size, with small firms averaging 22.8%, medium firms averaging 19.8%, and large firms averaging 21.7%.

## Equity Partners by Gender



***"Over the years, we have been encouraged by the number of female attorney applicants that have demonstrated such a high level of skill, drive, and dedication sought by any employer in our industry...[W]e have come to recognize the importance and benefits of nurturing and developing these specialized professional skills in our female attorneys. We are proud to have put together a successful team of pre-eminent litigation professionals, which includes a majority of female attorneys leading both our law practice and management of our firm."***

***– Christine M. Rice, Shareholder Attorney at Simpson & Deardorff, s.c.***

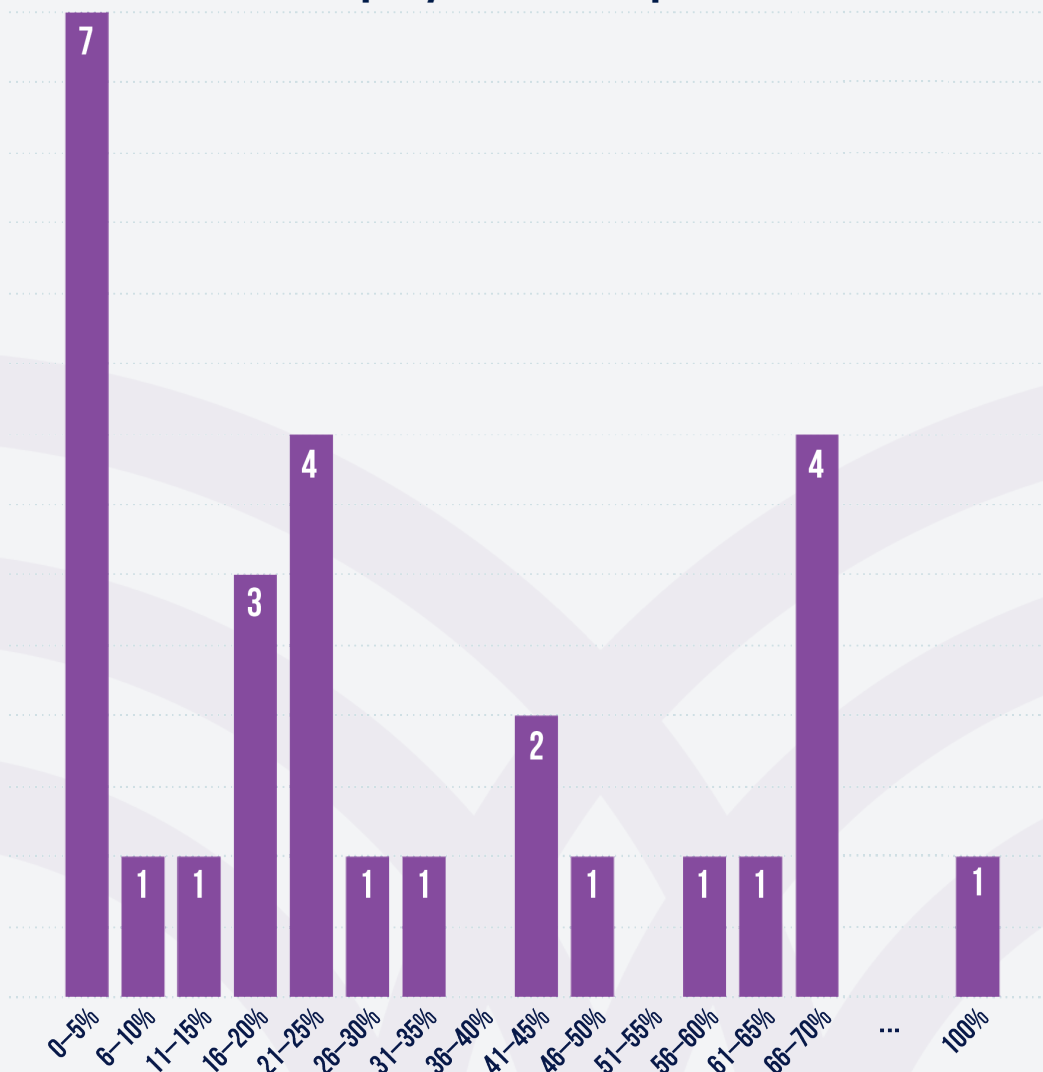
<sup>3</sup> <https://www.nawl.org/p/cm/ld/fid=2019>

While the Milwaukee average is approximately 22%, 8 of the 32 firms had 10% or fewer female equity partners. On the other hand, 12 of the 32 firms exceed 25% of female equity partners. The graph below shows the number of firms falling in different percentages of female equity partners, demonstrating the variation among law firms in Milwaukee.

***"I take personal pride in being part of Buelow Vetter where recruiting efforts focused on skill, talent, and experience have created an environment where gender diversity thrives. In my early years as a lawyer, I wondered whether a place existed for women to balance their work and home lives alongside their ambition and skill, especially in private practice. Our law firm is the example I wish I had known about when I was a law student, and a younger lawyer. But, I eventually found my way here. I am very proud, and equally humbled, to now call it my professional reality."***

***– Jennifer Williams, Senior Counsel at Buelow Vetter Buikema Olson & Vliet, LLC***

### Female Equity Partner Representation

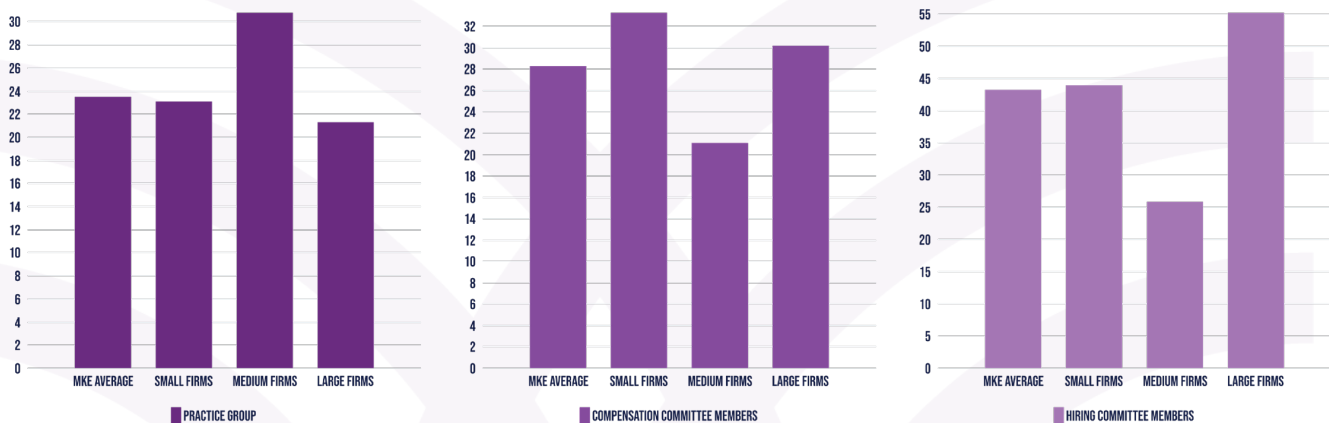


# WOMEN IN LEADERSHIP ROLES

Nationally, women make up 25% of practice group leaders.<sup>4</sup> In the past year, Milwaukee women have seen a great change for the better in their representation in leadership roles. Comparing the firms that participated in both the 2021 and 2022 Reports, there has been an increase in female practice group leaders in Milwaukee. In the 2021 Report, 16.4% of practice group leaders were female; currently 22.3% of practice group leaders are female. Additionally, compensation committees have also seen the same shift. In the 2021 Report, Milwaukee women accounted for 26.9% of compensation committees; currently women account for 28.2% of compensation committees. Small law firms have a 33% representation rate of women on their compensation committees; medium-size firms have 21%; and large firms have a 31% representation rate.

Similar to last year, the largest percentage of women in leadership roles comes in their representation on hiring committees. This is true regardless of firm size. Overall, women make up 43.3% of hiring committees in Milwaukee firms. The percentage of women on hiring committees at large firms is even greater at 55.3%, while the percentage of women on hiring committees at medium-sized firms is 25.9%, and 44.0% at small firms.

Finally, out of the 32 firms that responded to the survey, 13 of them had a female managing partner, firm president, or the equivalent in the last decade.

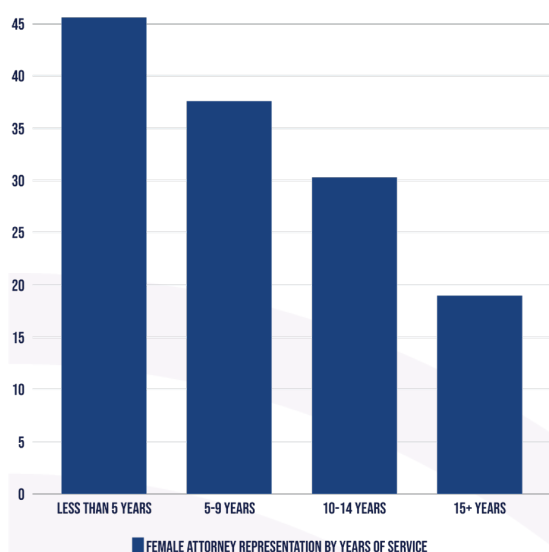
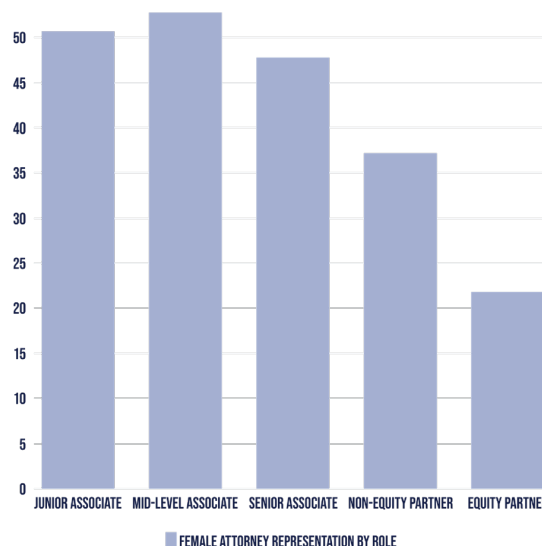


<sup>4</sup> <https://www.nawl.org/p/cm/ld/fid=2019>



# CAREER PROGRESSION

Both last year and this year's reports show that the number of women decreases as the rank increases. Women account for 50.7% of the junior associates, which ranks Milwaukee slightly ahead of the national average where women make up just 47% of associates.<sup>5</sup> Numbers hold relatively steady through the associate ranks at an average of 52.8% of mid-level associates and 47.8% of senior associates. However, as we move to the partner level, the number decreases significantly where women represent 37.2% of non-equity partners and 21.8% of equity partners.<sup>6</sup>



The same pattern exists in the progression of tenure. Of the attorneys in Milwaukee that have been at their law firm for less than 5 years, 45.6% are women. Similar to the 2021 Report and depicted with the 2022 data in the graph to the left, the percentage of female attorneys drops as the number of years increases: the percentage of women remaining at a firm after 5–9 years decreases to 37.6%, then drops further to 30.3% of those with 10–14 years of service, before plummeting to 19.0% of attorneys who stay at the same firm for 15 or more years.

Interestingly, the range in percentage of female attorneys at the firm for 15+ years is quite large and appears to be somewhat correlated to firm size. While firms exhibit retention rates of 0%–66.7%, that range is actually 12.9%–27.8% for large firms, 0%–41.7% for medium-sized firms, and 0%–66.7% for small firms.

***“One of the key factors for us in attracting, developing, and retaining female attorneys is that they can see the path to career growth and leadership all around them. Women and diverse attorneys serve in leadership positions across the firm. We had one of the first female chairs of an AmLaw 200 firm, four of our 10 office managing partners are women, women lead four of our national practice groups, women are prominent in several other leadership roles across the firm and half of our new partner classes the past two years were women. As a female attorney, you see people like you succeeding, and you see them doing it in a variety of ways. That’s important because it sends a message that the commitment is real here.”***

***– Katrene Zelenovskiy, Managing Partner at Quarles & Brady LLP, Milwaukee Office***

<sup>5</sup> <https://www.nawll.org/p/cm/ld/fid=2019>

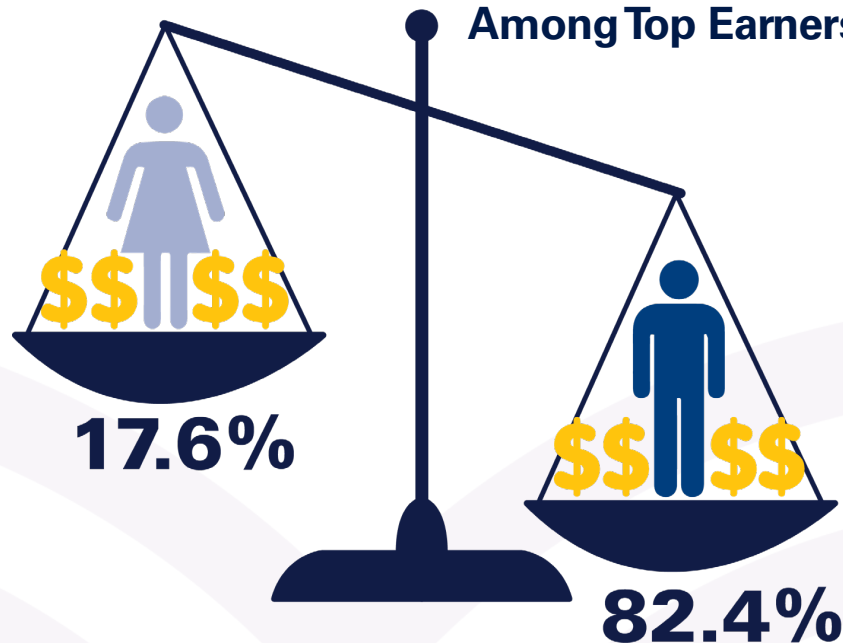
<sup>6</sup> <https://www.nawll.org/p/cm/ld/fid=2019>

# WOMEN'S EARNINGS

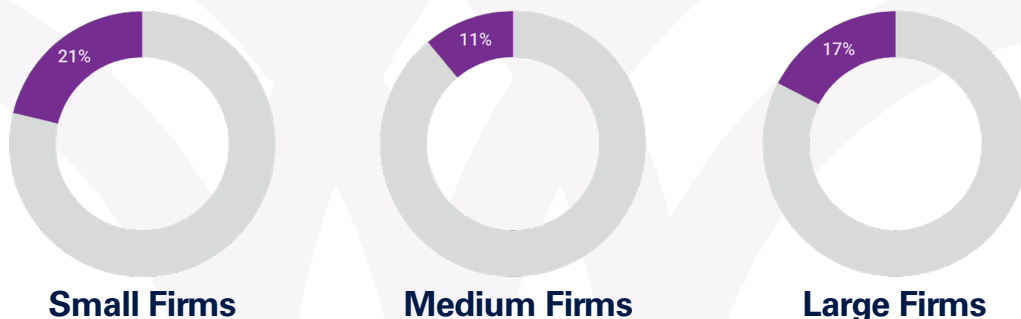
## Women in the Top Fifth of Earning Partners

Another way of measuring success is by looking at the top earners in each firm. This was examined in three ways. First, the percentage of attorneys who achieve this was reviewed. Of all women attorneys included in this year's survey, 6.8% of women were in the top fifth quintile while more than double that number— 15.5% —were men. Second, the overall percentage of the top fifth earners by firms was reviewed. On average, 17.6% of this quintile are women and 82.4% are men. Breaking this down by firm size, the graphic at the bottom of the page shows the percentage of female attorneys in the top quintile. Finally, each firm's representation could be examined. Notably, a majority of law firms (51.6%) do not have any women in the top fifth of earners.

### Average Percentage of Attorneys Among Top Earners



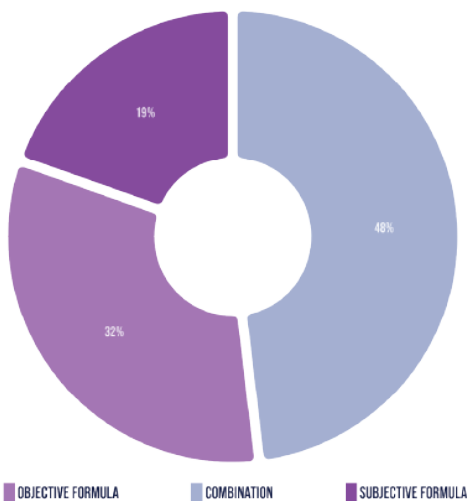
### Female Attorney Representation Amongst Top Earners by Firm Size



# COMPENSATION DETERMINATION

This year a question on compensation was added to explore the argument that the method of compensation and the transparency thereof impacts gender equity.

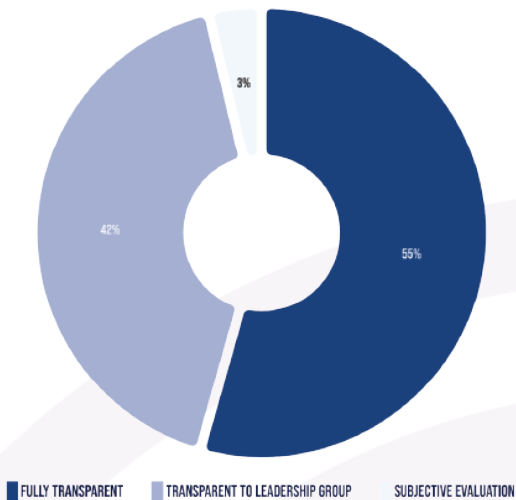
Partner Compensation Methods



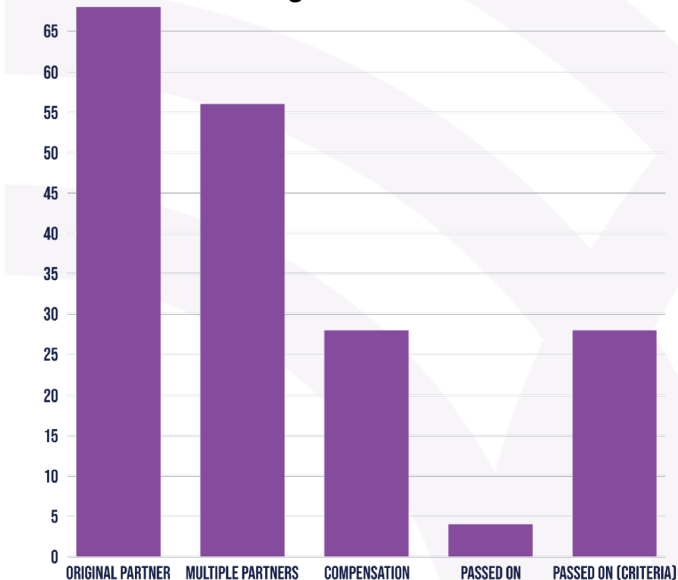
The data shows that the most common partner compensation method that Milwaukee firms use is a combination of an objective formula and subjective evaluation by a compensation committee (48.4%) or an objective formula only (32.3%). Moreover, firms seem almost evenly divided on the extent to which compensation information is transparent to all employees. A majority of firms (54.8%) in

Milwaukee share partner compensation data among all partners; while 45.2% of Milwaukee firms share such data only with a specific group of people, such as a leadership group (42.0%) or only individuals making compensation decisions (3.2%).

Partner Compensation Data Transparency



Origination Credit Method



The 2022 Report also investigated origination credit to determine if the methods of origination credit methods impacts gender equity. Further research into compensation method and transparency will be conducted and shared in the future.

*Thank you to the following law firms\* for participation in this year's survey.*

Andrus Intellectual Property Law, LLP  
Axley Attorneys  
Boyle Fredrickson, S.C.  
Buelow, Vetter, Buikema, Olson, & Vliet, LLC  
Crivello Carlson, S.C.  
Davis & Kuelthau, S.C.  
DeWitt, LLP  
Foley & Lardner, LLP  
Fox, O'Neill, & Shannon, S.C.  
GassTurek, LLC  
Gimbel, Reilly, Guerin, & Brown, LLP  
Godfrey & Kahn, S.C.  
Halling & Cayo, S.C.  
Hinshaw & Culbertson, LLP  
Husch Blackwell, LLP  
Kasdorf, Lewis, & Swietlik, S.C.  
Kohn Law Firm  
Linder & Marsack  
Michael Best & Friedrich, LLP  
Ogletree, Deakins, Nash, Smoak, & Stewart, P.C.  
O'Neil, Cannon, Hollman, DeJong & Laing, S.C.  
Quarles & Brady, LLP  
Reinhart Boerner Van Duren  
Rose & DeJong, S.C.  
Simpson & Deardorff, S.C.  
SmithAmundsen, LLC  
Sterling Law Offices, S.C.  
The Previant Law Firm, S.C.  
von Briesen & Roper, S.C.

\*Some of the participating law firms asked to remain anonymous.

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## Diversity, Equity and Inclusion *Checklist* for In-House Leaders

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Diversity, Equity and Inclusion (DEI) is a topic of great relevance in our world, our nation, our profession and within our respective companies. The checklist items below are merely designed to be **thought starters** for your corporate legal department as you engage in conversations that are aimed at making improvements both internally in your companies, and externally with the service providers who support your company.

### Internal

- ✓ What are the characteristics of an ideal leader in your company? Do those characteristics favor or disfavor individuals of different gender, racial or other backgrounds?
- ✓ What are the characteristics of the ideal worker in your company? Do those characteristics favor or disfavor individuals of certain gender, racial or other backgrounds?
- ✓ Does your company culture focus on teaching diverse individuals to "lean in" and adapt, or does it focus on teaching inclusive behaviors for everyone in the work place?
- ✓ What steps have been taken to recruit underrepresented attorneys and staff into the company, and has someone been given this assignment with a focused set of accountabilities and a corresponding recruitment budget?
- ✓ Is someone assigned to support the on-boarding and integration of new hires?
- ✓ Do all attorneys and legal staff, including those from underrepresented groups, have annual goals and a corresponding development plan?
- ✓ Do all attorneys and legal staff have an opportunity to have regular 1:1 meetings with their managers so that there are opportunities to share feedback on a regular basis?
- ✓ Do individual managers spend an equal amount of time with all employees who report to them or do some employees receive more attention to the exclusion of others? How is this monitored?
- ✓ Is there a process in the company, or in your department, for a focused discussion on "potential" and opportunities for development and growth? Does this discussion occur at a different time than when annual results are discussed?
- ✓ Are attorneys and staff from underrepresented groups able to see stories of promotion and success in others from their group? If not, why?
- ✓ Do you have a process for periodically capturing 360-degree feedback?
- ✓ Does the legal department participate in employee engagement survey processes, or other processes to check on whether company policies might negatively impact diverse or underrepresented groups?
- ✓ Do underrepresented attorneys have opportunities for exposure to business clients, senior management or even committees of your board of directors? Do those methods favor or disfavor individuals of different gender, racial or other backgrounds?

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- ✓ Do you take time to celebrate "inclusion" in your department, by showcasing different cultures, different geographies and different histories that might be represented in your department?
  - ✓ If you lead a global legal organization, do you adjust or accommodate those in other geographies so that some of your meetings take place at times convenient to those in other parts of the world?

## External

- ✓ Does your company offer opportunities to have conversations on the topic of Diversity, Equity and Inclusion broadly?
- ✓ Have you had a discussion in your company on the topic of Diversity, Equity and Inclusion (DEI) as it relates to your outside service providers, particularly the law firms that you retain for work?
- ✓ Have you had any conversations regarding DEI as it pertains to your actual law firms, and whether you can play a role in impacting meaningful change as attorneys are assigned projects?
- ✓ Have you sought to meet diverse attorneys through professional association activities?
- ✓ Do you understand the law firm revenue model(s) that are applicable to your outside counsel firms?
- ✓ Do you understand how the law firms you work with treat "origination credit?" In many law firms, the attorney who is the "originator" of work from your company can receive valuable credit internally at their firm, even when other attorneys actually do the assigned projects
- ✓ Do you understand what criteria attorneys at the law firms you use are evaluated on? In many law firms, in order for an attorney to be successful, that attorney must generate sustainable work for both herself/himself and others.
- ✓ Who is doing the "strategic" legal work for your company—work that you view as critically important to your own company's success? Are these attorneys from similar backgrounds or varied backgrounds? How did those attorneys gain your trust in order to do such strategic work, and do those processes favor or disfavor individuals of differing gender, racial or other backgrounds?
- ✓ Are you having conversations with the law firms you work with on how more inclusive teams of lawyers can do work for your company, both now and in the future? What is the follow up from those discussions both from the law firm and from your company?
- ✓ Have you ever invited a diverse attorney to your company for a visit, simply to learn more about it "on-site," and to also introduce the attorney to a broader community of your department and company members?
- ✓ Have you considered inviting a diverse attorney to present a CLE program to the attorneys in your company, on a topic that is important for your company? Are there other opportunities you can give a diverse attorney to gain exposure to individuals at your company?

We are hopeful that these thought starters can be of assistance to you and your legal department as you address the important topic of Diversity, Equity and Inclusion (DEI). We at Quarles & Brady LLP are available to assist you as you engage in these conversations—and we can point you in the right direction to other resources that might be helpful as well, including resources within the ACC itself. We believe that through honest engagement on topics such as those above, the journey to improvement becomes smoother for all.



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