

Williams & Connolly LLP

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Washington, D.C.

DIVERSITY LEADERSHIP

Head(s) of Firm: Hack Wiegmann, Managing Partner

Diversity team leader(s): Malachi Jones, Chief Diversity Partner

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

| | Currently | As of December 31, 2019 |
|-------------------|-----------|-------------------------|
| Worldwide | 296 | 296 |
| U.S. offices only | 296 | 296 |

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

No

ASSOCIATES (2019)

| | Men | Women |
|----------------------------------|-----------|-----------|
| White/Caucasian | 58 | 54 |
| African-American/Black | 1 | 4 |
| Hispanic/Latinx | 3 | 3 |
| Alaska Native/American Indian | 0 | 0 |
| Asian | 8 | 14 |
| Native Hawaiian/Pacific Islander | 0 | 0 |
| Multiracial | 5 | 1 |
| Openly LGBTQ | 8 | 4 |
| Individuals with Disabilities | 0 | 0 |
| Total | 76 | 75 |

SUMMER ASSOCIATES (2019)

| | Men | Women |
|----------------------------------|-----------|-----------|
| White/Caucasian | 15 | 23 |
| African-American/Black | 2 | 2 |
| Hispanic/Latinx | 0 | 0 |
| Alaska Native/American Indian | 0 | 0 |
| Asian | 5 | 3 |
| Native Hawaiian/Pacific Islander | 0 | 0 |
| Multiracial | 0 | 0 |
| Openly LGBTQ | 2 | 5 |
| Individuals with Disabilities | 0 | 0 |
| Total | 22 | 28 |

EQUITY PARTNERS (2019)

| | Men | Women |
|----------------------------------|-----------|-----------|
| White/Caucasian | 86 | 18 |
| African-American/Black | 1 | 2 |
| Hispanic/Latinx | 2 | 1 |
| Alaska Native/American Indian | 0 | 0 |
| Asian | 0 | 2 |
| Native Hawaiian/Pacific Islander | 0 | 0 |
| Multiracial | 0 | 1 |
| Openly LGBTQ | 0 | 1 |
| Individuals with Disabilities | 0 | 0 |
| Total | 89 | 24 |

NON-EQUITY PARTNERS (2019)

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

We do not have non-equity partners

OF COUNSEL (2019)

| | Men | Women |
|----------------------------------|-----------|----------|
| White/Caucasian | 24 | 7 |
| 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 | 0 | 0 |
| Total | 24 | 8 |

NEW HIRES (2019)

| | Men | Women |
|----------------------------------|-----------|-----------|
| White/Caucasian | 9 | 11 |
| African-American/Black | 1 | 1 |
| Hispanic/Latinx | 0 | 1 |
| Alaska Native/American Indian | 0 | 0 |
| Asian | 1 | 5 |
| Native Hawaiian/Pacific Islander | 0 | 0 |
| Multiracial | 0 | 0 |
| Openly LGBTQ | 2 | 2 |
| Individuals with Disabilities | 0 | 0 |
| Total | 11 | 18 |

Strategic Plan and Diversity Leadership

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

??? Williams & Connolly LLP recognizes diversity and inclusion as core values of the firm. The importance of these values is communicated through the firm's Chairperson, who regularly speaks to the firm's attorneys, participates in meetings of the Diversity & Inclusion Committee, and works hand in hand with the Chief Diversity Partner. Williams & Connolly LLP is one of the first firms to have a partner devote all their time to diversity and inclusion, which also signals the importance of these issues to the partnership. In addition, the firm communicates its dedication to diversity through its website, which includes a diversity and inclusion section that highlights the firm's commitment to diversity.

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

Malachi Jones, Chief Diversity Partner

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: 1997

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 firm's Chief Diversity Partner regularly communicates with the Executive Committee about the firms' diversity and inclusion goals and objectives.

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?

Quarterly

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

The firm's Chief Diversity Partner reports to the Executive Committee and Chairperson at least quarterly on the progress of diversity and inclusion initiatives with respect to recruiting, retention, and professional advancement. The Chief Diversity Partner also reports to the entire partnership on a monthly basis regarding ongoing initiatives and concerns.

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 | X | | Undertake communication from firm management that diversity is a top priority of the firm |
| X | 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 | | Implement bias interrupters with respect to hiring/assignments/evaluations/compensation reviews/promotions/ etc. |
| X | 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 | 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 | 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 | X | | Focus on strengthening firm's mentoring program for women |
| X | 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 |



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 | X | | Focus on strengthening firm's mentoring program for LGBTQ attorneys |
| X | 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) |

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 |



Williams & Connolly LLP

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

Williams & Connolly has had a deep and long-standing commitment to the Thurgood Marshall Academy (TMA) law-themed charter high school in Southeast Washington, D.C., since its founding in 2001. The firm has supported the school financially and several partners have served on the school's board. Furthermore, lawyers and firm staff have tutored TMA students for over a decade. The support of the school is not simply financial, but includes active mentorship by attorneys and staff as well.



Recruitment - New Associates

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

Ivy League law schools: Columbia University; Harvard University; Yale University

Other private law schools: Georgetown University; Stanford University; Northwestern; Duke University

Public state law schools: University of Virginia; University of Chicago; University of Michigan; University of Pennsylvania

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

Diversity job fairs: We recruit at diversity job fairs

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?

Our recruiting efforts aim to increase the number of diverse candidates considered and hired by our Hiring Committee. We actively recruit female and diverse summer associates. To gain early exposure to female and diverse students, we partner with diverse and women student groups (BALSA, LALSA, APALSA, etc.) at many top law schools to host 1L receptions. We also participate in the SEO Law Fellowship program, which prepares diverse students for success in law school in their 1L year. Furthermore, we travel to various law schools as part of the DC Road Show to meet African-American law students (mostly 1L) and expose them to law firm practice.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

| | Men | Women |
|----------------------------------|-----------|-----------|
| White/Caucasian | 15 | 23 |
| African-American/Black | 2 | 2 |
| Hispanic/Latinx | 0 | 0 |
| Alaska Native/American Indian | 0 | 0 |
| Asian | 5 | 3 |
| Native Hawaiian/Pacific Islander | 0 | 0 |
| Multiracial | 0 | 0 |
| Openly LGBTQ | 2 | 5 |
| Individuals with Disabilities | 0 | 0 |
| Total | 22 | 28 |

OFFERS MADE* (2019)

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

| | Men | Women |
|----------------------------------|-----------|-----------|
| White/Caucasian | 14 | 23 |
| African-American/Black | 2 | 2 |
| Hispanic/Latinx | 0 | 0 |
| Alaska Native/American Indian | 0 | 0 |
| Asian | 5 | 3 |
| Native Hawaiian/Pacific Islander | 0 | 0 |
| Multiracial | 0 | 0 |
| Openly LGBTQ | 2 | 5 |
| Individuals with Disabilities | 0 | 0 |
| Total | 22 | 28 |

One of our summer associates postponed their last year of law school.

OFFERS ACCEPTED* (2019)

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

| | Men | Women |
|----------------------------------|----------|-----------|
| White/Caucasian | 1 | 9 |
| African-American/Black | 1 | 0 |
| Hispanic/Latinx | 0 | 0 |
| Alaska Native/American Indian | 0 | 0 |
| Asian | 3 | 1 |
| Native Hawaiian/Pacific Islander | 0 | 0 |
| Multiracial | 0 | 0 |
| Openly LGBTQ | 0 | 1 |
| Individuals with Disabilities | 0 | 0 |
| Total | 5 | 10 |

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 | 13 | 14 |
| African-American/Black | 1 | 2 |
| Hispanic/Latinx | 0 | 0 |
| Alaska Native/American Indian | 0 | 0 |
| Asian | 2 | 2 |
| Native Hawaiian/Pacific Islander | 0 | 0 |
| Multiracial | 0 | 0 |
| Openly LGBTQ | 2 | 4 |
| Individuals with Disabilities | 0 | 0 |
| Total | 16 | 18 |

One of our summer associates postponed their last year of law school.

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

| | 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 | 0 | 0 |
| Total | 0 | 0 |

The firm does not typically hire laterals.

LATERAL OF COUNSEL HIRES (2019)

| | 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 | 0 | 0 |
| Total | n/a | 0 |

The firm does not typically hire laterals.

LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

| | Men | Women |
|----------------------------------|----------|----------|
| White/Caucasian | 0 | 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 | 0 | 0 |
| Total | 0 | 2 |

NEW PARTNERS PROMOTED* (2019)

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

| | Men | Women |
|----------------------------------|----------|----------|
| White/Caucasian | 1 | 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 | 0 | 0 |
| Total | 1 | 1 |

NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

| | Men | Women |
|----------------------------------|----------|----------|
| White/Caucasian | 2 | 3 |
| 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 | 0 | 0 |
| Total | 2 | 3 |

One former partner returned to the firm from government service.

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)

The firm is currently pursuing Mansfield Rule certification in 2020.

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

No

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

Not applicable

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:

Not applicable



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

1ST-YEAR ASSOCIATES

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

2ND-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 | 0 | 0 |
| Total | 2 | 1 |

3RD-YEAR ASSOCIATES

| | Men | Women |
|----------------------------------|----------|----------|
| White/Caucasian | 2 | 2 |
| 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 | 0 |
| Individuals with Disabilities | 0 | 0 |
| Total | 2 | 3 |

4TH-YEAR ASSOCIATES

| | Men | Women |
|----------------------------------|----------|----------|
| White/Caucasian | 4 | 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 | 1 | 0 |
| Individuals with Disabilities | 0 | 0 |
| Total | 4 | 0 |

5TH-YEAR ASSOCIATES

| | Men | Women |
|----------------------------------|----------|----------|
| White/Caucasian | 0 | 2 |
| 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 | 0 | 0 |
| Total | 0 | 3 |

6TH-YEAR ASSOCIATES

| | Men | Women |
|----------------------------------|----------|----------|
| White/Caucasian | 1 | 1 |
| 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 | 0 | 0 |
| Total | 1 | 2 |

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

7TH-YEAR ASSOCIATES

| | Men | Women |
|----------------------------------|----------|----------|
| White/Caucasian | 0 | 2 |
| 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 | 0 | 0 |
| Total | 0 | 3 |

8TH-YEAR PLUS ASSOCIATES

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

OF COUNSEL

| | 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 | 0 | 0 |
| Total | 0 | 1 |

NON-EQUITY PARTNERS

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

We do not have non-equity partners.

EQUITY PARTNERS

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

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)

The firm is pursuing Mansfield Rule certification as a way of increasing diversity within leadership positions within the firm.

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

Yes

Comments:

Williams & Connolly also understands that employees often struggle with the competing demands of work and family life. To help, the firm partners with Bright Horizon's Backup Care Advantage Program to provide backup child and elder care, with in-home and local care center options, at subsidized rates.

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?

The decision to work part-time has no impact on an attorney's ability to make partner or remain a partner. Associates who worked a part-time schedule have made partner in the past.

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

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Retention and Professional Development

| PART-TIME ATTORNEYS (2019) | PART-TIME ATTORNEYS | | | TOTAL NUMBER OF ATTORNEYS (full and part-time) |
|-------------------------------|---------------------|-------|-------|---|
| | Men | Women | Total | |
| Associates | 0 | 15 | 15 | 151 |
| Of counsel | 19 | 7 | 26 | 32 |
| Non-equity partner | n/a | n/a | n/a | n/a |
| Equity partner | 3 | 7 | 10 | 113 |



Management Demographic Profile

FIRMWIDE COMMITTEES 2019

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

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

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

| | Men | Women |
|----------------------------------|----------|----------|
| White/Caucasian | 5 | 4 |
| 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 | 1 | 0 |
| Openly LGBTQ | 0 | 0 |
| Individuals with Disabilities | 0 | 0 |
| Total | 6 | 5 |

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

| | 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 | 0 | 0 |
| Total | 0 | 0 |

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

| | Men | Women |
|----------------------------------|-----------|----------|
| White/Caucasian | 14 | 6 |
| 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 | 1 |
| Openly LGBTQ | 0 | 0 |
| Individuals with Disabilities | 0 | 0 |
| Total | 14 | 9 |

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

| | Men | Women |
|----------------------------------|----------|----------|
| White/Caucasian | 3 | 2 |
| African-American/Black | 1 | 1 |
| Hispanic/Latinx | 1 | 2 |
| Alaska Native/American Indian | 0 | 0 |
| Asian | 0 | 2 |
| Native Hawaiian/Pacific Islander | 0 | 0 |
| Multiracial | 1 | 0 |
| Openly LGBTQ | 0 | 1 |
| Individuals with Disabilities | 0 | 0 |
| Total | 6 | 7 |

Management Demographic Profile

OTHER LEADERSHIP ROLES

| Leadership positions (2019) | U.S. office heads | Practice group/ department leaders | Committee leaders |
|-----------------------------------|-------------------|---------------------------------------|-------------------|
| Total number of positions | 1 | 43 | 19 |
| Number of such positions held by: | | | |
| Minorities | 0 | 6 | 2 |
| Women | 0 | 9 | 4 |
| LGBTQ attorneys | 0 | 1 | 0 |
| Individuals 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: We do not disclose specific information about attorneys only aggregated data.

Women heading offices: We do not disclose specific information about attorneys only aggregated data.

LGBTQ attorneys heading offices: We do not disclose specific information about attorneys only aggregated data.

Individuals with Disabilities heading offices: We do not disclose specific information about attorneys only aggregated data.

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: We do not disclose specific information about attorneys only aggregated data.

Women heading practices: We do not disclose specific information about attorneys only aggregated data.

LGBTQ attorneys heading practices: We do not disclose specific information about attorneys only aggregated data.

Individuals with Disabilities heading practices: We do not disclose specific information about attorneys only aggregated data.

COMMITTEE LEADERS

Minorities heading committees: We do not disclose specific information about attorneys only aggregated data.

Women heading committees: We do not disclose specific information about attorneys only aggregated data.

LGBTQ attorneys heading committees: We do not disclose specific information about attorneys only aggregated data.

Individuals with Disabilities heading committees: We do not disclose specific information about attorneys only aggregated data.



The Firm Says

Williams & Connolly LLP remains committed to diversity and inclusion in all aspects of our firm culture and work. That commitment starts with our leadership. The firm's Chief Diversity Partner devotes all of this time to fostering diversity and inclusion at the firm. The D&I Committee works regularly with Executive Committee and other firm leaders to discuss and implement its initiatives. While Williams & Connolly seeks to move its diversity efforts beyond a simple numbers driven approach, as a result of our initiatives, in 2019 our associates were their most diverse ever with half of the associates being women and almost a third of our associates being minorities.

Firm Leadership

Williams & Connolly Executive Committee itself reflects the firm's commitment to diversity and three of its six members are women (two of whom also happen to be ethnically diverse). In addition, the Executive Committee has an LGBTQ+ member. Furthermore, women and diverse partners serve as the leaders of several key committees and practice groups in the firm. Notably, as of 2019, the firm's nationally recognized Supreme Court and Appellate practice is now led by three women (including Lisa Blatt, who has argued more cases before the Supreme Court than any other woman in history). The firm is on track to achieve Mansfield Rule certification in 2020 for the first time ever.

Hiring

The firm actively recruits diverse summer associates and associates through a series of targeted initiatives. In order to reach diverse candidates in their first year of law school, the firm participates in career fairs, panels and other school-sponsored events geared specifically towards women and diverse students. The firm also partners with a number of diverse student groups (Black Law Students Association, Asian Pacific American Law Students Association, LALSA, Outlaws, women's groups, etc.) to host receptions for 1L students at the majority of the top law schools. These recruiting efforts have proved successful. This past summer, our 2019 summer associate class was 39% diverse and 57% women. Our incoming class of associates this past fall was 38% diverse and 62% women. Moreover, in 2020, our summer class again will be 43% diverse and 53% women. We plan to maintain and even increase these percentages with continuing early outreach.

The firm also participates in the Sponsors for Educational Opportunity (SEO) Law Fellowship program, a program that places students of color with law firms for a paid internship the summer before those students begin law school. Furthermore, we support the Georgetown Law Center Opportunity Scholar program, a needs based scholarship program that includes many diverse and first generation law students. Two of the diverse scholars that we supported will be graduating from Georgetown in 2020. The support of these programs is not simply financial, but includes hosting panel discussions and active mentorship of students as well.

Retention

Our primary focus is further improving the experience of diverse and women attorneys at the firm. We continue to develop our diverse associate sponsorship program with partner sponsors focusing on the professional development and social integration of each diverse associate. To accomplish this, we have focused on pairing associates and partners who have an existing, organic relationship. While leveraging these relationships, we have partner sponsors focus on implementing a career development plan with each associate. There is regular follow up on the associate's progress with the plan throughout the year. We also have increased the program structure and implemented a system to solicit regular feedback from associates in order to provide greater accountability and monitor effectiveness.

Likewise, the Williams & Connolly Women's Initiative continues to provide mentorship for women attorneys at the firm. In 2019, the Women's Initiative promoted professional development and networking for women attorneys by taking a leadership role in two professional conferences focusing on women in the law and offering regular speakers on topics such as client development, self-advocacy skills, and work life balance. The Women's Initiative also sponsored a two-day seminar on networking and business development. The efforts of the Women's Initiative have begun to show. In the past five years, more than half of the associates elected to the partnership of the firm have been women. Three of the five associates just elected to partner last fall are women. As a result, as of January 1, 2020, Williams & Connolly's partnership is 23% female.

In addition to effective sponsorship, partner feedback is critical to any associate's success. With an eye toward ensuring that diverse and women attorneys receive equal opportunities for informal feedback, we are one of the first firms to use technology to promote and track feedback. We have created a performance feedback application that, at regular intervals, offers associates the opportunity to meet with and get informal feedback from any partners they select. The application allows us to monitor who is seeking feedback from whom and whether it was completed. We continue to strengthen this program.

Inclusion

The firm focuses on the integration of diverse and women attorneys in the firm, not just professionally but socially as well. In addition to using our sponsorship program to foster inclusion, we have a regular series of volunteer events designed to foster interaction between attorneys in an out of the office setting while giving back to the community at the same time. The firm also hosts regular social events with diverse attorneys, our Women's Initiative, and informal affinity groups. Throughout the year, the firm sponsors individual speakers and panel discussions on various diversity topics, highlighted by a reception in the summer celebrating diversity in the law. Recent speakers include Barry Kowalski, who prosecuted the LAPD officers for the Rodney King beating; Georgetown Law Professor Paul Butler, a Williams & Connolly alumnus whose academic work focuses on criminal law and race relations; and Angie Kim, a best-selling Korean-American author and a Williams & Connolly alumnus.

Attorney Development

Williams & Connolly seeks to develop and advance underrepresented attorneys by providing various opportunities. For example, the firm presents a number of internal events to promote career development for diverse and female attorneys, including panel discussions on the path to partnership, leveraging small case opportunities, the benefits of client secondments, and pro bono trials. The firm sponsors informal lunches that give diverse and women associates the opportunity to be exposed to a particular partner's practice that they may be interested in. The firm also has a writing program that offers attorneys the opportunity to be coached by a senior partner to master the art of written advocacy.

In addition, the firm is also a member of the Leadership Council on Legal Diversity (LCLD), an organization whose members serve as either general counsel of major corporations or managing partners of law firms. The firm participates in two of the LCLD's major initiatives, the Fellows and Pathfinders programs. These programs provide tools for professional development, relationship-building skills, and foundational leadership skills for female and diverse lawyers.

