

CARLTON FIELDS

ATTORNEYS AT LAW



***BEYOND DIVERSITY:
INCLUSION AT CARLTON FIELDS***

2007 DIVERSITY REPORT

ATLANTA | MIAMI | ORLANDO | ST. PETERSBURG | TALLAHASSEE | TAMPA | WEST PALM BEACH



MESSAGE FROM GARY SASSO, CARLTON FIELDS' PRESIDENT & CEO

At Carlton Fields, diversity is an important part of who we are. Long before our clients expected it, we actively recruited and hired men and women with different ethnic, religious, and racial backgrounds, religious beliefs, orientations, and perspectives.

This has always made good sense to us. By taking this approach, we have enlarged our talent pool. We have built a stronger firm as a result of our inclusiveness. We have found that we make better decisions and provide better client service because of our diversity. Our climate of diversity promotes more thoughtful communication, more purposeful collaboration, more varied perspectives, and more creative solutions as we address our clients' problems and as we help our clients identify opportunities.

We have also found that we need our diversity to be fully understanding of, and attentive and responsive to, the needs of clients, courts, juries, agencies, and the public at large in a profession that touches on so many of our society's fundamental institutions, values, and activities.

Equally important, our diversity makes Carlton Fields a better place to work. We all enjoy the richness that the diverse men and women of this firm bring to our offices every day. We feel good about being a law firm that is inclusive and accepting of persons with different backgrounds and perspectives.

At Carlton Fields, diversity is not about statistics. We like to say that we value diversity in all things, and we mean it.

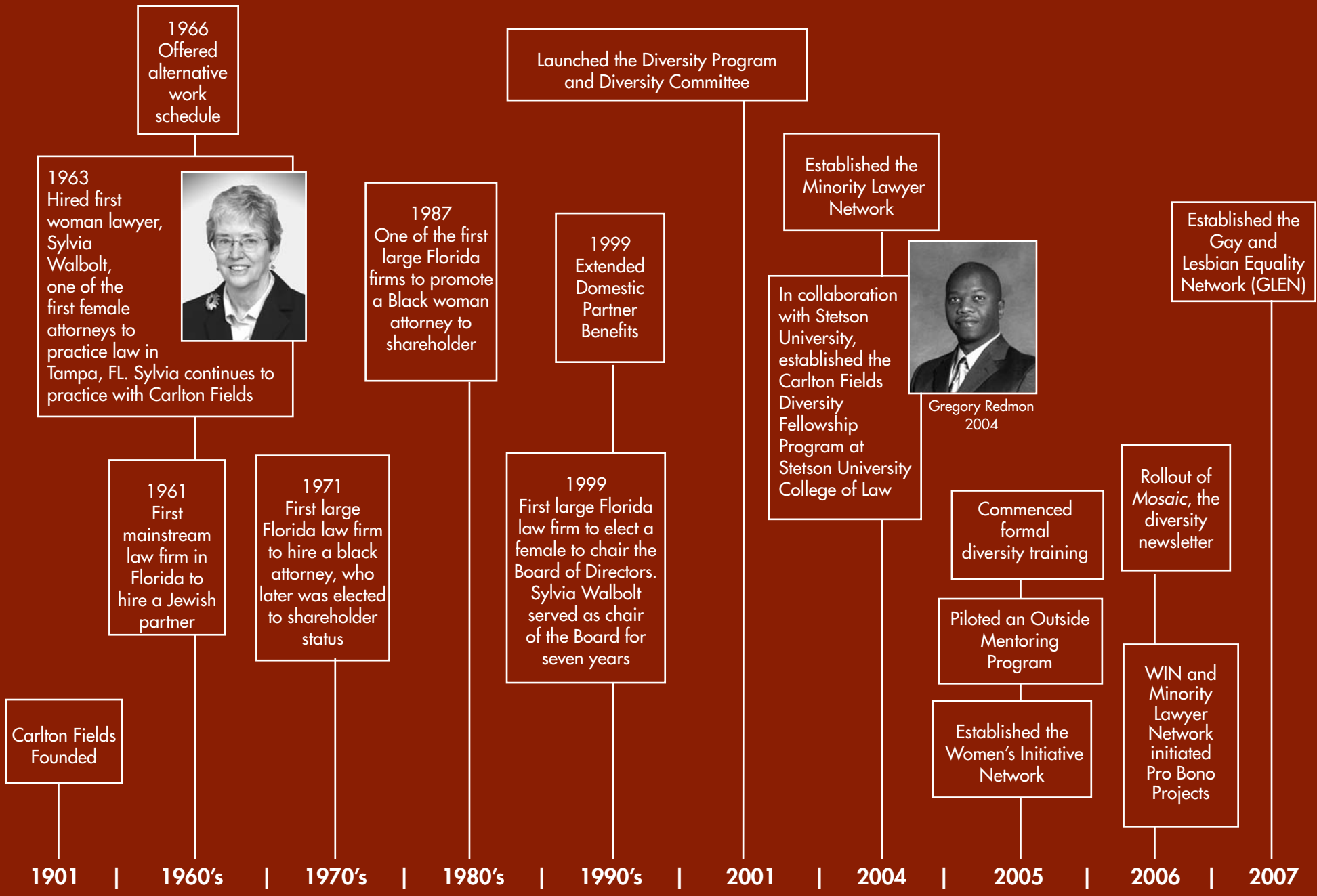
DIVERSITY MISSION STATEMENT

Carlton Fields has a tradition and culture of diversity. We strive to create a climate of inclusion, grow our talent pool, and foster innovation and creativity to compete in the global market. We believe that persons with diverse backgrounds enrich our work environment, add value to the legal services that we provide, and enhance the overall culture of the firm.



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SERVICE TO OUR CLIENTS

We are committed to serving our clients effectively and efficiently. We endeavor as a firm to be responsive to our clients' needs, requests, and expectations; we serve our clients with knowledge, skill, loyalty, creativity, perseverance, and care; and we seek to be conscientious in attaining our clients' objectives in the most cost-effective manner possible. To meet these goals, we recruit and retain lawyers and staff of the highest caliber.

PROFESSIONALISM AND ETHICS

Although we are committed to representing our clients vigorously and aggressively, we do so only within ethical bounds and in a manner consistent with the highest professional ideals.

SERVICE TO OUR COMMUNITIES AND THE PROFESSION

Recognizing the special responsibility that attorneys bear in a democratic society, and our obligations as citizens to our communities, we expect and encourage the firm's attorneys to participate actively in community service, pro bono representation, and professional organizations.

FAIR COMPENSATION

We are committed to compensating all employees fairly and to providing excellent benefits.

LOYALTY

We value loyalty to our clients, to the firm, and to each other.

ENJOYMENT OF WORK

We are committed to the ideal that this firm can and should be managed so that every employee will be professionally fulfilled. To achieve this goal, we endeavor to operate this firm so that all employees have the opportunity to seek and obtain challenging work and professional growth; all employees demonstrate mutual respect, courtesy and concern for each other; and all employees are encouraged and permitted to afford time and attention to their families and other personal priorities.

WORK ETHIC

The firm expects all employees to commit themselves enthusiastically to the requirements of their position, recognizing that this may require personal sacrifices from time to time.

ONE FIRM

We are "one firm." We place the best interests of the firm ahead of our individual interests, and we stand ready to provide assistance and support to one another at all times.

COMPETENT, EFFECTIVE MANAGEMENT

We are committed to operating successfully as a business, for the long-term benefit of the shareholders, their successors, all attorneys and other employees, our clients, and others whom we serve. For this reason, we endeavor to manage the firm competently and effectively, and we encourage and reward each attorney's attainment of his or her full career potential.

APPRECIATION OF DIVERSITY

Carlton Fields encourages and rewards exceptional performance and hard work without favoritism or prejudice based on family relationships, gender, ethnic background, or the like. The firm takes great pride in the diversity of the backgrounds and perspectives of its attorneys and staff.

DIVERSITY RANKINGS AND AWARDS

2008 Vault Guide to the Top 100 Law Firms

Carlton Fields is ranked in the 2008 *Vault Guide to the Top 100 Law Firms* as one of the best law firms in which to work. The firm ranked in the following "Diversity" categories:

- 1st in Diversity Issues with Respect to Women
- 2nd in Diversity Issues with Respect to Minorities
- 3rd in Best Law Firms for Diversity

Minority Law Journal's 2007 Diversity Scorecard

Carlton Fields ranked #24 overall on the 2007 Diversity Scorecard. The firm ranked #2 for the percentage of Hispanic American attorneys in the firm.

MultiCultural Law's 2007 Top 100 Law Firms for Diversity

Carlton Fields is included in *MultiCultural Law's* 2007 Top 100 Law Firms for Diversity. The ranking is based on a diversity survey of minority and women shareholders and associates as a percentage of the total number of attorneys, providing diversity totals for the firm.

The Best Lawyers in America 2008

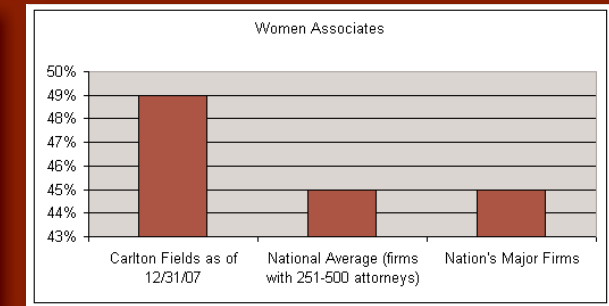
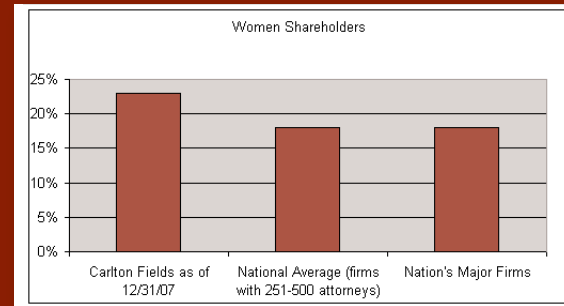
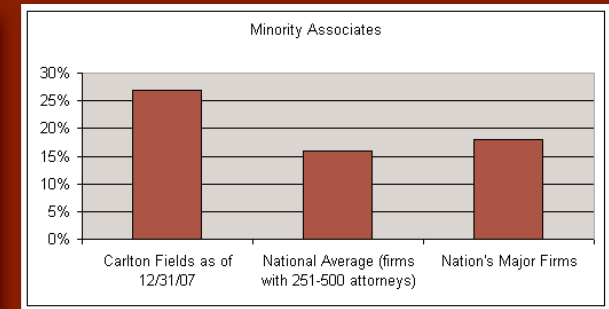
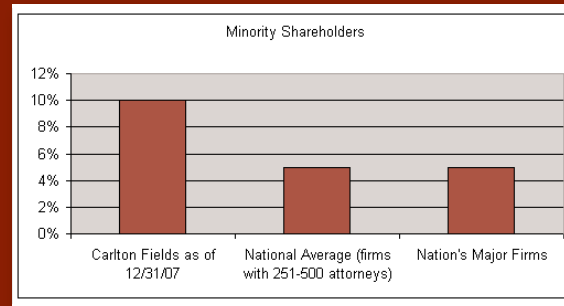
54 attorneys were selected for inclusion in the 2008 edition of *The Best Lawyers in America*. Of those, **ten minority and women attorneys** were recognized.

Florida Trend's 2007 Florida Legal Elite

45 of the firm's attorneys were selected by their peers as *Florida Trend* magazine's 2007 Florida Legal Elite. This represents the top 2% of lawyers in Florida. Of those, **nine minority and women attorneys were recognized**.

2007 Florida Super Lawyers

69 Carlton Fields attorneys were recognized for 2007 *Florida Super Lawyers*. Of those, **12 minority and women attorneys were recognized**.



| | Carlton Fields as of 12/31/07 | National Averages (firms with 251-500 attorneys) | Nation's Major Firms |
|-----------------------------|-------------------------------|--|----------------------|
| Minority Shareholders | 10% | 5% | 5% |
| Minority Associates | 27% | 16% | 18% |
| All Minority Attorneys | 16% | 11% | 11% |
| Women Shareholders | 23% | 18% | 18% |
| Women Associates | 49% | 45% | 45% |
| Minority Women Shareholders | 3% | 1% | 2% |
| Minority Women Associates | 13% | 9% | 10% |

Source: 2007-2008 NALP Directory of Legal Employers
Percentages rounded to the nearest percentage point

DIVERSITY
SCHOLARSHIP SUPPORT

Professional Opportunities Program

Carlton Fields annually participates in and donates scholarship funds to the Professional Opportunities Program (POP), developed to provide Black law students with summer judicial internships and associate program opportunities in Florida.

George Edgecomb Bar Association Scholarships

Carlton Fields co-sponsors events and provides scholarship funds for students selected by the George Edgecomb Bar Association (GEBA), the Tampa chapter of the National Bar Association. GEBA promotes the interests of African-Americans within the legal and local community, including providing scholarships for deserving high school students and mentoring local middle-school students.

Participation in Diversity Job Fairs

Carlton Fields participates in job fairs aimed at showcasing diverse law students to legal employers. This year, the firm will recruit at each of the Southeastern Minority Job Fair (SEMJF) and the Lavender Law Career Fair.

Diversity Fellowship Program at Stetson University College of Law

In 2004, the firm, in collaboration with Stetson University, established the Carlton Fields Diversity Fellowship Program at Stetson University College of Law. Recognizing the importance of providing access to the practice of law within a large firm environment for students who may have experienced socioeconomic or cultural barriers to legal education, the firm created the Diversity Fellowship Program. The program is designed to attract students who have experienced barriers during their pursuit of a legal education. Each semester a student is selected to receive a paid law clerk fellowship position with the firm.



Gregory Redmon
2004-2005

"I view the Carlton Fields Diversity Fellowship as a tremendous opportunity for me to learn and grow professionally from exposure to a venerable and forward-thinking law firm."



Laurie Sharpe
2005-2006

"I feel honored to be associated with an institution that values diversity the way Carlton Fields does. The firm's adoption of the core value of appreciation for diversity is profound."



Emy Mondesir
2006-2007

"I was thrilled about the opportunity to learn from experienced legal practitioners and to apply the concepts I learned in class to real legal cases. Through this experience, I have obtained the expertise and knowledge needed to serve clients in the future."



Patice Holland
2006-2007

"I am extremely honored to have had this wonderful opportunity. I have always admired the professionalism and strong reputation in the legal community that Carlton Fields' lawyers share. I enjoyed working with the attorneys and have gained a wealth of experience during my fellowship."



Adriana Dinis
2007-2008



Shannon Tan
2007-2008



DIVERSITY PROGRAM

The attorneys of Carlton Fields established the Diversity Program in 2001 to increase representation of minority lawyers in the firm, develop policies and practices that define and transmit the firm's commitment to diversity, and establish accountability standards and measure progress. Since its founding, the Diversity Program has undertaken a number of initiatives which have furthered the firm's diversity objectives. The Diversity Program is overseen by the Diversity Committee, composed of shareholders and associates from all offices, the firm's President, Director of Marketing and Client Development, Director of Professional Development, Director of Human Resources, and Director of Attorney Recruitment.

ALTERNATIVE WORK SCHEDULE PROGRAM

Over forty years ago, at a time when such policies were unheard of in the legal profession, Carlton Fields created a part-time policy. In fact, Sylvia Walbolt, the first part-time attorney, was promoted to shareholder while working on a part-time basis. The firm now has a formal Alternative Work Schedule Program for associate attorneys and shareholders. Several associate attorneys have been promoted to shareholder while working part-time at the firm.

DIVERSITY TRAINING

In 2005, Carlton Fields conducted Diversity Training for every employee of the firm. Professional diversity trainers facilitated two-hour sessions designed to educate attorneys and staff members on the concept, issues and benefits of diversity, inclusion, and cultural sensitivity at Carlton Fields. The groups identified firm strengths and opportunities for improving workplace diversity and inclusiveness.

MINORITY LAWYER NETWORK

The Minority Lawyer Network was created as part of the firm's effort to retain minority attorneys. Established in 2004, the Minority Lawyer Network promotes socialization among the minority lawyers within the firm, and provides an outlet for minority lawyers to receive feedback from other minority lawyers and senior management. The Network promotes the professional development of minority lawyers through mentoring and educational seminars, and provides assistance in identifying outside organizations that can facilitate career development and networking opportunities.

2007 MLN EVENTS

Carlton Fields regularly hosts events for minority lawyers. The purpose of the events is to highlight the importance of diversity within the firm, provide networking opportunities for minority attorneys, and provide minority attorneys with business development information and training.

"The Next Level - Arriving and Thriving" – The firm's Diversity Retreat featured a best practices panel discussion entitled "The Next Level - Arriving and Thriving." The panel was comprised of young minority shareholders from other majority firms who spoke candidly about how they made it to the level of partner or shareholder and what they are doing to succeed at their new level.

"Diversity and the Retention of Minority Lawyers" – MLN hosted Joseph W. Hatchett, the former Chief Judge of United States Court of Appeals for The Eleventh Circuit and current Chairman of the Diversity Committee for a majority law firm. In a discussion of best practices, Judge Hatchett facilitated a discussion about fostering a work environment that allows minorities to thrive and advance in their legal careers at majority law firms.

"Capitalizing on Diversity and Relationships to Build Marketing Success" – MLN engaged a consultant to host a workshop focused on assisting Minority Lawyers with business development and growing their practices.

"Living Black History" – George F. Knox, Jr. (listed among the "100 Most Powerful People in Miami," by Miami Business magazine; listed as a "Power Player" in the April 2006 issue of South Florida CEO magazine; the first person of African descent to hold the position of Miami City Attorney) spoke to MLN about growing up in Florida during the era of the Civil Rights movement and the obstacles he had to overcome.

BLACK HISTORY MONTH

Carlton Fields celebrated Black History Month by sponsoring and participating in a number of events to commemorate the numerous contributions made by African Americans throughout history and today. Carlton Fields also invited George F. Knox, Jr. the first person of African descent to hold the position of Miami City Attorney, to address the firm on the importance of diversity.

Firmwide emails highlighting groundbreaking civil rights decisions, including *Brown v. Board of Education*, *Plessy v. Ferguson*, and *Dred Scott v. Sanford*, were sent each week during Black History Month.

In addition, the firm's Miami office hosted a "Soul Food" luncheon and created a "mini-museum" comprised of memorabilia representing the history of Black people in America.



WOMEN'S INITIATIVE NETWORK (WIN)

Carlton Fields is committed to promoting a supportive, gender friendly work environment for all employees. Recognizing the value of women in the work force, Carlton Fields strives to recruit, train, advance, and retain women. The Women's Initiative Network provides a forum for communication among women attorneys. WIN advocates for a work place that supports a work-life balance through formal written programs and policies consistently applied to all attorneys.

2007 WIN EVENTS

WIN holds quarterly meetings to discuss issues affecting women in the profession: marketing, mentoring, leadership, and advancing in the profession. WIN also hosted a number of events in 2007 to provide female attorneys with information relating to professional and personal development.

- WIN held its inaugural reception for **"A Celebration of Women"** in our Miami office. "A Celebration of Women" is the name for a series of events to be held two or three times a year as part of a niche marketing effort which would allow Carlton Fields' female attorneys to market to female executives and business women in South Florida.
- WIN hosted a panel presentation to educate members on how the **economics of law firms** are important as an attorney advances in the profession.
- WIN hosted a panel discussion regarding **Alternative Work Schedules (AWS)**. Panelists included five shareholders, all of whom have been or are currently on an AWS schedule.
- WIN hosted a presentation by **Career Women's Initiative** regarding marketing and networking.
- WIN co-sponsored and presented a firm CLE for associates, especially female associates, on **Writing Effective Self-Evaluations**.
- WIN engaged an outside consultant to hold teleconference seminars in 2008 focusing on **Business Development and Self-Assessment Strategies**.



GAY AND LESBIAN EQUALITY NETWORK (GLEN)

In 2007, Carlton Fields formed GLEN, the firm's Gay and Lesbian Equality Network. GLEN aims to ensure that Carlton Fields is a welcoming and nurturing environment for its gay and lesbian employees. Membership in GLEN is presently open to all attorneys, government consultants, paralegals, and executive staff who seek to ensure equality for gays and lesbians in the workplace.



MENTORING PROGRAM

Carlton Fields established a formal Mentoring Program in 1997, which has been of particular value to its women and minority lawyers. The goal of the Mentoring Program is to enhance the overall professional development of new attorneys by providing continuing legal education, and integrating the attorneys into the law firm and its culture, the profession, and the community. After the implementation of the program, the firm's associate attrition rate dropped significantly from 22.2% to 12.2% the following year.

COMMUNITY MINORITY MENTORING PROGRAM

In 2005, Carlton Fields piloted a mentoring program for its minority attorneys to be mentored by business professionals in the community. The goal of the program is to enhance the visibility of the firm's minority attorneys and to provide them with opportunities to receive valuable advice from established minority professionals who they can in turn use as resources in developing their leadership skills and applying these skills effectively within their communities.

WIN, MLN, & GLEN GROUP AND INFORMAL MENTORING

One of the most important aspects of the Women's Initiative Network, the Minority Lawyer Network, and the Gay and Lesbian Equality Network is the mentor relationships developed within the affinity groups. Each group encourages senior attorneys to serve as a resource and mentor for junior members of the group. Shareholder attorneys encourage associates to ask questions, raise issues, and discuss best practices. The Minority Lawyer Network's "How I Got Over" speaking series and the WIN Reception at the firm retreat provided opportunities for senior attorneys to interact and mentor associates within affinity groups. Many informal mentoring friendships have been formed as a result of the formal mentoring programs and initiatives overseen by Women's Initiative Network, the Minority Lawyer Network, and the Gay and Lesbian Equality Network.

Carlton Fields was the first large Florida law firm to elect a female Chair of the Board of Directors.

Carlton Fields' Appellate, Construction, Corporate, Securities & Tax, Government Law and Consulting, and Family Law Practice Groups are headed by minority or women attorneys (31%).

The Tallahassee office is headed by a minority female shareholder.



Wendy Lumish
Appellate Practice
Group Leader

Carlton Fields' President and CEO, Gary Sasso, is Hispanic.

Carlton Fields was the first large Florida firm to promote a Black attorney to shareholder.

Carlton Fields was one of the first large Florida firms to promote a Black woman attorney to shareholder.



Nancy Linnan
Tallahassee Office
Managing Shareholder

Three members (18%) of Carlton Fields' 17-member Board of Directors are women, and three members (18%) of the Board are minorities.



Luis Prats
Board of Directors

Carlton Fields was one of the first large Florida firms to promote a woman attorney to shareholder.

Four of the firm's six firm-wide administrative Directors are women and the firm's Chief Operating Officer is a woman.



Annie Hiotis
Chief Operating
Officer

COLLABORATIVE EFFORTS WITH BAR ASSOCIATIONS AND PROFESSIONAL ORGANIZATIONS

Select Organization Membership

- Wilkie D. Ferguson, Jr. Bar Association (f/k/a Black Lawyers Association)
- Cuban American Bar Association (CABA)
- National Association of Women Lawyers
- Florida Association of Women Lawyers
- National Bar Association
- Tampa Bay Hispanic Bar Association
- George Edgecomb Bar Association
- Caribbean Bar Association

Select Organization Sponsorship

- Association of Corporate Counsel Diversity Events
- Minority Mentor Picnic
- Haitian Lawyer's Association event
- Orlando Business Journal's 2007 Women Who Mean Business Awards
- Florida African American Education Alliance 2007 Annual MLK Recognition Luncheon
- ABA Women in the Law Leadership Academy
- Ophelia Project Tampa Bay

COLLABORATIVE EFFORTS WITH THE COMMUNITY IN 2007

COMMUNITY OUTREACH

Field-day for Domestic Violence Victims

Carlton Fields organized a field-day-style event at The Spring of Tampa Bay to focus attention on the damaging effects of domestic violence. Attorneys and staff volunteers entertained and interacted with displaced parents and children at The Spring, a local domestic violence shelter.

COMMUNITY SPONSORSHIPS

Emancipation Proclamation Exhibition

As part of the firm's ongoing commitment to cultural arts and diversity, and in recognition of Black History Month, Carlton Fields sponsored the presentation of a copy of the Emancipation Proclamation signed by Abraham Lincoln as part of The Civil War: America Divided exhibition at the Orange County Regional History Center in Orlando.

Florida's Highwaymen: Legendary Landscapes Exhibition

As part of its 2007 Black History Month Celebration, Carlton Fields sponsored Florida's Highwaymen: Legendary Landscapes, an art-history exhibition honoring young African American artists who created legendary beauty through their creative art despite the oppression they experienced in Florida in the late 1950's and 1960's. The Florida Highwayman exhibit traveled to Tallahassee in February 2007.



MOSAIC

In 2006, Carlton Fields launched Mosaic, the firm's diversity newsletter. Mosaic describes Carlton Fields "ongoing diversity efforts with our clients, in our communities, and at the firm." Carlton Fields believes that as the firm continues a dialogue about minority and women's issues, the firm creates greater opportunities for advancement of diversity.



PRO BONO INITIATIVES

Battered Women Clemency Project

In 2007, the Women's Initiative Network undertook a pro bono project advocating clemency for women incarcerated for killing their abusers. As part of the initiative, WIN identifies, selects, and oversees the preparation and filing of clemency petitions for women in Florida prisons who were convicted after a trial or guilty plea when evidence of abuse was not raised or, if raised, was presented ineffectively or disallowed by the judge, denying the women due process and fair trials based on the facts of their cases. The issue is of particular importance in Florida, where women convicted of a homicide face 25-year minimum sentences.

Adoption Rights for Lesbian and Gay Parents

Members of GLEN are actively involved in advocating for adoption rights for lesbian and gay parents in the state of Florida. A number of GLEN members are also involved in community and professional organizations with a focus on issues of significance to gays and lesbians.

DIVERSITY WEEK

In May 2007, Carlton Fields celebrated diversity with a week-long firmwide celebration.

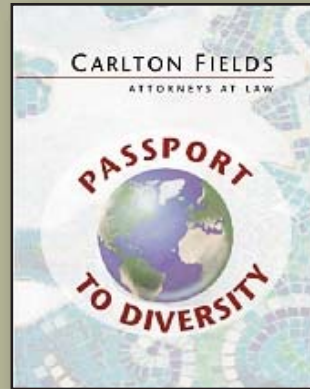
Office Celebrations of Diversity

Each of the firm's seven offices celebrated diversity week with a variety of activities dedicated to recognizing the unique cultures and perspectives of Carlton Fields' attorneys and staff. Activities included:

- Celebrate Your Heritage Day
- Native Costumes Day
- Wines and Cheeses from Around the World Mixer
- International Luncheon
- Diversity T-Shirt & Jeans Day
- International Happy Hour and Coffee/Tea Hour
- Casa Abierta: Celebración de Diversidad
- Piazza: Marketplace Expo

Other Diversity Week Activities

- Looping videos playing Brown v. Board of Education decision
- Donation Presentation to Friends of Joshua House, a shelter for abused, abandoned, and neglected children
- Firmwide emails with Diversity Trivia



**"THANK YOU FOR INCLUDING ME AT YOUR INTERNATIONAL POT LUCK LUNCH ON THURSDAY. WHAT A GREAT WAY TO CELEBRATE DIVERSITY AT YOUR OFFICE. EVERYTHING I TASTED WAS TERRIFIC, AND EVERYONE MADE ME FEEL WELCOME. CARLTON FIELDS IS A FINE EXAMPLE OF THE WAY BUSINESSES SHOULD OPERATE."
-- FIRM CLIENT**



