

Frost Brown Todd LLC

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Ann Arbor, MI; Charleston, WV; Cincinnati, OH; Columbus, OH; Dallas, TX; Florence, KY; Indianapolis, IN; Lexington, KY; Louisville, KY; Nashville, TN; Pittsburgh, PA; Richmond, VA; West Chester, OH

DIVERSITY LEADERSHIP

Head(s) of Firm: Robert Sartin - Chairman; Adam Hall - CEO

Diversity team leader(s): Kim Amrine — Director of Diversity & Inclusion; Kimera Hall — Member and Chair of Diversity & Inclusion

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	535	540
U.S. offices only	535	540

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2019)

	Men	Women
White/Caucasian	89	51
African-American/Black	8	5
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	2	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	6	4
Openly LGBTQ	3	1
Individuals with Disabilities	n/a	n/a
Total	105	64

We do not track attorneys with disabilities.

EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	116	33
African-American/Black	1	1
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	0
Individuals with Disabilities	n/a	n/a
Total	118	36

We do not track attorneys with disabilities.

OF COUNSEL (2019)

	Men	Women
White/Caucasian	12	17
African-American/Black	0	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	12	18

We do not track attorneys with disabilities.

SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	10	9
African-American/Black	1	1
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	11	11

We do not track attorneys with disabilities.

NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	127	47
African-American/Black	3	1
Hispanic/Latinx	1	2
Alaska Native/American Indian	0	1
Asian	2	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	0
Openly LGBTQ	2	1
Individuals with Disabilities	n/a	n/a
Total	135	52

We do not track attorneys with disabilities.

NEW HIRES (2019)

	Men	Women
White/Caucasian	32	23
African-American/Black	4	7
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	0	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
Total	38	33

We do not track attorneys with disabilities.

Strategic Plan and Diversity Leadership

How does the firm's leadership communicate the importance of diversity to everyone at the firm?

Our CEO presents a diversity and inclusion topic at every monthly member meeting, quarterly associate meeting, and routine staff meeting. The CEO works hand in hand with the Director of Diversity & Inclusion and Diversity & Inclusion Committee on a continuing basis to ensure progress, accountability, and support. The CEO meets monthly with the Director of Diversity & Inclusion, Chair of Diversity & Inclusion Committee and Chair of Women's Initiative to discuss new initiatives, progress, obstacles and ensure that the firm's diversity initiatives are acting in concert with the overall management direction of the firm. Diversity initiatives are incorporated into the firm's annual membership questionnaire and our Director of Diversity & Inclusion and the Chair of the Women's Initiative meet with the member compensation committee to make recommendations on equity member compensation. These are just a few examples of many where our leadership illustrates that diversity and inclusion must be considered in all that we do as a firm.

Who has primary responsibility for leading diversity initiatives at your firm?

Kim Amrine, Member and Director of Diversity & Inclusion, was appointed in April 2006. She has been an attorney with the firm for 20 years and currently devotes 100% of her time to the firm's inclusion initiatives. The Director works closely with the firm's CEO, along with the Diversity & Inclusion Committee Chair, Kimera Hall, to implement our diversity initiatives on a firm-wide basis. These individuals also work closely with the Chair of the Women's Initiative, Kim Mauer, on a weekly (and often daily) basis to further the firm's diversity and inclusion goals and vision.

Does your law firm currently have a diversity committee?

Yes

If yes, do one or more members of the firm's management/executive committee (or the equivalent) serve on the diversity committee?

Yes

If yes, how many attorneys are on the committee, and in 2019, what was the total number of hours collectively spent by the committee in the furtherance of the firm's diversity initiatives?

Total attorneys on committee: 12

Total hours spent on diversity: 3733

Comments: This number may not include hours of non-committee members that participate on certain diversity & inclusion subcommittees for specific projects/initiatives.

Does the committee and/or diversity leader establish and set goals or objectives consistent with management's priorities?

Yes

If yes or partially, please explain.

The Diversity & Inclusion Committee finalized scorecards for 32 of our firm leaders focused on diversity, inclusion and equity. The Director of Diversity & Inclusion and Diversity & Inclusion Committee meet monthly with the CEO to ensure that the firm's inclusion goals are consistent with the firm's current management priorities. This also facilitates constant communication with leadership. Similarly, our Director of Diversity & Inclusion and Diversity & Inclusion Committee Chair meet individually with Department Chairs and Practice Group Leaders as well as numerous others in firm management to ensure consistency and support the firm's management priorities.

Has the firm undertaken a formal or informal diversity program or set of initiatives aimed at increasing the diversity of the firm?

Yes

If yes, is it formal or informal?

We work closely with the Recruiting Committee and Administration hiring team to ensure that whenever possible, a diverse slate of candidates are considered for all position openings. In addition, we monitor and provide input in the interviewing and recruiting process and have implemented best practices that are aimed to eliminate potential bias in our recruiting and interviewing process. We also ask every employee in the firm whether they are seeing progress. Informal affinity groups facilitate increased diversity, social connections and interaction. Finally, we invest our time, resources and money in numerous pipeline programs in our markets.

How often does the firm's management review the firm's diversity progress/results?

Monthly

How is the firm's diversity committee and/or firm management held accountable for achieving results?

As outlined above, the Director of Diversity & Inclusion & Diversity and Inclusion Committee Chair and Women's Initiative Chair report monthly to the CEO. These leaders meet with the firm's Executive Committee to discuss progress and hold these individuals accountable for results.

Is your firm minority-owned or women-owned?

No

Law Firm Diversity Initiatives

INITIATIVES FOR ALL DIVERSE ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Undertake communication from firm management that diversity is a top priority of the firm
X			Formalize diversity plan and committee with action steps and accountability to management
X			Conduct firmwide mandatory diversity training for all attorneys and staff annually
X	X		Implement bias interrupters with respect to hiring/assignments/evaluations/compensation reviews/promotions/ etc.
X			Focus on strengthening firm's mentoring program
X	X		Conduct internal diversity needs assessment (e.g., culture and environment surveys) and/or retain diversity consultant to examine how firm culture might be more welcoming of minorities
X			Support law firm's internal affinity networks
X			Hire a director of diversity or other full-time professional to implement the firm's diversity program
X	X		Coordinate or work with clients on diversity issues
X			Develop/expand relationships with minority bar associations and other legal diversity organizations to offer firm's support of these networks



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR MINORITY ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X	X		Increase the number of minority attorneys at the associate level
X	X		Increase the number of minority attorneys at the partnership level
X	X		Increase the number of minority attorneys in leadership positions
X			Focus on strengthening firm's mentoring program for minority attorneys
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure minority attorneys have equal access/inclusion on top client matters

INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Institute a formal part-time policy that addresses partnership prospects
X			Increase the number of women at the associate level
X	X		Increase the number of women at the partnership level
X	X		Increase the number of women in leadership positions
X			Focus on strengthening firm's mentoring program for women
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure women have equal access/inclusion to top client matters
X			Provide accommodations specific to mothers (e.g., lactation rooms)
	X		Implement policies to address gender pay equity



X	X	Other (please specify): The mission of FBT's Women's Initiative (chaired by an Equity Member) focuses on and directs activities targeted to its mission including, but not limited to: 1) working with the Advancement Committee, Practice Group Leaders and firm management to further the objective of developing and advancing women lawyers in the firm; 2) facilitating more targeted opportunities for mentoring to ensure our female lawyers have sponsors and champions (as well as mentors) within the firm; 3) supporting alternative work schedules for all attorneys and promotion of attorneys with non-traditional billable hour requirements to partnership; 4) hosting an overnight retreat for all female attorneys every 18 months; and 5) working directly with our Director of Diversity & Inclusion and Practice Group Leaders to ensure that our mission is being accomplished on a daily basis.
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Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR OPENLY LGBTQ ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Offer same-sex domestic partners the same benefits available to married individuals
	X		Increase the number of LGBTQ attorneys at the associate level
	X		Increase the number of LGBTQ attorneys at the partnership level
	X		Increase the number of LGBTQ attorneys in leadership positions
X			Focus on strengthening firm's mentoring program for LGBTQ attorneys
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure LGBTQ attorneys have equal access/inclusion on top client matters
X			Ensure that EEO and non-discrimination policies specifically address gender identity
	X		Provide accommodations for LGBTQ attorneys (e.g. bathroom facilities)
X			Other (please specify): Scoring 100 on HRC's Corporate Equality Index for six years. Establishing and supporting our LGBTQ affinity group. Creating programming around the LGBTQ+ "alphabet" to educate all employees about current issues of gender identity, transgender education, etc. Our firmwide mandatory inclusion training includes vignettes and hypotheticals that address unconscious bias issues that can arise for LGBTQ employees. Inclusion training is mandatory for all employees and new hires and includes a testimonial from one of our openly LGBTQ attorneys who has held several important leadership positions in our firm.



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR ATTORNEYS WITH DISABILITIES

Already Completed	Currently Addressing	Not a Current Priority	
	X		Increase the number of attorneys with disabilities at the associate level
	X		Increase the number of attorneys with disabilities at the partnership level
	X		Increase the number of attorneys with disabilities in leadership positions
	X		Focus on strengthening firm's mentoring program for attorneys with disabilities
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure attorneys with disabilities have equal access/inclusion on top client matters
X			Ensure that EEO and non-discrimination policies specifically address individuals with disabilities
X	X		Implement accommodations for current and future attorneys with disabilities (e.g., access, technology, etc.)
X	X		Other (please specify): Implement accommodations for current and future attorneys with disabilities (e.g., access, technology, etc.)



Pipeline Initiatives

Does your firm actively engage in initiatives to feed the diversity pipeline by encouraging minority students to consider law as a career and/or assisting them in pursuing such opportunities?

- ✓ *Participate in established pipeline programs, such as SEO, Legal Outreach, Prep for Prep or Street Law*
- ✓ *Fund scholarships for minority high school or college students*
- ✓ *Mentor minority high school or college students*
- ✓ *Participate in or host mock trial programs or career events*
- ✓ *Provide internships or employment to minority high school or college students*
- ✓ *Outreach to middle school students*

Please discuss any additional efforts to reach out to diverse undergraduates, high school, middle school or grade school students.

We have hosted a summer intern through Cincinnati's Summer Work Experience in Law for the last 32 years. We also participate in the Cristo Rey work study program, the Louisville Bar Association's summer internship program, WrightChoice, Inc. pipeline program in Columbus and the Law and Leadership Institute in Cincinnati and Columbus. These programs provide education, programming, mentoring and guidance and also provide work experience in law to students with diverse backgrounds. The firm established an endowment for an annual scholarship at the Ohio State University Moritz College of Law for minority students. We also routinely host pipeline students for events and activities created and presented by our attorneys and clients. Many of our firm's leaders, members and associates serve as mentors on a regular and consistent basis to those who participate in our local pipeline programs to make the most of these programs and ensure that our commitment is not just monetary or limited in duration. Indeed, in 2010, we established the FBT diversity & inclusion scholarship program. The scholarship program awards four to six \$2,000 scholarships to diverse law students in our markets.



Recruitment - New Associates

Does your firm annually recruit at any of the following types of institutions?

Ivy League law schools: None

Other private law schools: University of Notre Dame Law School; Vanderbilt University Law School; Washington University School of Law; Duke Law School; SMU Dedman School of Law; Duquesne University School of Law

Public state law schools: Brandeis School of Law/University of Louisville; Indiana University School of Law-Bloomington; Indiana University School of Law-Indianapolis; University of Cincinnati College of Law; University of Kentucky College of Law; University of Michigan Law School; University of Virginia; Salmon P. Chase College of Law; University of Alabama; University of North Carolina; University of Pittsburgh; University of Tennessee; William & Mary; Ohio State; Capital University; West Virginia University

Law schools of Historically Black Colleges and Universities (HBCUs): None

Diversity job fairs: Indianapolis Bar. Assn. Diversity Job Fair; Cook County Bar Assn. Minority Job Fair

Do you have any special outreach efforts directed to encourage minority law students to consider your firm?

- Hold a reception for minority students
- Advertise in minority law student association publications
- Participate in or host minority law student job fairs
- Sponsor minority law student association events
- Firm lawyers participate on career panels at schools
- Outreach to leadership of minority student organizations
- Scholarships or intern/fellowships for minority students
- Other (please specify)

Do you have any programs specifically targeted at first-year students?

Over the past several years, we have had dozens of our lawyers mentor 1L minority law students through the LCLD Mentoring Program. As a result, our lawyers have invested numerous hours to meet with and mentor these law students to best position them for success in their respective law schools. We have connected several first-year law students that our firm actively mentors with many in-house job opportunities and other employment opportunities. In addition, we communicate with many first-year law students on a regular basis to provide them with advice, mentoring and networking opportunities. Finally, our scholarship program has benefited several first-year law students by offering financial support during law school.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	9	8
African-American/Black	1	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	10	8

We do not track attorneys with disabilities.

OFFERS ACCEPTED* (2019)

* Summer associates who accepted an offer of full-time employment

	Men	Women
White/Caucasian	7	8
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	7	8

We do not track attorneys with disabilities.

OFFERS MADE* (2019)

* Summer associates who received an offer of full-time employment

	Men	Women
White/Caucasian	8	8
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	8	8

We do not track attorneys with disabilities.

NEITHER ACCEPTED NOR DECLINED (2019)

* Summer associates who neither accepted nor declined an offer of full-time employment because of postgraduate clerkship/fellowship

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	0	0

We do not track attorneys with disabilities.

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	11	5
African-American/Black	2	3
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	14	8

We do not track attorneys with disabilities.

LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	4	5
African-American/Black	0	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	4	7

We do not track attorneys with disabilities.

LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

	Men	Women
White/Caucasian	12	7
African-American/Black	1	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	13	8

We do not track attorneys with disabilities.

NEW PARTNERS PROMOTED* (2019)

* Both equity and non-equity promoted from associate or of counsel rank

	Men	Women
White/Caucasian	7	3
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	7	4

We do not track attorneys with disabilities.

NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	4	2
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
Total	5	2

We do not track attorneys with disabilities.

Recruitment - Lateral Associates and Partners

What activities does the firm undertake to attract diverse attorneys?

- Partner programs with women, minority, LGBTQ or disability-focused bar associations
- Participate at diversity job fairs
- Attend events at diversity legal organizations
- Seek referrals from other attorneys
- Utilize online job services (e.g., MCCA Job Bank)
- Hire recruiting professional who specializes in identifying diverse candidates
- Firm is Mansfield Rule certified
- If the firm is not Mansfield Rule certified, does it plan to be certified?
- Other (please specify)

We are registered and on track for Mansfield 3.0 certification.

Do you use executive recruiting/search firms to seek to identify new diversity hires (partners or associates)?

Yes

If yes, are any of these executive recruiting/search firms women and/or minority-owned?

Unknown

If yes, list all women and/or minority-owned executive search/recruiting firms to which the firm paid a fee for placement services in the past 12 months:

[No response]



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	0	0

We do not track attorneys with disabilities.

2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	1
African-American/Black	0	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
Total	0	2

We do not track attorneys with disabilities.

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	1
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
Total	0	1

We do not track attorneys with disabilities.

4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	2	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	2	0

We do not track attorneys with disabilities.

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	5
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	1	5

We do not track attorneys with disabilities.

6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	1
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	2	1

We do not track attorneys with disabilities.

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	1
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	0	1

We do not track attorneys with disabilities.

8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	3	2
African-American/Black	1	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	4	2

We do not track attorneys with disabilities.

OF COUNSEL

	Men	Women
White/Caucasian	2	6
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	2	7

We do not track attorneys with disabilities.

NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	13	5
African-American/Black	0	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	13	7

We do not track attorneys with disabilities.

EQUITY PARTNERS

	Men	Women
White/Caucasian	5	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	5	0

We do not track attorneys with disabilities.

Retention and Professional Development

Please identify the specific steps you are taking to reduce the attrition rate of diverse attorneys.

- Develop and/or support internal employee affinity groups (e.g., networks within the firm for minorities, women, LGBTQ attorneys, or individuals with disabilities)
- Increase/review compensation relative to competition
- Implement procedures to ensure gender pay equity
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity and greater inclusion of minority men and women in firm leadership
- Work with diverse attorneys to develop career advancement plans
- Introduce diverse attorneys to key clients, including to lead engagements
- Review work assignments and hours billed to key client matters to make sure diverse attorneys, particularly minority attorneys (for whom research indicates a greater inclusion problem), are not being excluded
- Strengthen mentoring program for all attorneys
- Professional skills development program for all attorneys
- Provide a gender-neutral parental leave policy that covers adoptions
- Other (please specify)

We not only conduct exit interviews of all diverse attorneys but also conduct "stay interviews" of our diverse attorneys (eight stay interviews per quarter) to better gauge where we focus our energy and efforts.

Does your firm have part-time/flex-time policies that permit attorneys (male or female) to work alternative schedules?

Yes

What impact, if any, will the decision to work part time have on an attorney's ability to make a partner, or if already a partner, to remain a partner at your firm?

Those who work an alternative work schedule are still eligible for non-equity and equity partner consideration, pursuant to our formal policy. A lawyer who decides to go part time and is already a partner can still remain a partner.

How many current equity partners have worked part time, exclusive of maternity/paternity leave or short-term disability?

4

Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	4	4	157
Of counsel	0	0	0	21
Non-equity partner	2	9	11	176
Equity partner	0	6	6	157



Management Demographic Profile

FIRMWIDE COMMITTEES 2019

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	7	2
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	7	2

We do not track attorneys with disabilities.

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	4	4
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	1
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	5	6

We do not track attorneys with disabilities.

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	9	7
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	11	8

We do not track attorneys with disabilities.

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	4	4
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	5	4

We do not track attorneys with disabilities.

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	1	2
African-American/Black	2	1
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
Total	5	5

We do not track attorneys with disabilities.

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	13	16	16
Number of such positions held by:			
Minorities	1	1	1
Women	3	4	8
LGBTQ attorneys	0	0	0
Individuals with Disabilities	n/a	n/a	n/a

We do not track attorneys with disabilities.

Please provide information regarding all diverse attorneys who currently head offices, practice groups and committees. Enter responses in the following format: Attorney, Office location/Practice group/Committee (No. of attorneys in office/practice group/committee).

U.S. OFFICE HEADS

How many offices does your firm have in the United States? 13

Minorities heading offices: Terrence Reeves, Ann Arbor MI (3)

Women heading offices: Noel Shepard, Columbus OH (47); Heather Wilson, Indianapolis IN (72); Maureen Bickley, Cincinnati OH (125)

LGBTQ attorneys heading offices: None

Individuals with Disabilities heading offices: n/a

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Chris Sprecher, Real Estate (43)

Women heading practices: Becky Moore, Finance (34); Ann Schoen, Intellectual Property (41); Chris Sprecher, Real Estate (43)

LGBTQ attorneys heading practices: None

Individuals with Disabilities heading practices: n/a

COMMITTEE LEADERS

Minorities heading committees: Kimera Hall, Diversity & Inclusion Committee (12)

Women heading committees: Debbie Adams, Legal Personnel Committee (7); Mekesha Montgomery, Member Personnel Committee (8); Kimera Hall, Diversity & Inclusion Committee (12); Kim Mauer, Women's Initiative Committee (15); Kim Mauer, UNITE Committee (1); Debbie Hardesty, Benefits/Retirement Committee (3); Kelly Schulz, Sustainability Committee (4); Jennifer O'Guinn, Opinion Committee (15)

LGBTQ attorneys heading committees: None

Individuals with Disabilities heading committees: n/a



The Firm Says

Our Commitment

- Finalized and communicated our firm-wide strategic plan, which contains specific goals that focus on diversity, including an increase in the number of diverse attorneys.
- Employed a Director of Diversity & Inclusion since 2006, who has a billable requirement of zero, and reports our diversity metrics to our Executive Committee and to the entire membership quarterly. This ensures that the diversity goals in our strategic plan are visible and measured.
- Hired a Diversity & Inclusion Specialist in early 2019, who is responsible for maintaining our current best practices so that our Director of Diversity & Inclusion can focus on accountability of our members, recruiting and advancement of our attorneys of color and LGBTQ attorneys.
- Implemented individualized diversity score cards for all firm leadership positions that will be reported to the firm's management and compensation committee at year-end.
- Registered for the Mansfield Rule 3.0 Certification Program, which requires an investment of \$12,500 and intentional tracking of historically underrepresented lawyers who are being considered for lateral hiring, significant leadership roles, formal client pitches, and advancement. Participating law firms must consider at least 30% diverse/female candidates for these roles. We are currently on track for Mansfield certification this year.
- Created a Diversity Scholarship program in 2010. The annual scholarship awards financial assistance to diverse students. To date, we have funded over \$25,000.
- Committed to conduct no less than eight stay interviews of our diverse attorneys per quarter to better gauge where we focus our energy and efforts.
- Require all employees to complete a mandatory 2.5 hour, in-person diversity & inclusion training and we have conducted over 40 inclusion workshops to build additional cultural competencies in our employees.
- Meet with our Recruiting, Compensation, and Advancement Committees to audit their systems and processes to eliminate unconscious bias.

Our Acknowledgements

- Received the HRC Corporate Award for being one of the very few employers in our footprint to score 100 points on the HRC's Corporate Equality index for the sixth consecutive year.
- Recognized as a seven-time "Gold Standard law firm" by the Women in Law Empowerment Forum (WILEF). To be considered for inclusion, firms must meet one mandatory criterion and at least three additional criteria regarding the percentage and make up of women in firm leadership and compensation.
- Membership of Leadership Council on Legal Diversity (LCLD) since 2011 and have been recognized as both a 2018 and 2019 Top Performer and Compass Award winner. The Top Performer designation recognizes member organizations that are the most active in their support of the LCLD's mission, including speaking at LCLD events and participating in its Success in Law School Mentoring Program. The Compass Award, on the other hand, is conferred upon corporations and law firms whose representatives attended the LCLD's annual meeting and participated in the LCLD Fellows, Pathfinder, and Pipeline Programs.

