

Stein & Lubin LLP

2012 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

N/A

DIVERSITY LEADERSHIP

Head(s) of Firm: Leon Y. Tuan, Managing Partner

Diversity team leader(s): Daniel J. Barry and Manuel A. Martinez

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2011
Firmwide	33	33
U.S. offices only	33	33

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

No

ASSOCIATES (2011)

	Men	Women
White/Caucasian	1	2
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	3	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	4	2

SUMMER ASSOCIATES (2011)

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	0	0

No summer associate program

EQUITY PARTNERS (2011)

	Men	Women
White/Caucasian	7	1
African-American/Black	0	0
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	1	0
Total	9	2

NON-EQUITY PARTNERS (2011)

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	0	0

OF COUNSEL (2011)

	Men	Women
White/Caucasian	6	7
African-American/Black	0	0
Hispanic/Latino	1	1
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	2	2
Attorneys with disabilities	0	0
Total	7	9

NEW HIRES (2011)

	Men	Women
White/Caucasian	0	2
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	1	3

Strategic Plan and Diversity Leadership

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

Website article; emails; meetings; invitations to diversity events; discussions at recruiting meetings; attendance at diversity events; encouragement to join minority Bar Associations; support of GLBT functions; participation in GLBT functions; active recruiting; generally by meetings and e-mails within the firm that emphasize the importance of diversity, opportunities for expanding diversity at the firm and activities that others at the firm have engaged in to promote diversity.

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

Daniel J. Barry and Manuel A. Martinez

Does your law firm currently have a diversity committee?

Yes

If yes, does the committee's representation include one or more members of the firm's management/executive committee (or equivalent)?

Yes

If yes, how many attorneys are on the committee, and in 2011, 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: 9

Total hours spent on diversity: 100

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

Yes

If partially, please explain.

N/A

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?

Formal

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

Continuous and ongoing

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

The primary responsibility for achieving diversity results lies with the Diversity Committee. In part this is because diversity goals and objectives do not always come directly from management, but rather are often articulated by client's requirements or other external factors, and the Diversity Committee initially deals with these issues. To the extent that a management-generated diversity objective is an issue, the Diversity Committee would be required to solve the problem or take an action. To the extent that an objective is developed through an external source, it would need to be adopted by management, and thereafter would be pursued in the same manner as other diversity objectives. The usual method of accountability is horatory, which has historically proven quite effective, given the size and management structure of the firm.

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 diversity training for all attorneys and staff
	X		Focus on strengthening firm's mentoring program
	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		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		Increase the number of minority attorneys at the associate level
	X		Increase the number of minority attorneys at the partnership level
	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		Increase the number of women at the partnership level
	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



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR OPENLY GLBT 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 GLBT attorneys at the associate level
	X		Increase the number of GLBT attorneys at the partnership level
	X		Increase the number of GLBT attorneys in leadership positions
X			Ensure that EEO and non-discrimination policies specifically address gender identity

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		Ensure that EEO and non-discrimination policies specifically address individuals with disabilities



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 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.

N/A



Recruitment - New Associates

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

Ivy League schools: N/A

Other private schools: N/A

Public state schools: N/A

Historically Black Colleges and Universities (HBCUs): N/A

Diversity job fairs: N/A

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?

The firm does not hire attorneys directly from law school. A minimum of two years of relevant experience is required, and currently the firm has no attorneys with less than 5 years of experience.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2011)

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	0	0

The firm does not have a summer associates program

OFFERS MADE* (2011)

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

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	0	0

The firm does not have a summer associates program

OFFERS ACCEPTED* (2011)

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

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	0	0

The firm does not have a summer associates program

NEITHER ACCEPTED NOR DECLINED (2011)

* 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/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	0	0

The firm does not have a summer associates program

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2011)

	Men	Women
White/Caucasian	1	1
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	2	1

LATERAL OF COUNSEL HIRES (2011)

	Men	Women
White/Caucasian	0	1
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	0	2

LATERAL PARTNER HIRES* (2011)

* Both equity and non-equity

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	0	0

NEW PARTNERS PROMOTED* (2011)

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

	Men	Women
White/Caucasian	1	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	1	0

NEW EQUITY PARTNERS* (2011)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	1	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	1	0

Recruitment - Lateral Associates and Partners

What activities does the firm undertake to attract diverse attorneys?

- Partner programs with women, minority, gay/lesbian 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
- Other (please specify)

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?

Yes

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:

Avis Caravello, Attorney Search Consultants; Barbara Levinson, Levinson Schweitzer, Inc.



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2011**1ST-YEAR ASSOCIATES**

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	0	0

Firm does not hire associates with less than 2 years experience

2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	0	0

Firm does not hire associates with less than 2 years experience

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	0	0

4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	0	0

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	0	0

6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	0	0

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2011**7TH-YEAR ASSOCIATES**

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	0	0

8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	1	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	1	0

OF COUNSEL

	Men	Women
White/Caucasian	1	1
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	1	0
Attorneys with disabilities	0	0
Total	1	1

NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	0	0

EQUITY PARTNERS

	Men	Women
White/Caucasian	1	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	1	0

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, gay/lesbian attorneys, or attorneys with disabilities or physical challenges)
- Increase/review compensation relative to competition
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity and greater inclusion of non-white 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 non-white attorneys (i.e., 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)

The firm has a written policy that provides for gender-neutral parent leave policy that covers natural birth and adoptions. In the past, retention of minority attorneys has not been an issue (except in the context of overall retention of attorneys, which is a concern), but the diversity committee of the firm has been addressing this issue. We believe it has become one of our top priorities going forward.

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

Yes

Comments:

<h3>6.4 What impact, if any, will the decision to work part time have on an attorney's ability to make partner or, if already a partner, to remain a partner at your firm?</h3> <textarea NAME="question537" ROWS="6" COLS="80" wrap="virtual" value="None" onKeyPress="return taLimit(this)" onKeyUp="return taCount(this,'myCounter537')">None

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?

None

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

One



Retention and Professional Development

PART-TIME ATTORNEYS (2011)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	0	0	6
Of counsel	1	5	6	16
Non-equity partner	0	0	0	0
Equity partner	0	1	1	11



Management Demographic Profile

FIRMWIDE COMMITTEES 2011

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	2	1
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	3	1

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	1	1
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	2	1

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	0	0

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	1	1
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	2	1

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	4	2
African-American/Black	0	0
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	1	1
Attorneys with disabilities	0	0
Total	7	2

Management Demographic Profile

OTHER LEADERSHIP ROLES 2011

Leadership positions (2011)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	1	2	1
Number of such positions held by:			
Minorities	1	0	1
Women	0	1	0
GLBT attorneys	0	0	0
Attorneys with disabilities	0	0	0

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? 1

Minorities heading offices: Leon Y. Tuan, Managing Partner, San Francisco (33)

Women heading offices: [No response]

GLBT attorneys heading offices: [No response]

Attorneys with disabilities heading offices: [No response]

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: [No response]

Women heading practices: Ellen A. Cirangle, Litigation Dept. Chair, San Francisco (9)

GLBT attorneys heading practices: [No response]

Attorneys with disabilities heading practices: [No response]

COMMITTEE LEADERS

Minorities heading committees: Manuel A. Martinez, Diversity Committee (11)

Women heading committees: [No response]

GLBT attorneys heading committees: [No response]

Attorneys with disabilities heading committees: [No response]



The Firm Says

Diversity Mission Statement. To work within the firm to hire and retain diversity attorneys and staff. To work outside the firm to extend and enhance opportunity in the legal profession for diverse attorneys.

Diversity Committee. Meets monthly to discuss diversity issues and to decide on pursuing diversity initiatives. Subgroups and individuals then implement initiatives with guidelines from committee chairs.

Flexible and Part-time Schedules. Throughout its 30 year history, Stein & Lubin has emphasized diversity, and as a result of that emphasis, has a significantly diverse partnership and management. One of the most important factors in the firm's ability to achieve this level of diversity is the wide use by management of flexible and part-time attorney schedules. Although up to now these schedules have been negotiated on a case-by-case basis, in fact they have been made available to all senior attorneys, and have benefited not only the attorneys who work the schedules but the firm as a whole, as it has enabled Stein & Lubin to attract and retain diverse legal talent.

Diversity-related Legal Associations. Various attorneys at the firm are active members of legal associations that support the professional development of diverse attorneys, including: the Asian American Bar Association, Bay Area Lawyers for Individual Freedom (the LGBT Bar Association of the San Francisco Bay Area), Lambda Legal, the National Center for Lesbian Rights, and the California Minority Counsel Program.

Billable Credit for Work on Diversity Initiatives. The firm is in the process of developing policies to award billable credit for work related to diversity-related activities.

Benefits for Domestic Partners. The firm's benefits to domestic partners are on the same basis as all other employees.

