

Firm D&I Innovations and Initiatives

LFDP FY19 RESPONSES

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Latham & Watkins

What actions or initiatives have you undertaken since the beginning of calendar year 2018 to improve diverse representation at your firm and what has been the impact?

Leadership Development. One of our most impactful recruiting and retention programs is our annual Diversity Leadership Academy (DLA). The DLA is attended by US law school students and Latham lawyers who are committed to enhancing diversity and inclusion at our firm and in the profession at large. Tailored training sessions are held for law students and Latham lawyers, each focused on providing attendees with concrete tools for their professional success and leadership development. Faculty include Latham leadership (including members of our Executive Committee, office managing partners and committee chairs), as well as a large delegation of Latham partners and counsel from around the world.

First Generation Professionals. We were one of the first international law firms to launch a global affinity group for first generational professionals (FGPs). We did so in recognition of the importance of socioeconomic diversity, and the unique challenges confronted by FGPs in terms of achieving professional success in the legal profession. We define FGPs as anyone who self-identifies with one of the following: (i) first in their family to graduate from college; (ii) first in their family to graduate from professional school or enter a professional career; or (iii) from a low-income or working class background. We have also been an "early supporter" of FGP student organizations at law schools across the country, helping many schools establish their own FGP groups. We were also honored that our FGP group received the 2018 UK Diversity Legal Award for "Diversity and Inclusion Initiative of the Year."

What D&I improvements are you planning for calendar year 2019?

Broadening Engagement. We are focused on strengthening our culture of inclusion around our global platform, where every person at the firm feels a genuine sense of belonging and can be their authentic selves at work. To that end, we recently launched a firmwide campaign, called The Inclusion Initiative, where we are asking all of our attorneys and staff to take concrete actions every month, over an entire year, to build more inclusion around the firm. Action items include those designed to build relationships across differences, combat unconscious bias when making decisions about others and their potential for success, and raise self-awareness about D&I issues.

Enhancing the Pipeline. We think it's critical to enhance the pipeline of underrepresented students attending law school and participate in several initiatives in this area. One recent example is collaborating with the Ron Brown Scholar Program, which provides academic scholarships, service opportunities, leadership experiences and guidance to young African Americans of outstanding promise. The Program seeks to accelerate their progress into leadership positions in a wide spectrum of professions while instilling a dedication to service. Through this partnership, Ron Brown students are connected to many career opportunities at Latham, including our Business Services Trainee Program for new graduates and fellowships for incoming US law students. Current law students are also invited to apply for summer internships and to attend our annual Diversity Leadership Academy.

Arent Fox

What actions or initiatives have you undertaken since the beginning of calendar year 2018 to improve diverse representation at your firm and what has been the impact?

Diversity and Inclusion Committee. For more than a decade, Arent Fox has had a Diversity and Inclusion Committee comprised of many members of the senior management team. This Committee's goals are to recruit, retain, and promote lawyers of color, women, and LGBTQ lawyers, while ensuring that firm resources are dedicated for training, mentoring and business development. We have launched a number of exciting new initiatives intended to address the primary goal of retaining and promoting our diverse lawyers. Our talent pipeline remains strong, but we all recognize that further retention and promotion activities will create a positive self-reinforcing cycle for recruitment and will enhance our ability to generate high quality legal matters and deliver first-in-class service.

Associate Development Committee. The Associate Development Committee (ADC) is a firm wide committee that oversees associate development with a special emphasis on supporting the development of diverse groups. The ADC focuses on issues related to feedback for associates, legal skills training, effective mentoring and business development training. The ADC is led by a veteran member of the firm's Executive Committee, and is working closely with the Diversity Officer, Associate Evaluation Committee and Practice Group Leaders, as well as directly with partners and associates. Recent ADC initiatives include implicit bias training for all lawyers, feedback training for supervisors, a leadership development program for senior associates comprised largely of lawyers of color, women, and LGBTQ lawyers, and a lawyer well-being initiative.

Leadership Council on Legal Diversity/Fellows Program (LCLD). A key mission and component of LCLD is its fellows program--an ongoing intensive mentoring and business development program geared at pairing high potential diverse law firm attorneys with similar high potential general counsel at major corporations. We select one fellow per year, providing a substantial pipeline initiative for the Firm. We've also expanded to participate in the LCLD Pathfinder Program, a new opportunity targeting 3-5th year associates, designed for diverse, high potential, early career attorneys. The goal of the Pathfinder Program is to provide practical tools for developing and leveraging professional networks through relationship building skills, foundational leadership skills and an understanding of career development strategies applicable to both in-house and law firm practice.

What D&I improvements are you planning for calendar year 2019?

New Diversity Initiative. Adoption of the Mansfield Rule. Arent Fox recently became Mansfield certified. This designation requires law firms to consider at least 30% people of color, women and LGBTQ+ lawyers for significant leadership roles. In 2019, we will focus on implementing this commitment.

Associate Development Committee Goals for 2019. The Associate Development Committee has identified targeted goals that are intended to improve diversity and inclusion within the law firm. Cross-office groups have been tasked to evaluate and mm

Covington

In recent years, Covington has become more intentional about expanding our focus on diversity and inclusion to our offices outside the U.S. We are engaging these offices in our efforts and also learning from and integrating the good work already underway in those offices into our overall approach to diversity and inclusion. This more intentional exchange of ideas across jurisdictions has allowed us to bring new and broadened perspectives to how we think about diversity and inclusion.

Our London office has had a long-term focus on socioeconomic diversity. In support of this goal, we are longstanding participants in a mentoring program with Warwick University that targets racial/ethnic minority students from less advantaged communities. In addition, we partner with Bright Network, an organization based in the UK, to create a network of bright, underrepresented students and connect them with enhanced career opportunities. The organization supports a diverse membership. Seventy-five percent of the network's members are state-educated, 58% are female, 40% are Black, Asian & Minority Ethnic and 43% are the first generation to attend a university.

In Brussels, we were among the founding members of the Legal Diversity & Inclusion Alliance (LDIA), a collective effort by several law firms in Belgium. This is the first effort of this kind in Brussels and we are pleased to be among the initial signatories. The LDIA has sparked additional conversations on the topic of diversity and inclusion in our Brussels office and how our approach there should be similar to, and also different from, our approach in our other offices. As a global firm, we understand that diversity and inclusion is viewed differently in different geographies and requires an approach that is aligned with the local culture.

We celebrate the diversity of our global talent pool by spotlighting lawyers and team members via social media during the various heritage months, including the African American History, Women's History, Pride, and Hispanic Heritage months. The campaigns share word of the events we host during each of the heritage month celebrations and also feature several of our lawyers, their areas of expertise, and any links between their cultural background and their approach toward the practice of law. These campaigns raise our awareness to new dimensions of diversity which boosts the cultural competence of our organization.

In October of last year, we celebrated our inaugural observance of Spirit Day, which inspires people around the world to "go purple" as a visible sign of support for LGBTQ youth and a statement against bullying. We invited our lawyers and staff to demonstrate their support by wearing purple to work and in doing so, we raised awareness to the bullying and harassment disproportionately faced by LGBTQ youth. We are proud to share that our response to Spirit Day was especially strong with participation among many of our offices. We shared our global demonstration of support via the firm's social media channels and these posts were especially well received.

Davis Wright Tremaine

What actions or initiatives have you undertaken since the beginning of calendar year 2018 to improve diverse representation at your firm and what has been the impact?

In 2018, we restructured our Diversity & Inclusion ("D&I") initiative by forming a Diversity Executive Council ("DEC"), which includes a diverse group of attorneys comprised of the firm's Managing Partner,

the firm's Chair of D&I, past D&I Committee Chairs, as well as two Practice Group Chairs and Washington DC's Partner-in-Charge. DEC acts as the governing body of the firm's D&I efforts and initiatives and works closely with Office Diversity Ambassadors (1-2 Partners and Associates from each office), Affinity Groups Chairs, and our Professional Development and Recruiting teams to plan, organize, and accomplish goals concentrated on the integration, advancement, and support of diverse attorneys.

DWT actively employs the "Mansfield Rule" in our recruiting efforts by making every attempt to ensure every candidate pool consists of at least 30% women, minorities and LGBTQ. DWT also directly supports diverse law students by participating in career fairs, hosting career development events and through \$10,000 annual scholarships offered to first year law students from diverse backgrounds. Several DWT 1LDS scholarship recipients returned for a 2L summer associate position and ultimately joined as First-Year Associates. Through these recruiting efforts, we have seen a noticeable increase in the hiring of diverse lawyers over the last three years. On average, over half of all lawyers hired are women and one third are diverse with respect to race, ethnicity and LGBTQ status.

In June 2018, DEC in collaboration with our Attorneys of Color and LGBTQ Affinity Groups, hosted East Coast/West Coast Meet-ups between our New York and Portland offices. This allowed our diverse attorneys in our East Coast and West Coast offices to gather for networking along with programming and Q&A with our Managing Partner. In November 2018, our LGBTQ Affinity Group hosted their first "Coming Out" event in Los Angeles, hosting networking opportunities for local LGBTQ law students and in-house Counsel from across the entertainment field. Our Veterans Affinity Group honored Veterans Day by sharing their experiences serving in the military and how it enriched their careers in an engaging article circulated firm-wide. The Veterans Affinity Group members also provided multiple services to homeless veterans in the annual "Stand down" event in Seattle, and DWT attended our first Veterans Career Fair in late 2018, which resulted in DWT hiring our first (known) female veteran attorney.

To advance the internal pipeline of future diverse partners, Practice Group Chairs, Partners-in-Charge, and key supervising Partners meet to discuss work performance and partnership prospects. During these meetings, work assignments, client access, mentoring, and leadership development are discussed. These meetings allow us to ensure that women, minority, LGBTQ, veteran and disabled attorneys are provided fair opportunities to develop their careers and create relationships with key clients. We can see the results of this focused efforts in our advancement of attorneys. During our 2018 partnership admission process (effective January 1, 2019), half of the partners elevated to equity partnership (4 of 8) are women or minorities and two-thirds of the partners elevated to non-equity/contract partnership (4 of 6) are women, minority or LGBTQ.

What D&I improvements are you planning for calendar year 2019?

Effective January 1, 2019, Lynn Loacker was appointed at DWT's Diversity & Inclusion Chair, in addition to also being DWT's New York Partner-in-Charge. Lynn has been an avid advocate for the advancement of women throughout her career. She has channeled that passion into Project W, which she founded in 2016 with the mission of providing women entrepreneurs the tools, connections, and expertise necessary to build successful businesses. Project W has since grown into a multifaceted initiative, comprising networking events, boot camps, pitch sessions, forums, and other platforms to help unlock women's

potential to excel. All elements of Project W maintain a strong focus on diversity. Numerous events are being planned across the country in 2019.

DWT will also continue to support the progress of our six affinity groups (Women, Flex Schedule, Minority, Senior Lawyers, Veterans and LGBTQ) by hosting meetings and providing opportunities for attorneys within the groups to connect, share ideas, and voice their opinions on how the firm can best support them. Additionally, a number of affinity groups are hosting large scale events:

Adjacent to DWT's All-Attorney Retreat in March 2019, DWT's Attorneys of Color and LGBTQ Affinity Groups are jointly hosting Diverse Attorney Retreat. All attorneys who self-identify as a person of color, LGBTQ or veteran are invited to gather for formal and informal networking along with some programming on business generation and pathways to success as well as a Q&A with our Managing Partner, Jeff Gray.

DWT's Women's Affinity Group will be hosting four daylong Women's Summits designed to teach women associates and counsel how to effectively navigate challenges in their careers, gain greater understanding of the business behind law firms, and how to advocate for oneself and be more resilient in 2019 and 2020 in Washington, D.C., Seattle, Portland, and Los Angeles. DWT originally hosted this series over 16 months between 2013-2016 with over 150 DWT women attorneys attending.

Similar to our 2018 event, our LGBTQ Affinity Group is planning one if not two future "Coming Out" events to be hosted in the different cities of DWT offices, to engage our LGBTQ legal communities.

Externally we will be focused on achieving our diversity goals and increasing the profile of our diverse attorneys by better leveraging our sponsorships with diverse attorney bar associations and diversity organizations with which we are involved. Our participation with these organizations and associations ranges from hosting events in multiple DWT offices to holding some of the highest leadership positions within the organizations. We hope to partner with our clients on this endeavor.

Fish & Richardson

What actions or initiatives have you undertaken since the beginning of calendar year 2018 to improve diverse representation at your firm and what has been the impact?

Fish was one of the first 30 firms to sign onto Diversity Lab's Mansfield Rule. In the first year of implementation, Fish worked to ensure that candidates for promotion are considered on merit; these changes along with the substantial legal and technical talent of the pool considered resulted in an increase in the number of women promoted to equity principal; an increase in the percentage of women in the role of office managing principal; and an increase in the number of lateral principal candidates for underrepresented groups.

FALL 2019 UPDATE: In August Fish was recognized by Diversity Lab as a *Mansfield 2.0 Certified Firm*. We are proud to have met the key elements of the program. Meaningful change at Fish included the increase in representation of women, lawyers of color and/or LGBTQ lawyers on our committee that evaluates candidates for partnership. In addition, we have begun tracking the firm's pitch teams for diversity representation as part of the Diversity Lab pilot program.

What D&I improvements are you planning for calendar year 2019?

In 2017 Fish & Richardson launched a Diversity & Inclusion Strategic Plan with 6 specific goals, each having their own Key Performance Indicators, which include:

1. Educating and engaging everyone in our firm on diversity and inclusion;
2. Embedding diversity and inclusion into all career development processes and procedures within the firm;
3. Increasing the percentage of individuals from diverse backgrounds in positions of leadership;
4. Increasing the percentage of individuals from diverse backgrounds in positions of responsibility with firm clients;
5. Increasing the representation of people from diverse backgrounds in the firm; and
6. Ensuring that the firm is recognized as an industry leader in diversity and inclusion.

In 2019 Fish will implement structured interviews in our summer associate recruiting process. With a focus on eliminating bias in the interview process, this approach to interviewing speaks to increasing the representation of people from diverse backgrounds in the firm and it helps to embed diversity and inclusion in all of our processes and procedures. Further Structured interviews are a significantly better predictor of job performance than unstructured interviews. Structure allows for consistency in the way we treat candidates and gives each of them an equal footing from the very beginning of the recruiting process.

FALL 2019 UPDATE: In January 2019 we provided our 1L interviewers with in-person training, conducted the structured interviews, and utilized a competency-based evaluation form to rank candidates. The result was a 2019 1L class that was 55% female and 64% people of color.

In August 2019 we utilized the same process for our 2L hiring. We are still waiting to finalize the statistics, but anticipate they will reflect greater diversity than we've seen in previous years.

Our next step is to further refine the competencies and corresponding interview questions to ensure continued improvement. We will continue to utilize this process going forward.

Greenberg Traurig

What actions or initiatives have you undertaken since the beginning of calendar year 2018 to improve diverse representation at your firm and what has been the impact?

Since 2018, the firm has diligently worked to continue execution of its strategic diversity and inclusion initiative, which includes efforts to drive recruiting, retention, professional development, promotion and business development. We delivered training to advance diversity and inclusion, address unconscious/implicit bias and enhance the skills of our lawyers, including diverse lawyers. We also implemented a diverse law student recruiting pilot focused on engagement of diverse talent at the very earliest stages of their law school careers, among other efforts. Additionally, we have continued to partner with our clients and potential clients in opportunities and meaningful discussions to share and implement best practices around full inclusion, among other efforts. The impact of our work has been positive. We have been able to hire diverse students into our 2019 Summer Associate program that we may not have otherwise seen in our prior OCI processes; drive deeper, meaningful internal discussions across the enterprise about ways to interrupt bias and advance inclusion; re-engage/re-energize our GT Affinity

Groups for diverse lawyers and allies; and better align our internal efforts with those of our clients and potential clients by employing best practices.

What D&I improvements are you planning for calendar year 2019?

In 2019, we plan to continue the endeavors from 2018. We have found that these efforts require a long-term effort using short-term benchmarks and periodic evaluation/re-evaluations as our guide. We also plan to expand our strategic trainings of downstream leadership on the best practices to interrupt bias in hiring, promotion, work assignments, creating professional development opportunities, etc. The ability to continue these conversations, tailor them to the specific offices/practice groups, and ensure that they filter through a dynamic organization is critical to our overall success in this space.

K&L Gates

What actions or initiatives have you undertaken since the beginning of calendar year 2018 to improve diverse representation at your firm and what has been the impact? Our top priorities for 2018 were (i) to demonstrate the connection between diversity and business success through partnerships with our clients and focused trainings for lawyers and staff throughout the firm; and (ii) to impact our firm's internal culture by connecting lawyers across the platform, increasing a sense of community and building relationships. This year, we developed a tool for tracking successes/wins related to diversity. We now offer a business development training program for diverse attorneys and are working to formalize requirements for factoring diversity into client pitches and work teams. We reassessed our use of conferences to engage external stakeholders, identifying the best opportunities for our lawyers and firm, and created a toolkit for lawyers to use at these events. To support individual accountability, we created a tool that all diversity conference attendees can use to track their progress. We also developed pre-conference trainings and post-conference peer accountability groups for conference attendees. These efforts ensure that associates and partners think critically and work together to increase business opportunities gained through external events. We also have begun partnering with clients in new ways to help drive our respective diversity goals. We created a global "Diversity Challenge" program, which encourages each office to innovate ways to connect with clients around our shared diversity and inclusion goals. Offices compete with each other, the goal of scaling all winning ideas as broadly as possible. This compliments our "Diversity Notes" program across multiple offices, which features monthly missives aimed at breaking down internal barriers, sparking courageous conversations, and building a more open and inclusive office culture.

We are in the process of rolling out a new firm wide program focusing on the integration and retention of lateral associates across the US which recognizes retention as a priority (particularly for diverse associates) and focuses on mentoring and sponsorship across offices and practice areas to encourage integration. This is a direct result of our increase focus on the pipeline into partnership for diverse attorneys. We also created the Pathway to Equity Partnership program, which focuses on helping younger partners strategically grow their practices to become equity partners and thus eligible for firm leadership roles. We also send high-potential diverse partners to the LCLD Fellows Program for budding leaders, and the NAWL Challenge Club, a leadership and mentoring program for high-potential women partners. These programs have directly contributed to our partners' advancement: one LCLD Fellow now serves on the firm's Advisory Council as an office managing partner, and a Challenge Club participant was elevated to equity partnership after she participated in the program.

What D&I improvements are you planning for calendar year 2019? Although we have not yet confirmed our 2019 initiatives in detail, our areas of focus for the coming year are associate retention and development, business development training, and client partnerships.

Perkins Coie

Perkins Coie advanced numerous initiatives in 2018 to increase the representation of diverse lawyers at all levels in our firm.

In 2018, we focused on the continued implementation of the Perkins Rule, a formal effort to include diverse attorneys in our lateral candidate pipeline. Materials were created to help recruiting managers and practice group leaders leverage their use of diverse attorney Resume Books as an aid to heightening their awareness of diverse attorneys in their market.

Bolstering our recruitment efforts at the new associate level, Perkins Coie hosted eleven 1L Fellows in 2018 as part of our 1L Diversity Fellowship program, which provides diverse first-year law students with a \$15,000 academic scholarship and a paid position as a summer associate. Of the eleven 1L Fellows, ten received an offer.

In 2018, we presented the All Women Lawyers Retreat, which builds on the firm's diversity and inclusion efforts by providing women lawyers at all levels the opportunity to share common experiences, network, and discuss career-trajectory issues. A significant action stemming from the retreat was the formation of a Women's Taskforce, which will take a deep dive into the issues that women face today in the legal profession.

A new affinity group was formed in 2018 to include attorneys who have served or are serving in the U.S. military, a community that is inherently diverse. The Veterans Affinity Group seeks to create a community for, strengthen relationships among, and address issues important to firm attorneys who are current or former members of the military.

In early 2018, the firm launched the Sponsorship Program as a two-year pilot initiative designed to increase the retention, development and advancement of high-potential diverse attorneys. Firm leaders nominated diverse attorney participants. Each diverse attorney was paired with a seasoned partner and the pairs set out to achieve specific, clearly defined goals with support from an external consultant.

The impact of the aforementioned initiatives is reflected partly in the number of diverse lawyers promoted to our 2019 counsel and partnership classes. Of the newly elected partners, 56 percent are women and 30 percent are lawyers of color. Of the newly promoted counsel, 54 percent are women and 27 percent are lawyers of color.

Orrick

In 2018, we adopted a clear and measurable set of three-year diversity goals:

- To be the most diverse and inclusive firm among our law firm peers focused on Tech, E&I and Finance;

- To have a partnership that reflects that diversity;
- To have a leadership team that reflects that diversity;
- To have summer associate classes that continue to be more diverse than the rest of the firm; and
- To have client teams that reflect that diversity.

In 2018 we took many steps to advance these goals:

Leadership: In 2018, our board and management committee was 35% diverse. We named Wendy Curtis as our first Chief Innovation Officer (*Financial Times* chose Wendy as the Most Innovative Lawyer of the Year in part in recognition of her collaboration with Microsoft).

Advancement: For the fourth consecutive year, a significantly greater percentage of women partners and partners of color advanced in compensation level than men and nonminority partners. We saw a 10-point YOY improvement in the advancement rate for partners of color.

Hiring: In 2018, 32% of our lateral partner class and 73% of our summer class was diverse.

Retreat: We held a retreat for 140 Orrick attorneys of color. Dr. Arin Reeves spoke about unconscious bias, and our senior leadership joined to hack the question of how to improve diversity. We are implementing the winning ideas.

Responding to #MeToo

Training: We conducted mandatory #MeToo training. These trainings were based on hypotheticals and emphasized the challenging issue of ensuring #MeToo concerns do not dampen opportunities for mentoring and sponsorship.

Mandatory Arbitration: Within 24 hours of Munger Tolles being called out for use of mandatory arbitration for summer associates, we determined that such clauses no longer made sense for Orrick. We were the first law firm after Munger to announce that we would discontinue using them on a mandatory basis.

Agile Working: Five members of our 2018 partner class and 175 lawyers overall took advantage of our innovative Agile Working policies which are a powerful retention tool. In London, we were one of six firms to sponsor the launch of Reignite Academy, which helps women who have taken a pause to raise families return to practice.

Communication

Perspectivas: To help create more business opportunities for our diverse lawyers, we launched a new newsletter in 2018 that features our diverse talent. The goal is to make our own team and our clients aware of the skills of our diverse lawyers and thus to create opportunities for them.

Dive/In: We marked the 10th anniversary of this Orrick tradition. 27 offices worldwide held events to advance inclusion. In New York, we hosted a talk by Abby Wambach. Our Chairman Mitch Zuklie recorded a [podcast](#) with Abby.

Unconscious Bias Training: We partnered with Ritu Bhasin to deliver unconscious bias training at our Finance practice retreat. In addition, Mitch recorded a [podcast](#) with Abby.

Veterans: In 2018, with the continued support of Microsoft as a founding sponsor, we hosted our fourth annual Veterans' Legal Career Fair.

What D&I improvements are you planning for calendar year 2019?

Leadership: We will continue to focus on promoting diverse lawyers to leadership, consistent with our commitment to the Mansfield Rule. In addition, six women partners will attend inaugural Harvard Accelerated Leadership Program for Women.

Client Opportunities: Orrick has selected a core group of 15 clients who are global in scope and intensely focused on diversity. The goal with each client is threefold: 1) meet with the diversity and inclusion leaders at the client to confirm their goals, expectations, and how we should work together on these priorities, 2) introduce Orrick's diverse partners and associates to the client team, and 3) increase the number of diverse partners who are leading relationships and serving on client teams.

Diversity Advisory Board: Building on the success of our Women's Advisory Board (now in its third year), we have secured the participation of senior leaders of corporate legal departments to participate on a Diversity Advisory Board. Participants include diverse and female leaders from: Bank of America, Clorox, Oracle, Toyota, Chevron, Danaher, Gap, J.P. Morgan and McAfee plus Harvard Professor David Wilkins. The Board will meet several times a year to provide feedback to Orrick on our diversity programs, and help create greater accountability and transparency for our firm.

Enhanced Pay Equity Analysis: We are bringing greater attention and resources to pay equity analysis.

Sponsorship: In addition to continuing our work with the Center for Talent Innovation described above, this year we are launching our Active Coaching Pilot Program for a group of 26 U.S. associates of color. The program will provide a more structured approach to the mentor/sponsor relationships and encourage more consistent and meaningful interaction between associates of color and their mentors. It will also empower associates of color to develop a short, concrete Action Plan to promote their continued growth and success.

Real Time Feedback: In 2018, we piloted real time feedback with five of our practice groups. In 2019, we will expand the program. We believe real-time feedback is especially powerful for diverse lawyers to ensure that they get equal access to coaching and mentorship.

Supporting Parents: In 2015, we led the market in expanding parental leave benefits. We will take a fresh look at our program in 2019.

Mental Health & Wellness: Unplug on Us: At the end of 2018, we announced a unique gift for our associates. For those who worked exceptionally hard last year, we will contribute \$15,000 to a one-week vacation with friends and family during the first half of 2019. We felt that it was important to focus on time off and stress relief (rather than additional purely financial rewards). We will continue to focus on additional ways to help our lawyers unplug.

Patrick Krill, one of the authors of the ABA Well-Being Pledge, spoke at our 2019 partners meeting about how to identify signs of stress among team members and have conversations about self-care.

We will also expand our award-winning mindfulness program.

Sidley

What actions or initiatives have you undertaken since the beginning of the calendar year 2018 to improve diverse representation at your firm and what has been the impact?

In 2018, Sidley restructured and relaunched its Diversity Mentoring Program, adding significantly more structure, a new fifth-year career conference for diverse associates, and business development education. Relaunch meetings introduced the new program in each office and were followed by meetings introducing fifth year diverse associates to the concept of a career conference. New reminders, substantive meetings for mentors and mentees, and other touchpoints were added to the program. Fifth-year career conferences have been productive for both the associate and the team with whom they meet. This includes their Practice Group Head or delegate, a member of the committee that oversees associate reviews and compensation, their partner mentor(s) and a member of the Diversity Committee. In the first half of 2019, retention rates for diverse associates have improved dramatically over 2018.

Also in 2018, we launched an ongoing program to monitor the composition of pitch/RFP teams to ensure that Sidley fields diverse teams of lawyers for every client and gives opportunities to all lawyers internally. Quarterly, the Chief Diversity Officer receives a report of the composition of pitch/RFP teams for the prior two quarters. If a partner appears on the list in two or more pitches involving at least three people, she notifies the Management Committee. A Management Committee member visits with that partner to discuss the underlying conditions leading to repeatedly homogeneous teams. Those conditions might include a lack of diversity in a particular practice or specialty, lack of attention to the diversity of the pitch team, or something else. Partners rarely appear on this list more than once.

In addition, in 2018 our Disability Diversity Alliance completed a project launched in late 2017 which resulted in the firm's website being WCAG AA rated for electronic access. We also piloted new, evidence-based unconscious bias education and entered into multiple new partnerships with clients to promote greater connection between those companies and our diverse lawyers. We continued many ongoing efforts, as well.

What D&I improvements are you planning for calendar year 2019?

In 2019, Sidley is making a head-on effort to increase its retention of racially/ethnically diverse and LGBTQ associates. By focusing on new supports for first-third year associates, actively implementing our newly revamped Diversity Mentoring Program and holding both mentors and mentees accountable for mentee progress, we hope to see material progress. For example, two new programs assist incoming first year associates who are LGBTQ or first generation professionals transition into law firm life. These programs pair incoming associates in these groups with existing lawyers of similar background as their "buddies." Senior "buddies" provide social support, make introductions, answer questions pertinent to being LGBTQ or first generation, and otherwise smooth the way for these new lawyers. All incoming associates are invited to participate and, as a result, feel welcomed by the firm even if they do not fall into those two categories.

Firm management has also partnered with the Diversity Committee and our talent management committees to improve work allocation, support our Practice Group Heads in their management of diverse and non-diverse associates, and advance education about, and implement tactics to address, unconscious bias. Office Managing Partners in each U.S. office have been enlisted to meet regularly with

Practice Group Heads to review data about work allocation, associate time billed, the kind of work diverse associates are doing, and other measures of associate integration into the practice. This level of management and accountability has addressed a frequently expressed concern that diverse associates were not getting the same quantity or quality of work as non-diverse associates.

While retention and promotion of women to partnership has been less of a problem for Sidley, firm leadership and the Committee on Retention and Promotion of Women considered and adopted an expanded, gender-neutral parental leave policy which provides men and women having or adopting children the same amount of parental leave. We also planned to strength programs supporting women lawyers' practice leadership and business development, and are giving continued attention to the allocation of credit, succession planning, and advancement of partners into leadership.

Simpson Thacher

D&I Action Steps Simpson is Implementing:

Leadership Conference for all Diverse Associates and Counsel in U.S. Offices

The firm convened our first Leadership Conference for diverse U.S. associates and counsel in April, 2016 in our New York office. One full day was dedicated to discussions on how to enhance diversity and inclusion at the firm. The event also included a keynote speech by the President of the Leadership Council on Legal Diversity (LCLD) and a professional development workshop facilitated by external consultant. Members of the Executive Committee, along with other partner leaders, also participated in the Conference. Our second Leadership Conference was held in May, 2018 in our New York office. The Conference included a diversity workshop on Growth Mindset, a business development training, a conversation with the Chair and the Administrative Partners of the firm, and break-out groups where associates and counsel discussed feedback and ideas. In addition to professional development, the Conference was a good opportunity for our diverse associates and counsel to develop meaningful relationships across offices and affinity groups. We look forward to receiving input from the participants of the second Conference in the next few months as part of our ongoing effort to assess and improve our diversity and inclusion initiatives. Our next Leadership Conference is scheduled for May 2020.

Enhanced Diversity Mentoring Program

Our Diversity Mentoring Program gives us an opportunity to empower first-year associates to build a network of supporters and introduces them to the culture of our institution. The mission of the Program is to promote the success of diverse associates at the start of their career and to provide them with the tools to develop and succeed at the firm. The Program aims to combine the benefits of an informal relationship with structured and specific goals. Partners and diverse first year associates who opt-into the program are expected to meet at least once every three weeks to discuss the associates' development, assignments, and any other relevant issues. Members of our Diversity team follow-up with the partners and associates to confirm that they are meeting as scheduled and to collect feedback from participants.

Practice Group and Office Discussions

Each practice group or office leader and the relevant staffing partners meet with the co-chairs of our Women's Committee and Diversity Committee and a representative of our Personnel and Diversity

Departments twice a year to discuss how we can support the development of women and diverse associates. Prior to 2017, we conducted similar meetings once a year.

High potential female and diverse associates identified through these discussions are provided with one-on-one coaching to enhance their professional development at the firm.

Benchmarks

Each major practice group developed benchmarks, that outline the skills and experiences an associate should strive to attain at varies levels of seniority and provide a tool for enhanced communication about professional development among associates, mentors and staffing partners. We now utilize the benchmarks as a tool for discussion through our Diversity Mentoring Program and have been published on our internal website.