

CARLTON FIELDS

ATTORNEYS AT LAW



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

2008 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.

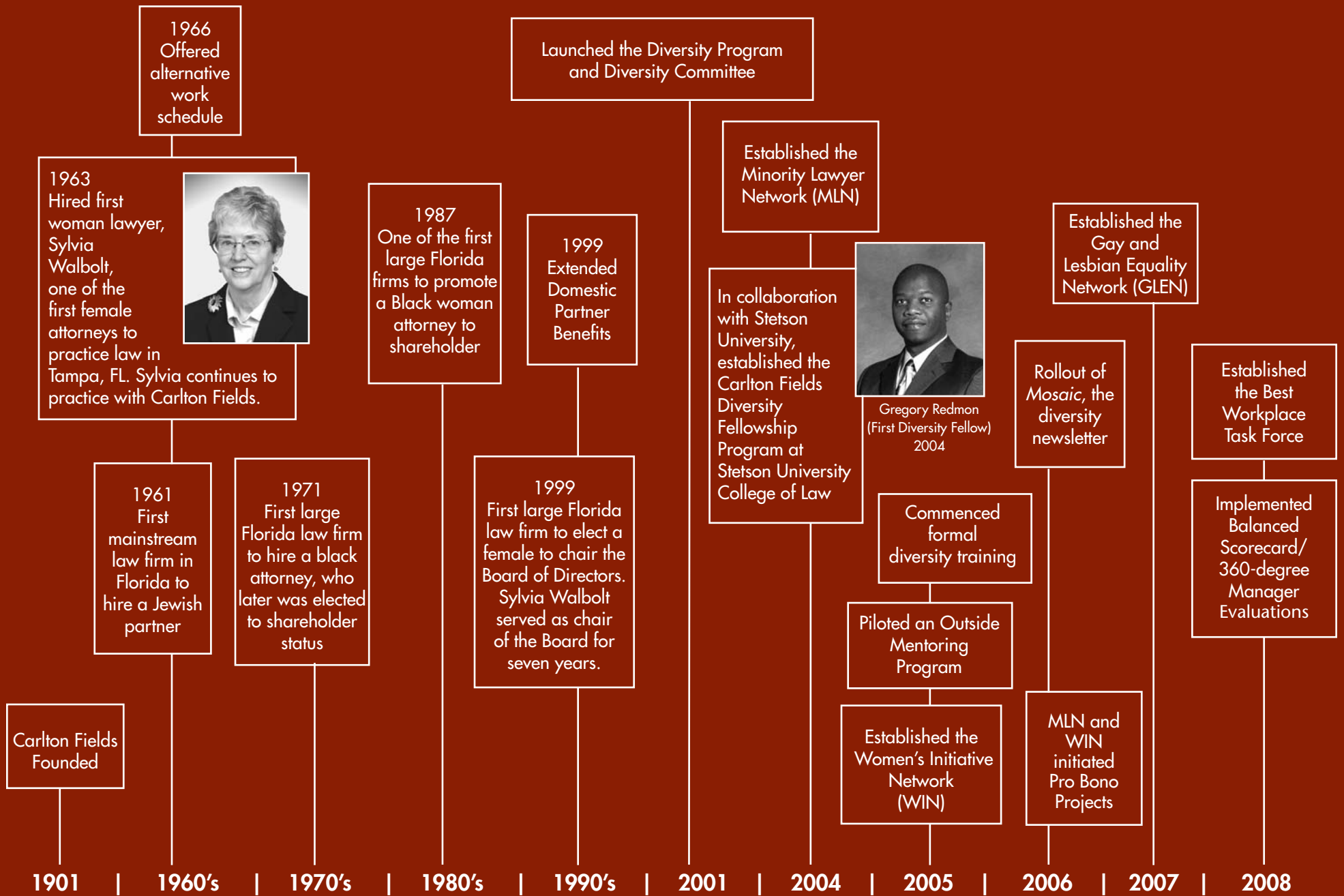
DIVERSITY MISSION STATEMENT

Carlton Fields has a tradition and culture of diversity. We are committed to creating a climate of inclusion, growing our talent pool, and fostering 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

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 2008 Diversity Scorecard

Carlton Fields ranked #21 overall on the 2008 Diversity Scorecard. The firm ranked #2 for the percentage of Hispanic American attorneys in the firm.

MultiCultural Law's 2008 Top 100 Law Firms for Diversity

Carlton Fields is included in *MultiCultural Law's* 2008 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.

The Best Lawyers in America 2009

62 attorneys were selected for inclusion in the 2009 edition of *The Best Lawyers in America*. Of those, **12 minority and women attorneys** were recognized.

2008 Florida and Georgia Legal Elite

36 of the firm's attorneys were selected by their peers in *Florida Trend* and *Georgia Trend* magazines. This represents the top 2% of lawyers in Florida and Georgia. **Of those, 11 minority and women attorneys were recognized.**

2008 Florida and Georgia Super Lawyers

63 Carlton Fields attorneys were recognized for 2008 *Florida and Georgia Super Lawyers*. Of those, **16 minority and women attorneys were recognized.**

DIVERSITY AWARDS

2008 Diversity Best Practices CEO Diversity Leadership Award

Diversity Best Practices recognized Carlton Fields' President and CEO Gary Sasso with the prestigious 2008 CEO Diversity Leadership Award. This venerable award pays tribute to champions of corporate diversity for their exemplary leadership and for innovative and positive responses to demographic shifts in the global workforce and marketplace.

2008 Diversity Best Practices Diversity Officer Leadership Award

Diversity Best Practices recognized Nancy Faggianelli and Jason Murray, Co-Chairs of Carlton Fields' Diversity Committee, for their implementation of outstanding diversity and inclusion programs.

2008 Florida Bar Young Lawyers Division Diversity Award

The Florida Bar Young Lawyers Division selected Carlton Fields as the recipient of its 2008 Diversity Award. Carlton Fields was acknowledged for its efforts and dedication to creating diversity and promoting a more diverse workplace.

George Edgecomb Bar Association Founder's Award

The George Edgecomb Bar Association selected Carlton Fields to be the first recipient of the George Edgecomb Bar Association Founder's Award in recognition of the firm's commitment to diversity.

2008 Corporate Excellence Award

In recognition of Carlton Fields' commitment to Diversity in the legal profession and the firm's participation in numerous diversity initiatives, it was presented with the Corporate Excellence Award by the Black Law Students Associations for the University of Miami School of Law and St. Thomas University School of Law.

Carlton Fields attorneys were born in 14 countries and speak 8 foreign languages.

	Carlton Fields Firm wide	National Firms (251-500)
Minority Shareholders	12.17%	5.18%
Minority Associates	28.04%	16.96%
Women Shareholders	23.07%	18.74%
Women Associates	48.59%	45.28%

Source: NALP 2008-2009 Directory of Legal Employers

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."

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 judicial internships and summer 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 presenting diverse law students to legal employers. In 2008, the firm recruited at the Southeastern Minority Job Fair and the Lavender Law Career Fair.



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 a 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 firm's Diversity Committee. The Diversity Committee is composed of shareholders and associates from all offices, the firm's President, Chief Marketing Officer, 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. 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.

MODERNTHINK SURVEY

To obtain employees' perceptions about the firm's commitment to diversity, in early 2008, the ModernThink Law Firm Insight Survey was distributed to all firm employees to obtain candid, anonymous feedback on Carlton Fields' "people practices" in the areas of communication, evaluation, recognition, diversity, and retention.

BEST WORKPLACE TASK FORCE

As a result of the comments received from the ModernThink Survey, a Best Workplace Task Force was created to make Carlton Fields an even more inclusive workplace. The cross functional task force comprises employees from varying departments, job functions, races, genders, and sexual orientations to ensure all employees of the firm have "a seat at the table" and are empowered in the decision-making process.

MINORITY LAWYER NETWORK (MLN)

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 assists in identifying outside organizations that can facilitate career development and networking opportunities.

2008 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.

Rick Palmore, Executive Vice President, General Counsel & Chief Corporate and Risk Management Officer of General Mills, Inc., traveled from Minneapolis to Florida to speak to firm attorneys and staff about diversity in the legal profession. His presentation was entitled **"A Failure of Imagination – Our Reality Show: The state of diversity in the legal profession."** Mr. Palmore was instrumental in the creation of "A Call to Action – Diversity in the Legal Profession" during his tenure as General Counsel for Sara Lee.

"MLN Breakfast" - The Minority Lawyer Network held a breakfast meeting at the 2008 firm wide retreat. The Diversity Breakfast was a forum for discussion of the firm's diversity initiatives. It also provided attendees with the opportunity to meet and network with minority lawyers from other firm offices.

As part of the firm's continuing **"How I Got Over"** series presented by successful minority shareholders at Carlton Fields, Kelly Cruz-Brown gave an inspirational presentation to members of the MLN that addressed topics including strategies for success and practical business development suggestions in a "Town Hall" type forum.



BLACK HISTORY MONTH

Carlton Fields celebrated Black History Month by sponsoring and participating in several events to commemorate the numerous contributions made by African Americans throughout history and today. One of the highlights of Carlton Fields' Black History Month Celebration was a firm wide Soul Food Luncheon featuring the esteemed civil rights leader, **Rev. Dr. Joseph E. Lowery**, as the honored guest speaker. Dr. Lowery provided the firm with an inspirational history lesson based on his life experience.

Firm wide emails highlighting groundbreaking civil rights decisions were sent each week during Black History Month.



Gary Sasso, President & CEO
and Rev. Dr. Joseph E. Lowery

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.

2008 WIN EVENTS

WIN holds quarterly meetings to discuss issues affecting women in the profession, including marketing, mentoring, leadership, and advancing in the profession. WIN also hosted events in 2008 to provide female attorneys with information relating to professional and personal development.

WIN engaged an outside consultant to hold teleconference seminars focusing on Business Development and Self Assessment Strategies.

WIN is continuing its "A Celebration of Women," a series of events rolled out in 2007 for Carlton Fields' female attorneys to network with other female executives and business women in South Florida. In April 2008, the members of WIN in the Miami office invited women executives and in-house counsel to a private wine tasting and reception honoring vintner Clare Luce Abbey. Ms. Abbey is the granddaughter of Henry Luce, founder of Time, Inc., and the namesake of the famous author, congresswoman, and ambassador Clare Boothe Luce.

In conjunction with the firm's 2008 firm wide retreat, WIN sponsored a roundtable discussion featuring women in-house counsel from AIG, Unum, Home Shopping Network, and Carey International. The panel discussed client/outside counsel relationship building, client service, work-life balance, promotion and retention of women and minorities in their organizations, and career advancement.

In August, WIN members invited women in-house counsel to join them in a Spa Day networking event sponsored by the Association of Corporate Counsel in Atlanta.



GAY AND LESBIAN EQUALITY NETWORK (GLEN)

The Gay and Lesbian Equality Network (GLEN) aims to ensure that Carlton Fields is a welcoming and nurturing environment for its gay and lesbian employees. GLEN hosts events for those within the firm who seek to advance gay and lesbian equality, providing networking opportunities and a support structure for the firm's gay and lesbian employees.

2008 GLEN EVENTS

In recognition of gay pride events traditionally held in June, the Diversity Co-Chair and Chair of GLEN, Nancy J. Faggianelli, sent a firm wide email highlighting historical events related to gay and lesbian attorneys coming out in the legal profession.

On June 20, 2008, GLEN members held a luncheon presentation of the documentary film "Accessory to Murder: Our Culture's Complicity in the Death of Ryan Skipper" in conjunction with the firm's Diversity Week Celebration.



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 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 in which minority attorneys were mentored by business professionals. The goal of the program is to enhance the visibility of the firm's minority attorneys, develop leadership skills, and provide opportunities to receive valuable advice from established minority professionals.

MLN, WIN, & GLEN GROUP AND INFORMAL MENTORING

One of the most important aspects of the Minority Lawyer Network, the Women's Initiative Network, and the Gay and Lesbian Equality Network is the mentoring relationships developed within the affinity groups. Each group encourages senior attorneys to serve as resources and mentors 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" series at the firm retreat provided opportunities for senior attorneys to interact and mentor associates within affinity groups. Many mentoring relationships have been created as a result of the formal mentoring programs and initiatives overseen by the Minority Lawyer Network, the Women's Initiative 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 Practice and Trial Support, Construction, Corporate, Securities & Tax, Family Law, and Government Law and Consulting 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



Gary Sasso
President and CEO

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

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

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

Four members (25%) of Carlton Fields' 16-member Board of Directors are women, and three members (19%) 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 seven firm wide administrative Directors are women, one is a minority, and the firm's Chief Operating Officer is a woman.



Annie Hiotis
Chief Operating Officer

The firm's President & CEO created *Balanced Scorecard Evaluations* for managers to measure key performance standards, including promoting diversity. Practice group leaders are asked to rate themselves on how well they are doing in promoting diversity in their practice groups, including identifying opportunities for the hiring, professional development, and advancement of minorities. In this 360-degree review process, all firm attorneys and government consultants are surveyed and asked to rank their practice group leaders on their diversity initiatives and other performance standards. The results from the scorecards are taken into consideration during performance reviews and determination of compensation for managers ("Walking the Talk").

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
- Georgia Association for 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* Women Who Mean Business Awards
- ABA Women in the Law Leadership Academy
- Ophelia Project Tampa Bay

Attorneys' Participation in Diversity Programs and Initiatives

- Vice Chair of the American Bar Association Health Law Section's Coordinating Committee on Diversity
- Speaker at Young Lawyers "Boot Camp" sponsored by local chapter of National Bar Association
- Keynote Speaker at Annual Scholarship Gala honoring minority law students

COLLABORATIVE EFFORTS WITH THE COMMUNITY IN 2008

Tampa Urban Debate League

In collaboration with other members of the Tampa business and legal community, Carlton Fields has been instrumental in establishing the Tampa Urban Debate League and providing support as non-profit attorneys for, and active members of, the organization.

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.

Orange County Regional History Center

The firm was a title sponsor of the Smithsonian Exhibit *In Focus: National Geographic Greatest Portraits*, featured at the Orange County Regional History Center from November 2008 through January 2009. The opening night reception held on November 20, 2008 drew more than 400 guests.

Come Out With Pride

The firm was an official sponsor of Orlando's 4th Annual Come Out With Pride, an annual event featuring a gay pride parade and festival at Orlando's downtown Lake Eola Park. Orlando's Pride event is timed annually to coincide with National Coming Out Day. 2008 marked the 20th anniversary of National Coming Out Day, and Orlando's event is recognized as the largest celebration of its kind in the nation.

Ryan Skipper Documentary

In 2008, Carlton Fields was a sponsor of the screening of the documentary "*Accessory to Murder: Our Culture's Complicity in the Death of Ryan Skipper.*" The film was inspired by the hate crime murder of a young gay man in Central Florida in 2007 and the societal influences that contribute to such crimes. The screening of the documentary was followed by a panel discussion that included family and friends of Ryan Skipper, local community leaders, and the Carlton Fields attorney who co-produced the film.

Hillsborough County Bar Association (HCBA) Lawyers for Literacy

Carlton Fields attorneys spearheaded a fund drive to purchase books for students in Head Start facilities throughout Hillsborough County and helped raise enough funds to purchase one book for every child enrolled in the Head Start program. Firm attorneys personally visited the Head Start classes, delivered the books, and read to the children for one hour.



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.



PRO BONO INITIATIVES

Battered Women Clemency Project

The Women's Initiative Network continues to work on its 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. 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.

ANNUAL FIRM WIDE DIVERSITY WEEK

Carlton Fields attorneys and staff participated in a week long diversity celebration of the various cultures and ethnicities of our employees.

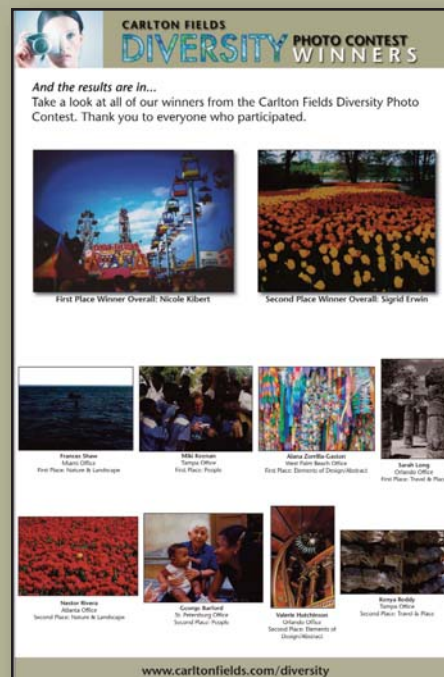
Office Celebrations of Diversity

Each of the seven offices celebrated the firm's diversity week with a variety of daily activities, including:

- Diversity Photo Contest
- Wines and Cheeses from Around the World Mixer
- International Luncheon
- International Happy Hour and Coffee/Tea Hour
- Desserts from Around the World
- Breakfast Around the World
- Diversity Bingo

Other Diversity Week Activities

- Luncheon and Documentary "Accessory to Murder: Our Culture's Complicity in the Death of Ryan Skipper"
- Firm wide emails with Diversity Trivia



Networking Events at 2008 Firm Retreat

